

## William K. Balzer, Ph.D.

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### Education

*B.A.* State University of New York at Stony Brook, 1978  
Major: Psychology

*M.S.* Rensselaer Polytechnic Institute, 1979  
Major: Industrial-Organizational Psychology

*Ph.D.* New York University, 1983  
Major: Industrial-Organizational Psychology  
Minor: Quantitative Methods

### Additional Graduate Work

*Rice University*, Department of Psychology  
*State University of New York at Albany*, Rockefeller College of Public Affairs and Policy

### Other Education

*Lean Six Sigma Black Belt Certification*, 2013  
*Lean Six Sigma Green Belt Certification*, 2013

### Academic/Administrative Positions

*Vice President for Faculty and Strategic Initiatives*, Bowling Green State University, July 2021 – present  
*Interim President*, Owens Community College, August 2020 – June 2021  
*Vice President for Faculty Affairs and Strategic Initiatives*, Bowling Green State University, August 2013 – July 2020  
*Interim Vice President for University Advancement*, Bowling Green State University, March 2018 – October 2018  
*Dean, BGSU Firelands College*, Bowling Green State University, July 2009 – June 2015  
*Professor, Department of Psychology*, Bowling Green State University, April 1992 – December 2019 (retired and rehired as *Teaching Professor, Department of Psychology*, January 2019 – present)  
*Associate Vice President and Dean, Continuing & Extended Education*, Bowling Green State University, July 2003 – June 2008  
*Dean, Continuing & Extended Education*, Bowling Green State University, July 2001 – July 2003

*Interim Dean, BGSU Firelands College, Bowling Green State University, July 1999 – June 2001*  
*Chair, Department of Psychology, Bowling Green State University, November 1993 – June 1999*  
*Acting Director, Institute for Psychological Research and Application, Bowling Green State University, Spring 1995*  
*Interim Coordinator, Capital Planning Projects, College of Arts & Sciences, Bowling Green State University, September 1993 – January 1994*  
*Graduate Program Director, Industrial-Organizational Psychology, Bowling Green State University, 1984 – 1993*  
*Acting Vice-Chair for Instruction, Department of Psychology, Bowling Green State University, Spring 1993*  
*Associate Professor, Department of Psychology, Bowling Green State University, April 1988 – April 1992*  
*Adjunct Professor, N. A. Rockefeller College of Public Affairs and Policy, SUNY Albany, Summer 1985*  
*Director, Institute for Organizational Research and Development, Bowling Green State University, 1984 – 1989*  
*Assistant Professor, Department of Psychology, Bowling Green State University, August, 1983 – April 1988*

### **Fellowships**

*American Council on Education Fellows Program, Wayne State University, August 1996 – May 1997. Structured, in-depth study of college and university administration and higher education leadership (Mentors: President David Adamany and Executive Vice President Roger Nys).*

### **Board Memberships**

*Toledo regional Chamber of Commerce (Toledo, OH), 2020 – 2021*  
*Regional Growth Partnership (Toledo, OH), 2020 – 2021*  
*Erie County Economic Development Corporation (Sandusky, OH), 2009 – 2015*  
*Vice President; Personnel Committee Chair*  
*Erie County Improvement Corporation (Sandusky, OH), 2009 - 2015*  
*Firelands Regional Medical Center (Sandusky, OH), 2002 – 2003; 2011 – 2013*  
*Chair Quality Leadership Committee; Bioethics Committee*  
*George Mylander Foundation (Sandusky, OH), 2009 – 2015*  
*James McBride Arboretum Board (Huron, OH), 2009 – 2015*  
*Notre Dame Academy (Toledo, OH), 2004 – 2013*  
*Board Chair; Finance Committee Chair; Strategic Planning Committee Chair*  
*Workforce Development Council (Fremont, OH), 2009 – 2011*  
*Owens Community College Arts & Sciences Advisory Board, 2000 – 2003; 2006 – 2008*  
*Great Lakes Consortium to promote international business, friendship, and democracy, 2004 – 2008*

### **Professional Memberships**

*Association of Academic Personnel Administrators (2013 – present)*

*Society for Industrial and Organizational Psychology* (1983 – present)  
*American Psychological Society* (1988 – present)

### **Awards Received**

*Visionary Leadership Award*, Erie County Economic Development Corporation, 2015  
*Educator of the Year*, Erie County Chamber of Commerce, 2011  
*Partner in Education*, Erie-Huron-Ottawa Educational Service Center, 2000  
*Psi Chi Professor of the Year*, Bowling Green State University, 1993  
*Certification of Appreciation for Recognition of Valued Contributions to Instructional Excellence*,  
College of Arts & Sciences, Bowling Green State University, 1989  
*BGSU Undergraduate Teaching We-ness Award*, January 1989  
*Academic Challenge Fund award* (university-based employee assistance program), Summer 1986  
*Faculty Research Associateship* for developing a survey of work performance norms in organizations,  
Bowling Green State University, Summer 1984

### **Grants**

*Ohio Learning Network*, 2000. Co-principal investigator on grant to promote faculty development in distributive education on regional campuses in Ohio. Approximately \$50,000 in funding.  
*Center for Substance Abuse Prevention*, 1991 – 1996. Co-principal investigator on subcontract to provide program evaluation services to the Huron County Collaborative, a community drug prevention program. Approximately \$100,000 in funding.  
*Program in Industrial-Organizational Psychology*: Awarded by the Ohio Board of Regents Academic Challenge Program, 1987 - 1988. Approximately \$500,000 for 1987 – 1993 period.

