

**KATHLEEN R. KANE, Professor**  
**School of Business and Management**  
**University of San Francisco**  
**2130 Fulton St**  
**San Francisco, CA 94117**  
**[415] 422-6865 (415) 457-5984**  
**Kane@usfca.edu**

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## **EDUCATION**

### Ph.D. in Organizational Behavior

The Claremont Graduate University, Claremont, CA: January, 1992  
 Subject: Perceived Personal Control in the Workplace: An Integrated Construct and Its Effects. Studied with Peter Drucker at the Drucker School of Management.

### Master of Arts in Organizational Psychology

The Claremont Graduate University, Claremont, CA.; May, 1988.

### Bachelor of Arts

Phi Beta Kappa, Mills College, Oakland, California; May, 1986.  
 Major: Psychology Minor: Anthropology

## **ACADEMIC EXPERIENCE**

Professor of Leadership and Organizational Behavior,  
 School of Business and Management. University of San Francisco.  
 1991- present. EMBA, PMBA, MBA , and Undergraduate courses in  
 Organizational Behavior, Leadership, Management, & Diversity. Tenured  
 in 1997, promoted to Full Professor, 1999.

Lecturer: University of California, Irvine. Undergraduate and graduate  
 courses at the Graduate School of Management, 1990-91

Adjunct Faculty: University of Redlands, BA and MBA programs. 1990.  
 Courses in Management and Organizational Behavior.

Instructor: International Organizational Behavior, Sonoma State  
 University, Summers 1989 and 1990.

Instructor: University of La Verne, Cross-Cultural Management,  
 Summer 1990.

Teaching Assistantships: Organizational Psychology, Social  
 Psychology, Harvey Mudd College, 1988-89.

Syracuse University Graduate School, France.  
 International Personnel and Organizational Management Class; Studying  
 and visiting European multinationals , Summer 1988.

Member Search Committees: Editor, Journal of Management Education;  
 Director, Center for Mission and Identity; Provost and Vice-President of  
 Academic Affairs, USF; Associate Dean of Faculty, McLaren School of  
 Business, Various Academic Positions, USF; Associate Dean of  
 Students, Scripps College, 1991-present.

Residential Life Coordinator, Scripps College, 1986 to 1990.

Hiring and supervising residence life staff. Counseling, programming, conference coordinator and housing director.

## **CONSULTING EXPERIENCE**

Director: The Fairfax Group: A Strategic Organizational Consultancy

Institute for Mercy: International Leadership Development Program, San Francisco and Lima Peru. 2009-2010

Nuskin China: Leadership and Innovation Seminar: August, 2007.

Mercy Associates: Leadership Development Training. A one year in depth training for Executive Leaders.

Seabridge Software, San Francisco. Organizational Development Consulting.

Federal Reserve Bank, San Francisco: Team Building and Leadership Skill Training.

Rise, Inc. Salt Lake City, Utah: Strategic Planning and Goal Setting.

Pisenti and Brinker, Santa Rosa, CA.: Merger and Acquisition Planning.

Quaker Oats, Chicago, Illinois: Executive Leadership Development and Training

Human Resource Service Administration, Western Region: Strategic Organizational Restructuring.

United Cerebral Palsy Association, Washington,.D.C.  
Organizational Analysis and Change, Board Development and Leadership Training; Staff Training.

American Banking Association. Management Training, Washington,.D.C.

U.S. Office of Personnel Management, Western Region:  
Workshops for Federal Managers: Corporate Culture; Diversity Issues in the Workplace.

Gavin Associates, San Francisco: Executive Coaching & Mediation.

Disability Rights Education Defense Fund. Berkeley, CA.: Leadership and Management Development.

University of San Francisco, Academic Affairs: Strategic Planning.

University of San Francisco, Alumni Relations: Team Building.  
Spencer Stuart Executive Search. Organization assessment of banking institutions.

Conference speaker for Federal Personnel Managers.

Business Management Services, Principle: consulting, accounting, and tax for small businesses.

