

# KEITH O. HUNTER, PH.D.

ORGANIZATIONAL BEHAVIOR SCHOLAR · EDUCATOR · ACADEMIC LEADER

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## PROFESSIONAL PROFILE

Organizational behavior scholar, educator, and systems-oriented practitioner whose work connects social networks, power, organizational culture, management education, and applied leadership development. Brings a decade-plus record of sustained curriculum ownership, teaching across undergraduate through executive levels, institutional leadership in teaching excellence, scholarship of teaching and learning, and internationally engaged academic work. Current research examines network formation and relationship dynamics in large interdisciplinary scientific collaborations. Earlier careers in software engineering, national-laboratory research, and the U.S. Navy inform an interdisciplinary approach to human systems, organizational practice, and management education.

## ACADEMIC APPOINTMENTS

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| <b>Associate Professor of Organizational Behavior and Management</b> , University of San Francisco | <b>2017–Present</b> |
| <b>Assistant Professor of Organizational Behavior and Management</b> , University of San Francisco | <b>2011–2017</b>    |
| <b>Visiting Professor</b> , Kufstein University of Applied Sciences, Austria                       | <b>2016</b>         |
| <b>Full-Time Lecturer, Computer Science</b> , University of Central Florida                        | <b>1997–1998</b>    |

## EDUCATION

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| <b>Ph.D., Organizational Behavior and Management</b> , Carnegie Mellon University<br>Dissertation: Planned Organizational Network Change. | <b>2011</b> |
| <b>M.Phil., Public Policy and Management</b> , Carnegie Mellon University                                                                 | <b>2011</b> |
| <b>M.S., Computer Science</b> , University of Central Florida<br>Thesis: Genetic Algorithms for Multi-Objective Optimization.             | <b>1997</b> |
| <b>B.S., Computer Science</b> , University of Central Florida                                                                             | <b>1994</b> |
| <b>A.A.</b> , Valencia Community College                                                                                                  | <b>1992</b> |

## TEACHING EFFECTIVENESS

Mean student evaluation ratings of 5.27 / 6.0 across 48 scored course sections spanning undergraduate, MBA, Executive MBA, and M.S. in Organization Development programs (Explorance Blue Teaching Effectiveness Survey, USF Office of the Registrar; Spring 2015–Spring 2026), based on 594 student responses out of 1,158 enrolled (51.3% average response rate).

| Construct               | Weighted Mean (6-pt scale) |
|-------------------------|----------------------------|
| Instructional Design    | 5.38                       |
| Instructional Practices | 5.11                       |
| Student Engagement      | 5.25                       |
| Student Learning        | 5.35                       |

Record spans 20 distinct terms across a decade, including sustained delivery to Executive MBA audiences. Ratings have remained stable within a normal band across the full period, with no evidence of decline over time.

## TEACHING LEADERSHIP AND CURRICULUM INNOVATION

### Signature Curriculum: Power and Influence

- Designed and developed an original Power and Influence curriculum beginning with a faculty-directed study in 2015 and the first full course offering in 2017.

- Extended the curriculum across undergraduate, M.S. in Organization Development, Executive MBA, Online MBA, and Part-Time MBA programs, including core, elective, and special-topics formats.
- Designed and delivered the course in face-to-face, synchronous online, fully asynchronous, and hybrid modalities; secured Community-Engaged Learning designation for the undergraduate course following substantive redesign.
- Sustained repeated offerings from 2017 through 2026 across multiple programs, including a required Executive MBA core course and later elective versions.

### **Golden Gateway Initial-Year Experience — City as Classroom (USF Core Curriculum Redesign)**

- Invited into the inaugural Golden Gateway teaching cohort to develop a course in the City as Classroom area, aligned with the university's community-engaged, place-based learning outcomes (invitation received and accepted July 2026; two-semester teaching commitment for Fall 2027–Spring 2028 planned, pending final course approval).
- Selection builds directly on an existing record of Community-Engaged Learning course design and leadership (see Teaching and Institutional Recognition and Academic Leadership sections below).