### **Editorial Review Boards**

*Journal of Business & Psychology*, 2008 - 2019  
*Journal of Applied Psychology*, 1993 – 2002

### **Ad Hoc Reviewer**

*Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Academy of Management Review*, *Academy of Management Journal*, *Personnel Psychology*, *Journal of Management*, *Behavioral Decision Making*, *Journal of Sports Management*, *Omega: The International Journal of Management Science*, *International Journal of Selection and Assessment*, *International Journal of Quality & Reliability Management*, *Studies in Higher Education*

### **Consulting (exemplars)**

*Catholic Charities of Toledo*, *Cedar Fair*, *Citibank*, *City of Bowling Green*, *Ford Motor Company*, *General Mills*, *King Fahd University of Petroleum and Minerals*, *LeTourneau University*, *Marathon Special Products*, *Merrill Lynch and Company*, *National Broadcasting Company*, *Owens-Illinois*,

*Pepsico Incorporated, Proctor & Gamble, Roman Catholic Diocese of Toledo, St. Charles Hospital, University of Maine System, Wood County Council on Alcoholism and Drug Abuse*

## Teaching

*Graduate:* Performance Appraisal, Criterion Development, Organizational Psychology, Interviewing, Research Methods, Personnel Psychology, Decision Making

*Undergraduate:* Statistics, Organizational Behavior, Industrial Psychology, Interviewing, Research Methodology, Student Success

## Research Interests

*Lean/Six Sigma Process Improvement.* The application of Lean principles and practices to higher education; model development on the psychology of Lean; evaluating the effectiveness of Lean systems

*Applications of I-O Psychology to Higher Education.* Affirmative action programs in higher education; training for academic department chairs; gender equity in salary

*Job Performance.* Investigating the criteria used to evaluate performance appraisal systems; errors in evaluating employee performance; assessment and impact of performance variability

*Employee Attitudes.* Job satisfaction; trust in management

## Publications: Books, Chapters, Encyclopedia Entries

Archer, R., & Balzer, B. (2021). *Companion Guide to Lean Higher Education: Increasing the Value and Performance of University Processes (2<sup>nd</sup> Ed.)*. Available at [www.leanhighereducation.com](http://www.leanhighereducation.com)

Balzer, W.K. (2020). *Lean Higher Education: Increasing the Value and Performance of University Processes (2<sup>nd</sup> Ed.)*. New York: Routledge/Productivity Press.

Balzer, W.K., & Sandman, B.A. (2017). Smith, Patricia C.: Second Recipient, SIOP Distinguished Scientific Contributions Award. In S.G. Rogelberg (Ed.), *Sage Encyclopedia of Industrial and Organizational Psychology, (2<sup>nd</sup> Ed.)*. Thousand Oaks, CA: Sage Publications.

Balzer, W.K., & Brodke, M.H. (2017). Job Satisfaction Measurement. In S.G. Rogelberg (Ed.), *Sage Encyclopedia of Industrial and Organizational Psychology, (2<sup>nd</sup> Ed.)*. Thousand Oaks, CA: Sage Publications.

Balzer, W.K., Jex, S.M., & Geimer, J.L. (2017). Boredom. *Reference Module in Neuroscience and Biobehavioral Psychology*. San Diego, CA: Elsevier, Inc. (Note: revision of 2004 entry)

Balzer, W.K. (2010). *Lean Higher Education: Increasing the Value and Performance of University Processes*. New York: Productivity Press.

Balzer, W.K., & Gillespie, J.Z. (2006). Job satisfaction measurement. In S.G. Rogelberg & C. Reeve (Eds.), *Encyclopedia of Industrial/Organizational Psychology*. Thousand Oaks, CA: Sage Publications.

Balzer, W.K., Smith, P.C., & Burnfield, J.L. (2004). Boredom. *Encyclopedia of Applied Psychology*. San Diego, CA: Elsevier, Inc.

Balzer, W.K., Greguras, G.J., & Raymark, P.H. (2004). Multisource Feedback. In M. Hersen and J. C. Thomas (Eds.), *The Comprehensive Handbook of Psychological Assessment, Volume 4: Industrial/Organizational Assessment*. New York: John Wiley & Sons.