**PRESENTATIONS  
AND PUBLISHED  
WORKS**

Beyond the Total Organization: A New Adaptation of a Great Exercise. In Review the Journal of Management Education

The Behavioral Matrix. In Review with Organization Management Journal

The Matrix. Organizational Behavior Teaching Conference, Charleston, SC. June 2009.

*Conversations about the Future for Mid-career and Senior Faculty.* Organizational Behavior Teaching Conference, Charleston, SC. June 2009.

Court of Public Opinion, In and For the State of Uncertainty: The People v. Isabel Myers & Katherine Briggs. Organizational Behavior Teaching Conference. Babson College, June, 2008

The Behavioral Matrix: An Exercise for Anyone, Anyplace Anywhere. Organizational Behavior Teaching Conference. Babson College, June, 2008.

Beyond "The Total Organization": A New Adaptation of a Great Exercise. Eastern Academy of Management. Washington D.C. May 2008.

Value Oriented Hiring and Promotion and the University of San Francisco's Vision 2005. The Jesuit Education Reader, G. W. Traub, J.S. Ed. Loyola Press, 2008.

NuSkin China. Workshop on Leadership and Innovation. Shanghai, China. August 2007

Leadership Development Program for Mercy Associates: April 2005 – April 2007. Mercy Conference Center, Burlingame, CA

Called and Chosen. Leading from the Heart: A Workshop in Leadership . Annual WSCAR Conference, September 12, 2006, Notre Dame, Belmont, CA.

Building Trust Through Servant Leadership: Experiential Applications for the Classroom and Workplace, International Consortium on Experiential Learning. Lancaster, U.K. July, 2006

Creating Experiential Exercises for the Whole Person. Organizational Behavior Teaching Conference, University of Scranton, June 2005.

Faith and Hope Amidst Change: Leadership and Ownership. Mercy Sisters Joint Regional Meeting, February, 2005.

Accounting for Differences in Norms of Respect: A Study of Assessments in Incivility through the Lenses of Race and Gender, Group and Organizational Management, June 2004.

Jesuit Principles are at the Center of Leadership Development at University of San Francisco, School of Business and Management. Connections, AJCU Publications. February, 2003.

Share of Heart, Share of Mind: The Importance of Building Brand Equity into an MBA Program. Academy of Business Education, San Francisco, September, 2003.

Trust: The Heart of Global Management, International Eastern Academy of Management, Porto, Portugal, June 2003.

The Samurai Game: A Powerful Team and Leadership Simulation, Workshop and Follow-up Session, Western Massachusetts College, Springfield, MA, June 2003.

The Samurai Game: Challenging Ourselves and Our Students, Organizational Behavior Teaching Conference, Chapman University, Orange, CA 2002.

The Everest Case: A Dialogue on Life and Death. Organizational Behavior Teaching Conference, Harrisonburg, VA. June, 2001.

"Jack Hawkins – You've Got Mail:" A Computer-Mediated-Feedback Case Exercise. 38<sup>th</sup> Annual Meeting of the Eastern Academy of Management, New York, NY. May, 2001.

Technology Mediated Instruction: A Rose by Any Other Name! Association of Business Education, International Conference. Bermuda, September 2000.

Leadership: Credibility, Creativity and Courage. Sacramento Leadership Institute, Sacramento State University, September, 2000

Creating Curriculum Quickly. Proceedings, Eastern Academy of Management Conference on Profits and People: The Human Rights Challenge in Organizations. Danvers, MA. May, 2000.

Organizational Spirit in Jesuit High Education: What is it and Do We Still Have It? Proceedings, Jesuit Education 21 Conference on The Future of Jesuit Higher Education. St. Joseph's University, Philadelphia. June, 1999.

Distance Learning: The Good, The Bad, The Ugly with Leslie Goldgehn. Organizational Behavior Teaching Conference. Las Cruces, N.M. June, 1999

Just Playing Around: Breaking the boundaries for creativity. Organizational Behavior Teaching Conference, Las Cruces, N.M., June 1999.

.A Framework for Understanding Dysempowerment In Organizations. Human Resource Management Journal, Nov.1998.