### **Additional Curriculum Development**

- Created and taught Management in Practice, evolving an earlier Personal Brand and Career Development elective through collaborative curriculum review, special-topic pilots, and approval as a regular course offering.
- Designed and taught Humanistic Management and Hospitality as a graduate special topic.
- Contributed to management and organizational behavior curricula spanning foundational undergraduate courses, MBA and Executive MBA cores, and the M.S. in Organization Development.

### **Teaching Portfolio**

**Undergraduate:** Management and Organizational Dynamics; Professional Power and Influence; Personal Brand and Career Development; Management in Practice.

**MBA and Executive MBA:** Leadership, Teams, and Organizations; Building and Leading Effective Teams; Leadership and Teams; Developing Power and Influence; Power, Influence and Adjacent Leadership; Humanistic Management and Hospitality.

**M.S. in Organization Development:** Understanding Behavior in Organizations; Leadership for Organization Development; Developing Power and Influence.

**Directed Study and Supervision:** Understanding Organizations; Learning to Lead; Peru Social Enterprise; Developing Organizational Power and Influence; MBA Internship supervision; Culminating Project.

**International Teaching:** Innovation Leadership — USF Executive MBA–SHATEC Masterclass, Singapore (2018, 2019); Multinational Teams — FH Kufstein, Austria (2016); Intercultural Communication — FH Kufstein, Austria (2016).

## **TEACHING AND INSTITUTIONAL RECOGNITION**

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- John Miller Mission Support and Advocacy Award, USF School of Management, 2025
- USF Community Engaged Learning Faculty Award, 2022
- Outstanding Executive MBA Faculty Award, 2022
- Outstanding Service Award, USF School of Management, 2019
- Outstanding Teaching Award, USF School of Management, 2016
- Jesuit Excellence Award, USF Graduate Business Association, 2013, 2014, 2016
- Faculty Team Innovation Award, USF Office of the Provost, 2013

## **ACADEMIC LEADERSHIP AND INSTITUTIONAL SERVICE**

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### **Teaching and Learning Leadership**

**Co-Director**, Tracy Seeley Center for Teaching Excellence, University of San Francisco

**2024–Present**

**Steering Committee Member**, USF Center for Teaching Excellence

**2023–2024**

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|---------------------------------------------------------------------------------------------------|------------------|
| <b>Co-Chair</b> , USF Community Engaged Learning Committee                                        | <b>2019–2024</b> |
| <b>Chair</b> , High Impact Practices Task Force, School of Management                             | <b>2018–2020</b> |
| <b>Panelist</b> , Community Partner Co-Educator Fellowship                                        | <b>2020–2021</b> |
| <b>Steering Committee Member and Panelist</b> , Graduate-Level Community-Engaged Learning Seminar | <b>2014</b>      |

### **Academic Governance and Program Leadership**

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|------------------------------------------------------------|---------------------|
| <b>Co-Chair</b> , MBA Program Committee                    | <b>2018–2021</b>    |
| <b>Chair</b> , Faculty Governance Council                  | <b>2016–2017</b>    |
| <b>Member</b> , Faculty Governance Council                 | <b>2012–2017</b>    |
| <b>Member</b> , Faculty Development Committee              | <b>2018–2021</b>    |
| <b>Member</b> , Graduate Program Committee                 | <b>2011–2014</b>    |
| <b>Member</b> , Undergraduate Program Committee            | <b>2025–Present</b> |
| <b>Member</b> , Executive Education Task Force             | <b>2021</b>         |
| <b>Member</b> , School of Management Peer Review Committee | <b>2021</b>         |

### **Selected University Service**

- Member, Jesuit Foundation Advisory Board, 2019–Present.
- Member, USF Black Scholars Program Selection Committee, 2020–Present.
- Co-Chair, USFFA Executive Director Search Committee, 2021.
- Member, University Council on Community Engagement, 2017–2020.
- Member, Vice-Provost Search Committee, 2018.
- Member, Working Group on Organizational Structure and Culture, Project Magis, 2017.
- Member, University Information Technology Committee, 2011–2016.
- Member, USF Faculty Association Policy Board, 2012–2016.
- Faculty Advisor, USF Chapter of Student Veterans of America, 2013–2016.
- Member, Inaugural USF Ignatian Faculty Forum, 2014–2015.