- Balzer, W.K., Smith, P.C., et al. (1997). *User's manual for the job descriptive index (JDI) and the job in general (JIG) scales (Revised Edition)*. Bowling Green, OH: Bowling Green State University, Department of Psychology.
- Balzer, W.K., Smith, P.C., et al. (1990). *User's manual for the job descriptive index (JDI) and the job in general (JIG) scales*. Bowling Green, OH: Bowling Green State University, Department of Psychology.
- Balzer, W.K., & Sulsky, L.M. (1990). Performance appraisal effectiveness. In K. Murphy and F. Saal (Eds.), *Psychology in organizations: Integrating science and practice*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Doherty, M.E., & Balzer, W.K. (1988). Cognitive feedback. In B. Brehmer & C.R.B. Joyce (Eds.), *Human judgment: The SJT approach*. Amsterdam: North Holland.

### **Publications: Articles**

- Balzer, W., Brodke, M., Kluse, C., & Zickar, M. (2019). Revolution or Thirty Year Fad? A Role for I-O Psychology in Lean Management. *Industrial and Organizational Psychology*, 12(3), 215-233.
- Balzer, W.K., Krehbiel, T.C., & Francis, D.E. (2017). Lean applications in higher education – part two. *The Lean Management Journal*. <https://the-lmj.com/2017/03/lean-applications-in-higher-education-part-two/>
- Francis, D.E., Krehbiel, T.C., & Balzer, W.K. (March, 2017). Lean applications in higher education – part one. *The Lean Management Journal*. <https://the-lmj.com/2017/03/lean-applications-in-higher-education-part-one/>
- Balzer, W.K., Francis, D.E., Krehbiel, T.C., & Shea, N. (2016). A review and perspective on Lean in higher education. *Quality Assurance in Education*, 24, pp.442 – 462.
- Gillespie, M.A., Balzer, W.K., Brodke, M.H., Garza, M., Gerbec, E., Gillespie, J.Z., Gopalkrishnan, P., Lengyel, J.S., Sliter, K.A., Sliter, M.T., Withrow, S.A., & Yugo, J.E. (2016). Normative measurement of job satisfaction in the US. *Journal of Managerial Psychology*, 31, 516-536.
- Gillespie, M.A., Gillespie, J.Z., Brodke, M.H., & Balzer, W.K. (2016). The importance of sample composition depends on the research question. *Industrial and Organizational Psychology*, 9, 207-211.
- Balzer, W.K., Brodke, M.H., & Kizhakethalackal, E.T. (2015). Lean higher education: Successes, challenges, and realizing potential. *International Journal of Quality and Reliability Management*, 32, 924-933.
- McFillen, J. O'Neil, D., Balzer, W.K., & Varney, G. (2012). Organizational diagnosis: An evidence-based approach. *Journal of Change Management*, 1-24.
- Delal, D., Diab, D., Balzer, W., & Doherty, M. (2010). The lens model: An application of JDM methodologies to IOOB practice. *Industrial and Organizational Psychology*, 3, 424-428.
- Zickar, M., Balzer, W.K., Aziz, S., and Wryobeck, J. (2008). The moderating role of social support between role stressors and job attitudes among Roman Catholic priests. *Journal of Applied Social Psychology*. 38(12), 2903-2923.
- Aziz, S., Mullins, M.E., Balzer, W.K., Grauer, E., Burnfield, J.L., Lodato, M.A., & Cohen-Powless, M.A. (2005). Understanding training needs of department chairs. *Studies in Higher Education*, 3(5), 571-593.