Dysempowerment In Organizations. Women at Work: Leadership for the Next Century. D. Smith, Ed. Prentice-Hall, June, 1999.

What Matters Most: A Spiritual "Re-vision" of Organization and Leadership, Academy of Management, San Diego, 1998.

All We Really Need is Friends: Exploring the Role of Friendship in Teaching and Career Development. Organizational Behavior Teaching Conference, June 1998.

Taking the Classroom to the Streets: Integrating Service Learning and Social Responsibility into Any Course, Organizational Behavior Teaching Conference, June 1998.

Organizational Spirit: Making the Intangible Tangible, Closing Address: Building Corporate Culture the Eighth Annual Hospitality Industry Symposium, San Francisco, February, 1998.

The University of San Francisco and Vision 2005. Conversations. Fall, 1997.

A Theory of Dysempowerment. Proceedings of the International Eastern Academy of Management, Dublin, Ireland. June 1997.

Exploring Our Life Purpose Through Group Ritual. Organizational Behavior Teaching Conference. June 1997.

Dysempowerment in Organizations: The Risks of Ignoring the Importance of Dignity and Respect. Australian Industrial Organisational Psychology Conference, Melbourne, June 1997.

Dysempowering Messages: Gender and Racial Differences. American Sociological Association annual meeting, Toronto, August, 1997.

At Home or Abroad, Where Are We Now? Experiences in Cross-Cultural Distance Teaching. Organizational Behavior Teaching Conference. June, 1997.

Vicarious Dysempowerment: Implications and Examples. Proceedings of the International Academy of Business Disciplines, Orlando, April 1997.

Best Paper Nomination: Dysempowerment in Organizations. Western Academy of Management, Lake Tahoe, March, 1997.

Differences in Perceptions of Disempowering Behaviors. Academy of Management, Cincinnati, 1996.

The Medicine Wheel Journey: A Process for Creating Collaborative Community in the Classroom. Organizational Behavior Teaching Conference, Rhode Island, 1996.

Dialogue: A Powerful Forum for Creating Authentic Conversation to Enhance Collective Learning. Organizational Behavior Teaching Conference, Rhode Island, 1996.

Repositioning the MBA: Issues and Implications. Journal of Marketing Education. 1996.

The Decline of Women MBA's. Proceedings of the International Academy of Business Disciplines. Washington DC 1996.

Social Exchanges as a Framework for Understanding Empowerment and Disempowerment. Proceedings of the International Academy of Business Disciplines. Washington DC 1996

Conference Best Paper Award: A Theoretical Framework for Understanding the Empowering and Disempowering Nature of Social Exchanges in Employee Involvement Efforts, Western Academy of Management, Banff, Canada, 1996.

Creating Cooperative Transformation: A Journey Through the Medicine Wheel. Workshop presented at Western Academy of Management, March, 1996.

An Inside View of Management in a People's Republic of China Global Enterprise. Journal of Management Inquiry, Dec. 1995.

JOCM Best Paper of the Year: Three Women's Stories of Feeling, Reflection, Voice and Nurturance: from life to consulting. Journal of Organizational Change Management, 8:6. 1995.

The Art and Science of Designing Experiential Exercises II. Organizational Behavior Teaching Conference, Macomb, Ill. June, 1995.

Excellence in Teaching, Invited Speaker, Western Academy of Management, March, 1995.

Elements of A Course, International Academy of Business Disciplines, April, 1995

China and the U.S. Learn Together. International Organizational Behavior Teaching Conference, Dunedin, New Zealand, Dec. 1994

The Art and Science of Creating Experiential Exercises II. Proceedings of the International Organizational Behavior Teaching Conference, Dunedin, New Zealand, Dec. 1994

Increasing Our Awareness of the Disempowerment Among Us: Continuing the Dialogue. Organizational Behavior Teaching Conference, Windsor, June, 1994.

Women MBA's: What's Going On? Western Academy of Management, Santa Fe, March, 1994.