## **RESEARCH AND SCHOLARLY AGENDA**

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### **Current Collaborative Research**

- Structural Facilitators of Planned Network Change, Revisited: An Organizational Narrative — A substantially reworked treatment of Hunter's dissertation research and 2007 Academy of Management presentation of related findings (Hunter, K. O., & Krackhardt, D., 2007), incorporating the organizational narrative of the underlying change intervention that earlier treatments omitted. In development for submission to AOM Discoveries.
- Perceived Cohesion in Cognitive Social Structures: A Longitudinal Dataset — A manuscript presenting a longitudinal cognitive social structures dataset and an illustrative analysis, building on Sunbelt Social Networks Conference presentations (2019, 2022, 2023) using Krackhardt data. Intended for the Journal of Social Structure.
- LSST Network Formation Project — Contributing researcher on a John Templeton Foundation-funded, multi-institution collaboration led by Jana Diesner at the Technical University of Munich, examining how relationships, influence, collaboration, and team stability emerge within the LSST scientific community.
- Balance Theory Implications for Inclusion and Interdisciplinary Team Formation (with J. Diesner) — Hunter's own contribution within the LSST collaboration, extending his earlier balance-theory work on planned organizational network change to examine inclusion and interdisciplinary team-formation dynamics; data collection underway.
- Relational Formation Under Constraint: Social-Psychological Challenges and Design Implications for Jesuit Business Education — Exploratory manuscript in development; intended for the Journal of Jesuit Business Education.

- Early-Career Networks for Belonging, Sponsorship, and Psychological Safety in Healthcare Settings (with M. L. Hudson) — A developmental paper accepted and presented at the Western Academy of Management Annual Meeting, Santa Fe, NM (March 2026); currently securing access to network and career/job satisfaction data for full data collection.
- Can They Move the Needle? — A quantitative analysis examining whether entrepreneurship-course assignments produce measurable student learning gains. Target: *Journal of Management Education*.
- It's Hard Not to Be on Your Own Side! — A collaborative study of narrative transport in entrepreneurial decision-making, with attention to funding and support decisions. Target: *Journal of Management Education*.
- GenAI Personas for Student-Driven Learning — A manuscript reporting on a classroom application of GenAI-based personas, developed in connection with Hunter's GenAI certification work. Target: *Management Teaching Review*.

## Primary Areas

- Organizational and cognitive social networks; power and influence; network formation and planned change; organizational culture; management education; community-engaged and experiential learning.

## PUBLICATIONS

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### Peer-Reviewed Journal Articles and Cases

- Bai, O., Yang, X., Hunter, K. O., & Wang, B. (2022). Meorient: A pioneer of the digital exhibition industry. *Emerald Emerging Markets Case Studies*, 12(3), 1–27.
- Hudson, M. L., & Hunter, K. O. (2020). Hear it their way: Micro-invalidation and the burden of 'articulateness.' *Management Teaching Review*, 5(4), 290–301.
- Hudson, M. L., Hunter, K. O., & Rogers, P. C. (2017). Hair and outrospection in the nonprofit and public sectors. *Qualitative Research Journal*, 17(2), 124–139.
- Hudson, M. L., & Hunter, K. O. (2017). Blurred lines: Happy or harassed? *Case Research Journal*, 37(1), 1–3.
- Jones, H., & Hunter, K. O. (2016). A reflective hybrid approach to connecting leadership style and stakeholder perspective. *Challenging Organizations and Society*, 5(2).
- Hudson, M., & Hunter, K. O. (2016). Between righteous legacy and Pyrrhic victory: An administrator's dilemma. *The CASE Journal*, 12(2), 133–143.
- Hunter, K. O., & Wolf, E. M. (2016). Cracking the code of process safety culture with organizational network analysis. *Process Safety Progress*, 35(3), 276–285.
- Hunter, K. O., Hudson, M., & Boedecker, K. (2015). Seeing the light or tilting at windmills? The case of Richards-Townshend. *Journal of Critical Incidents*, 8, 66.
- Henderson, L. S., & Hunter, K. O. (2015). The communication conundrum exercise: Pedagogy for project-based learning. *Organization Management Journal*, 12(4).
- Hudson, M., & Hunter, K. O. (2014). Positive effects of peer-led reflection on undergraduates' concept integration and synthesis during service learning. *Journal of International Teaching and Learning in Higher Education*, 26(1), 12–25.