- Stanton, J.M., Sinar, E.F., Balzer, W.K., & Smith, P.C. (2002). Issues and strategies for reducing the length of self-report scales. *Personnel Psychology (Scientist-Practitioner Forum)*, 55, 167-194.
- Stanton, J.M., Balzer, W.K., Smith, P.C., Parra, L.F., & Ironson, G. (2001). A general measure of work stress: The stress in general (SIG) scale. *Educational and Psychological Measurement*, 61, 866-888.
- Stanton, J.M., Sinar, E.F., Balzer, W.K., Julian, A.L., Thoresen, P., Aziz, S., Fisher, G.G., & Smith, P. C. (2001). Development of a compact measure of job satisfaction: The abridged job descriptive index. *Educational and Psychological Measurement*, 61, 1104-1122.
- Rogelberg, S., Ployhart, R., Balzer, W.K., & Yonker, R., Jr. (1999). Using policy capturing to examine tipping decisions. *Journal of Applied Social Psychology*, 29, 2567-2590.
- Thorsteinson, T., & Balzer, W.K. (1999). Effects of coworker information on perceptions and ratings of performance. *Journal of Organizational Behavior*, 20, 1157-1173.
- Raymark, P., Balzer, W.K., & de la Torre, P. (1999). A preliminary investigation into the sources of information used by raters when evaluating performance. *Journal of Business and Psychology*, 14, 319-339
- Boudreau, N., Balzer, W.K., Sullivan, J., Ryan, A.M., Yonker, R., Thorsteinson, T., & Hutchinson, P. (1997). Should faculty rank be included as a predictor variable in studies of gender equity in university faculty salaries? *Research in Higher Education*, 38, 297-312.
- Balzer, W.K., Boudreau, N., Hutchinson, P., Ryan, A.M., Thorsteinson, T., Sullivan, J., Yonker, R., & Snavely, D. (1996). Critical modeling principles when testing for gender equity in faculty salary. *Research in Higher Education*, 37, 633-658.
- Pargament, K., Sullivan, M., Balzer, W.K., VanHaitsma, K., & Raymark, P. (1995). The many meanings of religiousness: A policy capturing approach. *Journal of Personality*, 63, 953-983.
- Raymark, P.H., Balzer, W.K., Doherty, M.E., Warren, K., Meeske, J., Tape, T.G., & Wigton, R.S. (1995). Advance directives: A policy capturing approach. *Medical Decision Making*, 15, 217-226.
- Balzer, W.K. (1994). Teaching, teaching load, and faculty workload. *American Psychological Association Science Agenda*, May/June, p. 10.
- Balzer, W.K., Hammer, L.B., Sumner, K.E., Birchenough, T.R., Parham, S.E., Raymark, P.H. (1994). Effects of cognitive feedback components, display, and elaboration on performance. *Organizational Behavior and Human Decision Processes*, 58, 369-385.
- Balzer, W.K., & Sulsky, L.M. (1992). Halo and performance appraisal research: A critical examination. *Journal of Applied Psychology*, 77, 975-985.
- Balzer, W.K., Sulsky, L.M., Hammer, L.B., & Sumner, K.E. (1992). Task information, cognitive information, or functional validity information: Which components of cognitive feedback affect performance? *Organizational Behavior & Human Decision Processes*, 53, 35-54.
- Kravitz, D.A. & Balzer, W.K. (1992). Context effects in performance appraisal: A methodological critique and empirical study. *Journal of Applied Psychology*, 77, 24-31.
- Balzer, W.K. (1991). I/O psychology: The interdependence of research, theory, and practice. (Book Review). *Contemporary Psychology*, 36, 527-528.
- Anderson, L.E., & Balzer, W.K. (1991). The effect of timing of leaders' statements of preferred alternatives on problem solving groups. *Group & Organizational Studies*, 12, 86-101.
- Berman, P.S., Sulsky, L.M., Pargament, K.I., Balzer, W.K., and Kausch, D. (1991). The role of needs assessment in the design of employee assistance programs: A case study. *Employee Assistance Quarterly*, 6, 21-35.

- Kamouri, A.L., & Balzer, W.K. (1990). The effects of performance sampling methods on frequency estimation, probability estimation, and evaluation of performance information. *Organizational Behavior & Human Decision Processes*, 45, 285-316.
- Balzer, W.K., Doherty, M.E., & O'Connor, R., Jr. (1989). The effects of cognitive feedback on performance. *Psychological Bulletin*, 106, 410-433.
- Murphy, K.R. & Balzer, W.K. (1989). Rater errors and rating accuracy. *Journal of Applied Psychology*, 74, 619-624.
- Sulsky, L.M., & Balzer, W.K. (1988). The meaning and measurement of performance rating accuracy: Some methodological and theoretical concerns. *Journal of Applied Psychology*, 73, 497-506.
- Balzer, W.K., Smith, P.C., et al. (1987). The revised JDI: A facelift for an old friend. *The Industrial-Organizational Psychologist*, 24, 31-33.
- Balzer, W.K. & Pargament, K.I. (1987). The key to designing a successful employee assistance program. *Personnel*, 64, 48-54.
- Balzer, W.K. (1986). Biases in the recording of performance-related information: The effects of initial impression and centrality of the appraisal task. *Organizational Behavior & Human Decision Processes*, 37, 329-347.
- Murphy, K.R. & Balzer, W.K. (1986). Systematic distortions in the memory of behaviors in the performance appraisal process. *Journal of Applied Psychology*, 71, 39-44.
- Murphy, K.R., Balzer, W.K., Lockhart, M. C., & Eisenman, E.J. (1985). Effects of previous performance on evaluations of present performance. *Journal of Applied Psychology*, 70, 72-84.
- Murphy, K.R., Balzer, W.K., Kellam, K.L., & Armstrong, J.G. (1984). Effects of the purpose of rating on accuracy in observing teacher behavior and evaluating teaching performance. *Journal of Educational Psychology*, 76, 45-54.
- Balzer, W.K., Rohrbaugh, J., & Murphy, K.R. (1983). The reliability of actual and predicted judgments across time. *Organizational Behavior & Human Performance*, 32, 109-123.
- Murphy, K.R., Garcia, M., Kerkar, S., Martin, C., & Balzer, W.K. (1982). Relationship between observational accuracy and accuracy in evaluating performance. *Journal of Applied Psychology*, 67, 320-325.
- Searleman, A., Tsao, Y.C., & Balzer, W.K. (1980). Birth stress and handedness. *Clinical Neuropsychology*, 2, 124-128.