Teaching the Service Aspect of TQM: Integrating Hospitality Education with Industry Practice. International CHRIE Conference, Palm Desert, August, 1994.

Networking in the Hospitality Industry: An Interpersonal Skills View, Council on Hotel, Restaurant and Institutional Education International Conference, Chicago, 1993.

Disempowerment in Organizations: Anita Hills Experience on Capital Hill, Organizational Behavior Teaching Conference, Lewisburg, P.A. 1993.

Constructing the Future Panel Member, Western Academy of Management, March 1992, San Jose.

China Resources EMBA Program and U.S.F. , Regional Organizational Behavior Teaching Conference, March 1992, Loyola Marymount University.

A Cross-Cultural Teaching Experience: China and the U.S. Learn Together, Marin Community College Professional Training for Faculty, August, 1992.

The Art of Networking: Here, There, and Everywhere, Organizational Behavior Teaching Conference, June 1992, Calgary, Canada

Professionalizing the Profession: Challenges to HRM Professionals at the Federal Personnel Management Conference, March, 1992

Perceived Personal Control in the Workplace, Dissertation Abstracts, January 1992.

Who Needs a Teacher: Using Self-Managed Workteams in the Classroom presented at the Organizational Behavior Teaching Conference, June 1991, Bellingham, Washington.

Attitudes and Behavior in Relationship to AIDS, California Sociologist, November, 1988.

Attitudes and Behavior in Relationships to AIDS presented at the Western Psychological conference, April 28, 1988, San Francisco, California.

Valiant Women in War and Exile, edited by Sally Hayton-Keeva, City Lights Press, 1987.

Achieving Styles and Locus of Control presented at the Western Psychological Conference, April 28, 1988, San Francisco, California.

Women as Leaders presented at the Western Psychological Conferences of the APA. May, 1986, Palo Alto, California.

Panel Coordinator and Moderator: Reaction Panel for Women of the 90's: Work, Family, Identity Conference, March 1993, San Francisco

Panel Coordinator and Moderator: The Quest for Total Quality Management, Third Annual Hospitality Symposium, March 1993, San Francisco.

Chair/Discussant: Leadership, Western Academy of Management, San Jose, Ca, 1993

Discussant: Three Stages of Management Education: Individual, Academia, World. Western Academy of Management, Spokane, WA. April, 1992.

Discussant: New Directions in Management Education, Western Academy of Management, Salt Lake City, Utah, March, 1991.

**HONORS**

University of San Francisco, School of business and Management,  
Distinguished Service Award, 2007  
McLaren School of Business, Distinguished Teaching Award, May 2000  
Ignatian Faculty Award-University of San Francisco, 1997.  
Best Paper Nomination, Western Academy of Management, 1997.  
Conference Best Paper: Western Academy of Management, 1996.  
Distinguished Research Award-McLaren School of Business, 1995-96  
Journal of Organizational Change Management, Best Paper of the Year -  
1996.  
Delta Sigma Pi Service Award, 1994  
Distinguished Service Award - McLaren School of Business, 1992-93  
Phi Beta Kappa- Mills College, 1986.  
President's Leadership Award - Mills College, 1985-86.  
Who's Who Among Students in American Universities and Colleges,  
1986-87 for highest attainment in scholarship.

**OTHER  
PROFESSIONAL  
CONTRIBUTIONS**

Served as Board Member, Chair, Discussant, and Reviewer for the  
Following Associations, Conferences, Journals and Publishers:

Academy of Management  
Academy of Business Education  
Colleagues in Jesuit Business Education  
International Association of Business Disciplines  
Organizational Behavior Teaching Society  
International Organizational Behavior Teaching Society  
Western Academy of Management  
Eastern Academy of Management  
International Western Academy of Management  
Journal of Management Education  
Western Conversations of Jesuit Education  
Austen Press  
Jossey Bass

**PROFESSIONAL  
AFFILIATIONS**

Academy of Management/Western Academy of Management/Eastern  
Academy of Management  
Experiential Learning Association  
Organizational Behavior Teaching Society  
Academy of Business Education  
Society for the Psychological Study of Social Issues