### Book Chapters

- Hudson, M. L., & Hunter, K. O. (2025). The noose: A case study in crisis miscommunication. In J. McManus Warnell & K. Collette-Schmitt (Eds.), *Case Studies in Inclusive Leadership: Actionable Strategies for Individuals and Organizations*. Edward Elgar Publishing.
- Hudson, M. L., & Hunter, K. O. (2024). Bias or poor training? The Wine Train incident (Case and instructor manual). In L. L. Levesque (Ed.), *People Management Skills in Practice: A Case Study Collection*. Routledge.
- Hunter, K. O. (2019). Building exchange relations and brokerage positions within groups. In G. M. Schwarz, A. F. Buono, & S. M. Adams (Eds.), *Preparing for High Impact Organizational Change: Experiential Learning and Practice* (pp. 179–197). Edward Elgar Publishing.
- Hudson, M., & Hunter, K. O. (2015). Another arrow in the quiver: 'Magis,' social justice, and the EdD. In A. L. Ellis (Ed.), *Ed.D. Programs as Incubators for Social Justice Leadership* (pp. 173–185). Carnegie Project on the Education Doctorate.

### Conference Presentations and Proceedings

Peer-reviewed papers, teaching exercises, case proceedings, and workshop sessions presented at national and international conferences (Academy of Management, RMLE Unconference, Organizational Behavior Teaching Conference, Eastern Academy of Management, Society for Case Research, Western Academy of Management, and INSNA Sunbelt).