### **Invited Presentations**

- Balzer, B. (October, 2021). We are all here for Lean HE. So why can't we define it? Invited plenary panel presentation. Global Lean HE Conference, University of Strathclyde (virtual).
- Balzer, B. (October, 2021). Why aren't we doing Hoshin Kanri at our HE institutions? Invited plenary presentation at the Global Lean HE Conference, University of Strathclyde (virtual).
- Balzer, B., (May, 2021). *Lean in higher education*. Invited virtual interview at Annual 2021 Process Palooza Conference, UC San Diego, CA.
- Balzer, B. (March, 2021). Lean higher education. Invited presentation to senior leadership. University of Wisconsin – Stevens Point, Stevens Point, WI.
- Balzer, B. (March, 2021). *The future of LSS in higher education*. Virtual panel discussion hosted and chaired by Jiju Antony, Herriot-Watt University, Edinburgh, Scotland.

- Balzer, B. (October, 2020). *Achieving organizational excellence: Lean higher education*. Invited virtual presentation to the Pennsylvania State University Finance & Business Retreat, State College, PA.
- Balzer, B., & Archer, R. (July, 2020). *Transforming your institution through Lean higher education*. Virtual two-day workshop hosted by Academic Impressions, Greenwood Village, CO.
- Balzer, B. (April, 2020). *Lean Thinkinar: The Alignment of Institutional Practices to Support Lean*. Presented virtually to Central Coast Lean, San Luis Obispo, CA.
- Balzer, B. (November, 2017). *The Alignment of Workplace Climate, Leadership and Other Institutional Practices to Support the Successful Implementation of Lean Higher Education*. Invited presentation at Michigan Technological University, Houghton, MI.
- Balzer, W.K. (May, 2017). *The alignment of culture, strategy, and other institutional practices to support the successful implementation of Lean higher education*. Invited keynote address to the 4<sup>th</sup> International Conference on Lean Six Sigma in Higher Education, West Lafayette, IN.
- Balzer, W.K. (November, 2016). *What is Lean Higher Education?* Invited keynote presentation at the Lean Higher Education Seminar, Ohio Department of Higher Education Efficiency Advisory Committee Meeting, Columbus, OH.
- Balzer, W.K. (June, 2014). *The failure of broad implementation of Lean Higher Education: We have met the enemy, and he is us*. Invited presentation to the Second International Conference on Lean Six Sigma in Higher Education, Arnhem, Netherlands.
- Balzer, W.K. (June, 2014). *The critical (but secondary) role of technology in Lean higher education*. Invited keynote presentation to the Ontario College Council of Chief Information Officers, Scarborough, Ontario, Canada.
- Balzer, W.K. (June, 2013). *Lean higher education: Principles and practices for making your branch campus more effective*. Invited keynote presentation to the Regional and Branch Campus Administrators Conference, Longboat Key, FL.
- Balzer, W.K. (June 2013). *Implementing lean in higher education: Learning from successes, facing challenges and realizing potential*. Invited keynote presentation to the First International Conference on Lean Six Sigma in Higher Education. Glasgow, Scotland.
- Balzer, W.K. (June 2013). *Implementing lean higher education: Gaining and leveraging senior leadership support*. Invited workshop at the First International Conference on Lean Six Sigma in Higher Education. Glasgow, Scotland.
- Balzer, W.K. (March, 2012). *Lean higher education: Increasing the value and performance of college processes*. Invited presentation to the Conference on Building the Agile University: Innovation and Improvement for a Better Student Experience. Cambridge, England.
- Balzer, W.K. (August, 2011). *Lean higher education*. Invited presentation to the senior leadership team and college faculty and staff, College of Southern Idaho, Twin Falls, ID.
- Balzer, W.K. (November, 2010). *Lean higher education*. Invited presentation to the Mississippi Valley Technology Teacher Education Conference, Chicago, IL.
- Balzer, W.K. (September, 2010). *Fun at work and work that's fun*. Invited presentation to Firelands Positive People, Sandusky, OH.
- Balzer, W.K. (January, 2010). *WHERE'S THE BEEF? Using an evidence based (EB) approach for making decisions that affect people's lives*. Invited presentation to academic advisors of the Sandusky Area Health Education Center, Port Clinton, OH.
- Balzer, W.K. (August, 1998). *Current issues in graduate education*. Presented at the Graduate College Professional Development program, Bowling Green State University, Bowling Green, OH.



