

# Kathryn E. Keeton

1107 Glenwood Loop  
Bulverde, TX 78163  
Phone: 469-450-1864

[KathrynEKeeton@gmail.com](mailto:KathrynEKeeton@gmail.com)

LinkedIn: <https://www.linkedin.com/in/kathryn-e-keeton-8815617>

## 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 and effective leader in managing a multi-million dollar research portfolios and department budgets to produce needed operational deliverables on time and within budget in a variety of industries including aerospace, healthcare, and oil and gas.
- Effective communicator and project management leader skilled in overseeing and supervising projects and people 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, Adobe Suite Creative, 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**

September 2019-Present

*Position: Senior Executive Director for the Center for Professional Excellence in the College of Business; Associate Professor of Practice*

- Lead and manage the Center for Professional of Excellence team which oversees the Executive MBA and all Executive Education that is offered through the College of Business.
- Oversee and manage all marketing, business development, content development, instruction and delivery, and course and student evaluation of all CPE offerings.
- Serve as the Executive Coach for all Executive MBA students, providing insight and guidance and one-on-one and group coaching.
- Instruct undergraduate and graduate students in the College of Business; courses include Innovation and Entrepreneurship, Professional Development, Building Successful Teams

January 2016-August 2019

*Position: Associate Director, Executive Education for the Center for Professional Excellence in the College of Business; Associate Professor of Practice*

- Oversee and manage all executive education that is provided through the College of Business; manage a team of four that oversees marketing, development, delivery, and evaluation of all executive education offerings; provide strategic oversight and implement innovative solutions to address customer needs (professionals and organizations within the San Antonio community)
- Serve as the Executive Coach for all Executive MBA students, providing insight and guidance and one-on-one and group coaching
- Instruct undergraduate and graduate students in the College of Business; courses include Innovation and Entrepreneurship, Professional Development, Building Successful Teams

**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](http://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 and oversee the management of subcontractors for all work won (at the city, state, and federal level)

**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, innovation, 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

## Change Management

- 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>)

### **NASA/EASI Inc.: Houston, Texas**

## Research Portfolio Manager: Teams in Space

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

*July, 2008 – December, 2011*

- 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.
- Astronaut Selection Participant: Served as one of the Behavioral Psychologists during the team simulation evaluations for two Astronaut Selection Rounds (2008 and 2012)

### **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.

*Design of  
ExxonMobil Training  
Programs*

- Training Development: Designed needs analysis for gaps in cultural-awareness and training.
- 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.*

- Conducting Job Analyses*
- Assessment Development Incorporated: Houston, Texas**  
*Position: Job Analyst* *Sept 2005- May 2007*
- 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.*
- Conducting Assessment Centers*
- Management Personnel Systems: Houston, Texas**  
*Position: Consultant* *Sept 2005- May 2007*
- 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.*
- Training Program Design*
- John M Campbell and PetroSkills: Houston, Texas**  
*Position: Consultant* *Jan 2006-May 2006*
- 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.*
- Cultural and Selection Assessment*
- Human Factors Research Lab: Austin, Texas**  
*Position: Research Assistant* *May 2003-Aug 2004*
- Selection: Conducted research concerning selection of NASA astronauts to ascertain what skills and traits predict job performance; identified measures to be used in selection process.
  - Cultural Teamwork Assessment: Observed medical work team interaction at Seton Hospital; identified strategies to train individuals to increase communication and teamwork within the team dynamic.
  - Supervisor: Robert Helmreich, Ph.D. & Dave Musson, M.D., Ph.D.

**Research***Publications*

- Keeton, K.E. & Musson, D. (in press). Introduction: The Power of Higher-Order Goals for Space Exploration. In *Psychology and Human Performance in Space Programs*.
- 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](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**

Society for Industrial and Organizational Psychology  
 American Psychological Association

**Awards**

SABJ Power Couple	February 2020
Women’s 2017 Leadership Award Recipient, SABJ	August 2017
Winner of NASA’s Early Career Public Achievement Award	July 2016

## Kathryn E. Keeton

10

Winner of the BioAstronautics Innovation Challenge January 2014

Johnson Space Center Director's Innovation Award June 2013

BioAstronautics Contract Bravo Award June 2011

### Other

GirlStart Council, GirlStart October 2019-Present

Board Service (Chair): SAReads June 2017-Present

Board Service (Secretary): Center for HealthCare Services September 2016- Present

Volunteer Coaching for Workforce Solutions October 2011-January 2012