- Hunter, K. O., & Hudson, M. L. "Early-Career Networks for Belonging, Sponsorship, and Psychological Safety in Healthcare Settings" (developmental paper), Western Academy of Management Annual Meeting, Santa Fe, NM (March 2026).
- Johnson, C. D., Bailey, A., Gadles, M., Hudson, M. L., Hunter, K. O., King, J., Lewis, R., & Luncheon, A. "Can we talk? A critical BIPOC faculty (and allies) conversation," Professional Development Workshop Symposium, Academy of Management Annual Meeting, Copenhagen, Denmark (July 2025).
- Hudson, M. L., Hunter, K. O., & Rogers, P. "Bullshit and blues," conceptual paper, Research in Management Learning & Education (RMLE) Unconference, Liverpool, England (June 2025).
- Hudson, M. L., & Hunter, K. O. "How can we begin to develop recognized and effective community-based research?" RMLE Unconference, Bond University, Australia (June 2024).
- Hunter, K. O. "Really 'Thick as thieves?' Affect and errors of commission in Krackhardt data." INSNA Sunbelt Social Networks Conference, Portland, OR (June 2023).
- Hudson, M., & Hunter, K. O. "Royal Pain," Annual MBAAI Conference of the Society for Case Research, Chicago, IL (March 2023).
- Hunter, K. O. "Examining representations of ground truth in networks using Krackhardt data." INSNA Sunbelt Social Networks Conference, Cairns, Australia (June 2022).
- Hunter, K. O. "Using Krackhardt data over time to assess egonet dynamics and accuracy," INSNA Sunbelt Social Networks Conference, Montreal, Canada (June 2019).
- Wagenheim, G., & Hunter, K. O. "Rolling with change," PDW Session: 'That Was Great!' More High Impact Exercises for Teaching or Consulting on Organizational Change, Academy of Management Annual Meeting, Chicago, IL (August 2018).
- Wagenheim, G., & Hunter, K. O. "To tell the truth," PDW Session: 'That Was Great!' ..., Academy of Management Annual Meeting, Atlanta, GA (August 2017).
- Hunter, K. O. "The social capital game: Introducing instrumental and affective social networks," Proceedings of the Organizational Behavior Teaching Conference, Providence University, Providence, RI (June 2017).
- Hunter, K. O., & Hudson, M. L. "I'm Exhausted! Racial Microaggressions and the Burden of 'Articulateness'" (teaching exercise), Proceedings of the Organizational Behavior Teaching Conference, Providence, RI (June 2017).
- Hunter, K. O., & Hudson, M. L. "The third rail," Proceedings of the Organizational Behavior Teaching Conference, Providence, RI (June 2017).
- Hudson, M. L., & Hunter, K. O. "The kids are alright! Cosmopolitanism and the Chinese student/teacher relationship," China Business Studies Initiative / ECUST Cross-Border Mergers and Acquisitions Symposium, East China University of Science and Technology, Shanghai, China (May 2017).
- Hudson, M. L., & Hunter, K. O. "Laughing while black: the Wine Train incident," Eastern Academy of Management (May 2017).
- Hudson, M. L., & Hunter, K. O. "'I'm exhausted' and the burden of 'articulateness'" (experiential presentation), Eastern Academy of Management (May 2017).
- Hudson, M., & Hunter, K. O. "Laughing while black: The Wine Train Incident" (teaching case), Proceedings of the Annual MBAAI Conference of the Society for Case Research, Chicago, IL (March 2017).
- Hunter, K. O., & Wagenheim, G. "Shuffled squares," PDW Session: 'That Was Great!' ..., Academy of Management Annual Meeting, Anaheim, CA (August 2016).
- Hudson, M., & Hunter, K. O. "Blurred lines: Victim or...?" Eastern Academy of Management Annual Meeting, New Haven, CT (May 2016).
- Hunter, K. O. "Developing power, influence and leadership for successful process safety culture," 5th Process Safety Management Mentoring Forum, 12th Global Congress on Process Safety, Houston, TX (April 2016).
- Wagenheim, G., & Hunter, K. O. "The headband game," PDW Session: 'That Was Great!' ..., Academy of Management Annual Meeting, Vancouver, BC, Canada (August 2015).

- Hunter, K. O. "Sparkling change with symbols, stories and rituals: mobilizing people with the symbolic frame," Proceedings of the Organizational Behavior Teaching Conference, La Verne University, La Verne, CA (June 2015).
- Hunter, K. O., & Wolf, E. "Cracking the code of process safety culture with organizational network analysis," Proceedings of the 30th Chemical Process Safety International Conference, Austin, TX (April 2015).
- Hunter, K. O., Hudson, M., & Boedecker, K. "Seeing the light or tilting at windmills: The case of Richards-Townshend," Proceedings of the Annual Conference of the Society for Case Research, Chicago, IL (March 2015).
- Hudson, M. L., & Hunter, K. O. "Promoting creativity: China's redefinition of the student-teacher relationship," Chinese Business Studies Initiative Conference, San Francisco, CA (February 2015).
- Hunter, K. O. "Balance theory and planned organizational network change," INSNA Sunbelt Social Networks Conference, San Diego, CA (April 2009).
- Hunter, K. O., & Krackhardt, D. "Structural facilitators of organizational network change," Academy of Management Annual Meeting, Philadelphia, PA (2007). See reworked treatment under Research and Scholarly Agenda.