- Balzer, W.K., & Hoffman, J. (November, 1997). *Are affirmative action programs in higher education achieving diversity on college and university campuses?* Presented at the 84<sup>th</sup> Mississippi Valley Technology Teacher Education Conference.
- Balzer, W.K. (Spring, 1996). *Applications of reengineering principles in a university setting.* Invited presentation to WBGU-TV management team.
- Balzer, W.K. (February, 1996). *Performance reviews: Why we should do them and how to do them effectively.* Invited presentation by President Ribeau to Bowling Green State University's Administrative Council.
- Balzer, W.K. (February, 1996). *Evaluating job performance: The people, the process, and the law.* Invited panel presentation to Bowling Green State University's Library and Learning Resources supervisors.
- Balzer, W.K. (November, 1993). *Indirect sources of performance information.* Invited colloquium to the Department of Psychology, Wayne State University.
- Balzer, W.K. (April, 1992). *Organizational Development Strategies for Understanding, Evaluating, and Rewarding Performance.* Invited pre-conference seminar at Master of Organizational Development Conference on Organizational Transformation, Bowling Green State University, Bowling Green, OH
- Balzer, W.K. (March, 1992). *How well will you do in the selection interview?* Invited presentation to Bowling Green State University Business Student Association, Bowling Green, OH.
- Balzer, W.K. (March, 1990). *Cognitive feedback in the context of improving personnel judgments.* Invited colloquium to the Industrial/Organizational Psychology Program, Ohio State University, Columbus, OH.
- Balzer, W.K. (February, 1990). *Cognitive feedback: Improving medical education and patient care.* Invited presentation at the Division of General Medicine Research Conference, MetroHealth Medical Center, Cleveland, OH.
- Balzer, W.K. (November, 1989). *Which components of CFB affect performance?* An invited address to the Fifth Annual International Invitational Meeting of the Brunswik Society, Atlanta, GA.
- Balzer, W.K. (1987). *On starting an academic career in I-O Psychology.* In the panel discussion, "Career choices for new Ph.D.s in I/O psychology." Invited talk presented at the Annual Convention of the American Psychological Association, New York, NY.
- Balzer, W.K., & Sulsky, L. M. (November, 1987). *Performance appraisal effectiveness and productivity.* Invited presentation given at the R.P.I. Conference on Industrial - Organizational Psychology, Troy, NY.

## **Presentations**

- Balzer, B., Kluse, C., Shannon, C., & Shilov, M. (October, 2021). A framework for reviewing RIE effectiveness. Global Lean HE Conference, University of Strathclyde (virtual).
- Balzer, B., Crickard, A., & Amini, M. (July, 2021). The power of Lean in higher education. Virtual session at 2021 NCCI Annual Conference.
- Balzer, W.K. (November, 2019). *The role of psychology in the development, application, and assessment of Lean higher education.* Presented at the Lean HE Hub Conference, University of Michigan, Ann Arbor, MI.

- Balzer, W.K. (September, 2015) *Where is the evidence-based support for lean higher education? The research, the challenge, and the opportunities*. Presented at the Lean HE Hub Conference, University of Waterloo, Ontario CA.
- Balzer, W.K., Krehbiel, T., & Ryan, A. (September, 2015). *Lean higher education in Ohio: Complementary approaches at Miami University and Bowling Green State University for state-wide implementation*. Presented at the Lean HE Hub Conference, University of Waterloo, Ontario CA.
- Brodke, M.H., Gillespie, M.A., Gillespie, J.Z., & Balzer, W.K. (April, 2015). Mediators of the trustworthiness – intent to quit relationship. Poster accepted for presentation at the 30<sup>th</sup> annual conference of the Society for Industrial-Organizational Psychology, Philadelphia, PA.
- Gillespie, M.A., Balzer, W.K., Brodke, M.H., Gerbec, E.N., Gillespie, J.G., Gopalkrishnan, P., Sliter, K.A., Sliter, M.T., Withrow, S.A., Yankelevich, M., & Yugo, J.E. (May, 2014). *National overall norms for revised JDI/JIG job satisfaction measures*. Poster accepted at the 29<sup>th</sup> annual conference of the Society for Industrial-Organizational Psychology, Honolulu, HI.
- Withrow, S., & Balzer, W. (2012). *Do people recognize and use within-person variability when making performance ratings?* Paper presented at the American Psychological Society's Annual Convention in Chicago, IL.
- Withrow, S., Balzer, W., Sliter, M., Gopalkrishnan, P., Gillespie, J., Gillespie, M., et al. (2010). *A practical approach to identifying and creating subgroup norms*. Paper presented at the 25<sup>th</sup> annual conference of the Society for Industrial-Organizational Psychology, Atlanta, GA.
- Sliter, M., Withrow, S., Balzer, W., Brodke, M., Gillespie, J., Gillespie, M., et al. (2010). *Psychometric and normative focused reduction strategies for the 2009 A-JDI*. Paper presented at the 25<sup>th</sup> annual conference of the Society for Industrial-Organizational Psychology, Atlanta, GA.
- Brodke, M.H., Sliter, M.T., Balzer, W.K., Gillespie, J.Z., Gillespie, M.A., Gopalkrishnan, P., Lake, C., Oyer, B., Withrow, S. & Yankelevich, M. (2010). *Industry Membership and Outcomes Related to Trust in Management*. Poster presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational psychology Conference in Atlanta, GA.
- Brodke, M. H., Balzer, W. K., Gillespie, J. Z., Gillespie, M. A., Gopalkrishna, P., Sliter, M. T., & Withrow, S. A. (April, 2009). *The role of managerial status and gender in ratings of four dimensions of trust in management*. Poster presented at the Annual meeting of the Midwest Academy of Management, Chicago, IL.
- McFillen, J.M., Balzer, W.K., O'Neil, D.A., & Varney, G. (August, 2009). *Organizational diagnostics in change: Building ODC as an academic discipline*. A professional development workshop presented at the 69<sup>th</sup> annual meeting of the Academy of Management, Chicago, IL.
- Balzer, W.K., Smith, E., & Alexander, K. (April, 2009). *What do we know about the psychology of Lean?* Presentation at the 23<sup>rd</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Starr, L., Colon, R., Freedman, A., Magidson, J., McFillen, J., Balzer, W., and Varney, G. (August, 2007). *Building ODC as a academic discipline by creating organization – education partnerships*. A professional development workshop presented at the 67<sup>th</sup> annual meeting of the Academy of Management, Philadelphia, PA.
- Balzer, W.K. (April, 2000). *Promoting interactive video instruction on regional campuses: Financial and motivational considerations*. Presented at the Sixth Annual Association of University Regional Colleges in Ohio Conference, UC-Raymond Walters College, Blue Ash, OH.
- Sinar, E., Stanton, J., Julian, A., Fisher, G., Aziz, S., Thoresen, P., Balzer, W.K., Smith, P., & Parra, L. (April, 2000). *Development of a compact measure of job satisfaction: The AJDI*. Presented at the

- 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Balzer, W.K. (April, 1999). *The future of personnel research: An academic perspective*. In the symposium, Perspectives on the Future of Personnel Research (M. Tenopyr, Chair). Presented at the 14<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Balzer, W.K., & Ury, K. (April, 1999). *Models, Inc.: Strategies for development and distribution of psychological measures*. Presented at the 14<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Greguras, G., & Balzer, W.K. (April, 1999). *Assessing the robustness of previous supervisory performance rating models*. Presented at the 14<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Greguras, G., & Balzer, W.K. (April, 1999). *An integrated and expanded model of supervisory performance ratings*. Presented at the 14<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Irwin, J., & Balzer, W.K. (April, 1999). *An investigation of the relation of community type to facet satisfaction*. Presented at the 14<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Sinar, E., Stanton, J., Julian, A., Balzer, W.K., Smith, P., & Parra, L. (April, 1999). *Strategic issues in reducing the length of psychological measures*. Presented at the 14<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Stanton, J., Balzer, W.K., & Parra, L. (April, 1998). *Conversation hour: The development of a public archive of job satisfaction data*. Presented at the 13<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Balzer, W.K., Greguras, G., Ployhart, R., Irwin, J., Thorsteinson, T., O'Connor, G., & Roberts, D. (April, 1996). *Rater and ratee perspectives on sources of performance information*. Presented at the 11<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Thorsteinson, T., & Balzer, W.K. (April, 1996). *Effects of coworker information on perceptions and ratings of performance*. Presented at the 11<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Balzer, W.K., Parra, L., Ployhart, R., Shepherd, W., & Smith, P. C. (April, 1996). *Psychometric equivalence of the Revised JDI: The same only more so*. Presented at the 11<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Martens, S., & Balzer, W.K. (April, 1996). *The relationships between test-taking strategies and cognitive ability test performance*. Presented at the 11<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Balzer, W.K., & Birchenough, T. (May, 1995). *An investigation of true score estimation procedures*. Presented at the 10<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Raymark, P.H., & Balzer, W.K. (May, 1995). *Sources of performance information used by raters and the effect of indirect performance information on rating behavior*. Presented at the 10<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Wrennal, M., Slotman, R., & Balzer, W.K. (June, 1994). *The evaluation of a computer based case-study across three cultures*. APITITE Conference, Brisbane, Australia.