## INVITED TALKS AND INTERNATIONAL ACADEMIC ENGAGEMENT

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- Presenter, Noshir Contractor's graduate network analysis course (remotely), Northwestern University (Fall 2024).
- Invited Discussant, faculty dialogue on experiential and active learning, University of Applied Sciences Kaiserslautern (Fall 2024).
- Coach, HHN & HS-KL International Summer School, sponsored by Heilbronn University of Applied Sciences and University of Applied Sciences Kaiserslautern, Epidaurus, Greece (June 12–16, 2023).
- Presenter, "Accuracy and Dynamics of Cognitive Social Structure with Implications" (remotely), Center for Informatics Research in Science and Scholarship (CIRSS) Responsible Data Science and AI Speaker Series, University of Illinois Urbana-Champaign (April 28, 2023).
- Presenter, "Networks, Perception and Power" (remotely), Macromedia University of Applied Sciences, Freiburg, Germany (December 9, 2020).
- Keynote Speaker and Panelist, "Bridging Humanities Across Disciplines" conference (Mellon Conference), University of San Francisco, San Francisco, CA (October 24, 2019).
- Scientific Keynote Speaker, "Trends in 21st Century Business Communication," University of Applied Sciences, Kufstein, Austria (March 11, 2016). Title: "Network Perspectives on Organization Development and Change."

## PROFESSIONAL PRACTICE AND PRIOR TECHNICAL EXPERIENCE

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| <b>Founder and Principal</b> , Hunter Learning and Development<br>Organizational training, coaching, and applied research for family-owned businesses.   | <b>2019–Present</b> |
| <b>Research Consultant</b> , Construct II Group<br>Adaptive scheduling tools.                                                                            | <b>2001–2002</b>    |
| <b>Software Engineer</b> , Biosgroup<br>Agent-based modeling and simulation.                                                                             | <b>2000–2001</b>    |
| <b>Technical Staff, Department of Applied Mathematics</b> , Sandia National Laboratories<br>Optimization and uncertainty estimation.                     | <b>1998–2000</b>    |
| <b>Programmer</b> , Multiple business interests<br>Database and handheld-device development.                                                             | <b>1989–1997</b>    |
| <b>Machinist's Mate First Class</b> , United States Navy<br>Shipboard engineering, propulsion systems, firefighting, and radiological incident response. | <b>1983–1989</b>    |

## SERVICE TO THE PROFESSION

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### Peer Review

- Ad Hoc Reviewer, The CASE Journal, 2015–Present.
- Reviewer, Academy of Management Annual Meeting, 2007–2025.
- Ad Hoc Reviewer, International Journal of Public Leadership, 2023.
- Ad Hoc Reviewer, Journal of Organizational Design, 2020.
- Ad Hoc Reviewer, Management Teaching Review, 2019.
- Reviewer, International Conference on Information Systems, 2017.
- Ad Hoc Reviewer, Journal of Critical Incidents, 2015–2018.
- Ad Hoc Reviewer, Journal of Management Education, 2012.
- Ad Hoc Reviewer, Computational and Mathematical Organization Theory, 2009.

### Judging

- Judge, Student Research Poster Contest, National Forum for Black Public Administrators (NFBPA) FORUM, co-hosted with the Goldman School of Public Policy, University of California, Berkeley, San Francisco, CA, 2025.
- Juror, 28th Annual Cal State University Student Research Competition, 2014.

### Professional Memberships

- Mentor, CASE Certification Program, The CASE Association.
- Member, Academy of Management, 2007–Present.
- Member, Institute for Operations Research and the Management Sciences (INFORMS), 2011; 2016–2017; 2020–2021; 2026–Present.
- Member, International Network for Social Network Analysis (INSNA), 2005–Present.
- Member, Society of Case Research, 2015–2022.
- Member, Organizational Behavior Teaching Society, 2011–2018.
- Member, Management Faculty of Color, 2016.

## SERVICE TO COMMUNITY

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- Member, Academic Advisory Board, Performica, 2023.
- Member, Board of Directors, 826 Valencia, 2021–2025.
- Member, Teacher Selection Committee, Breakthrough SF, 2017–2018.
- Presenter, Breakthrough SF, 2015–2018.
- Advisor, "The Moving Network" project for empowering Syrian refugees, 2016.
- External Research Advisory Board, Women's Initiative for Self-Employment, 2012–2014.
- Panelist and Volunteer, First Graduate, 2012, 2013.
- Christmas Volunteer, San Francisco Veterans Affairs Medical Center, 2015.
- Panelist, AfroSolo Project Empowerment Day of Learning, 2014.