- Raymark, P., Balzer, W.K., Doherty, M., Warren, K., Meeske, J., Tape, T., & Wigton, R. (July, 1994). *Advance directives: A policy capturing approach*. Presented at Sixth Annual Convention of the American Psychological Society, Washington, DC.
- Raymark, P.H., & Balzer, W.K., Mattimore, K.L., & Mattimore, L. (November, 1993). *Effect of indirect performance appraisal information on appraisal ratings*. Presented at the Annual Conference of the Institute of Behavioral and Applied Management, Denver, CO.
- Balzer, W.K., Parra, L.F., Moore-Hirschl, S., Smith, P.C., Haaf, M.R., & Delany, M.P. (June, 1993). *Dimensionality and reliability of the scale of life satisfaction (SOLS)*. Presented at Fifth Annual Convention of the American Psychological Society, Chicago, IL.
- Raymark, P.H., Balzer, W.K., Moore-Hirschl, S., DeLaTorre, F., & Woods, J. (June, 1993). *Empirical investigation of the dimensionality of indirect performance information used by raters*. Presented at Fifth Annual Convention of the American Psychological Society, Chicago, IL.
- Mattimore, K.L., & Balzer, W.K. (May, 1993). *Behavior modeling training of interviewing skills: Development and evaluation*. Presented at the Eighth Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Balzer, W.K., & Sumner, K.E. (August, 1992). *Individual, organizational, and community characteristics as predictors of job satisfaction*. Presented at the Annual Convention of the American Psychological Association, Washington, DC.
- Mattimore, K.L., & Balzer, W.K. (August, 1992). *Frame of reference and observational skills training in performance appraisal*. Presented at the Annual Convention of the American Psychological Association, Washington, DC.
- Balzer, W.K., Raymark, P.H., & Doherty, M.E. (June, 1992). *Effects of cue intercorrelation and cognitive feedback on judgment performance*. Presented at the Fourth Annual Convention of the American Psychological Society, San Diego, CA.
- Balzer, W.K., Raymark, P.H., Doherty, M.E., & Warren, K. (June, 1992). *Beginning or withholding medical treatment: A policy capturing approach*. Presented at the Fourth Annual Convention of the American Psychological Society, San Diego, CA.
- Hammer, L.B., Balzer, W.K., & Taylor, T. (June, 1992). *Individual differences in perceptions of factors that influence task complexity*. Presented at the Fourth Annual Convention of the American Psychological Society, San Diego, CA.
- O'Connor, R.M., Jr., & Balzer, W.K. (May, 1992). *The effects of task complexity on feedforward and cognitive feedback*. Presented at the 64th Annual Meeting of the Midwestern Psychological Association, Chicago, IL.
- Balzer, W.K., Raymark, P., Weaver, M., Mattimore, K., Mattimore, L., Parker, T., Kruger, T., Hahn, S., & Gradwohl, W. (May, 1992). *Sources of information used by raters when appraising performance*. Presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology, Montreal, Canada.
- Balzer, W.K. (May, 1992). *What can performance appraisal researchers learn from assessment center researchers?* In the symposium, "Integrating Assessment Center and Performance Appraisal Research" (A.M. Ryan, Chair). Presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology, Montreal, Canada.
- Smith, P.C., Balzer, W.K., Ironson, G.H., Paul, K.B., Hayes, B., Moore-Hirschl, S., Parra, L.F., (May, 1992). *Development and validation of the Stress in General (SIG) scale*. Presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology, Montreal, Canada.

- Balzer, W.K., Hammer, L.B., Sumner, K.E., Birchenough, T., Parham, S.E., & Raymark, P. (June, 1991). *Effects of cognitive feedback components and feedback presentation format on judgment performance*. Presented at the Third Annual Convention of the American Psychological Society, Washington, DC.
- Sulsky, L.M., & Balzer, W.K. (April, 1991). *Halo and performance appraisal research: A critical examination*. Paper presented at the Sixth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Balzer, W.K. (November, 1991). *Recent research on the effects of cognitive feedback*. Presented at the Seventh Annual Invitational Meeting of the Brunswik Society, San Francisco, CA.
- Kravitz, D.A., & Balzer, W.K. (April, 1991). *Context effects in performance appraisal: Critique and empirical study*. Paper presented at the Sixth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Nalodka, T.A., & Balzer, W.K. (June, 1990). *The potential moderators of the work status - organizational commitment relationship*. Presented at the Second Annual Convention of the American Psychological Society, Dallas, TX.
- Paul, K.B., Kravitz, D.A., Balzer, W.K., & Smith, P.C. (August, 1990). *The original and revised JDI: An initial comparison*. Presented at the National Meeting of the Academy of Management, San Francisco, CA.
- Balzer, W.K., & Ryan, A.M. (April, 1990). *Procedures for evaluating graduate student performance*. Roundtable session presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Sumner, K.E., & Balzer, W.K. (April, 1990). *Effects of rater training and rating purpose on rating quality*. Paper presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Kravitz, D.A., & Balzer, W.K. (April, 1990). *Methodological problems with research on assimilation and contrast effects*. Paper presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL.
- Balzer, W.K., Hammer, L.B., & Sumner, K. (June, 1989). *The effect of task knowledge on cognitive feedback - performance relationship*. Presented at the First Annual Convention of the American Psychological Society, Arlington, VA.
- Parham, S.E., & Balzer, W.K. (June, 1989). *Effects of information favorability and diagnostic value on interviewers' information seeking strategies*. Presented at the First Annual Convention of the American Psychological Society, Arlington, VA.
- Reilly, C.E., Balzer, W.K., & Doherty, M.E. (April, 1989). *Journal reviewers' judgments of external validity: A policy capturing approach*. Presented at the Fourth Annual Conference of the Society of Industrial and Organizational Psychology, Boston, MA.
- Alves, A., Balzer, W.K., & Stone, E.F. (April, 1989). *An investigation of moderators of the job peripherality - job satisfaction relationship*. Presented at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA.
- Anderson, L.E., & Balzer, W.K. (April, 1988). *Impact of leaders' opinions on problem solving groups*. Presented at the Third Annual Conference of the Society of Industrial and Organizational Psychology, Dallas, TX.
- Alves, A., Balzer, W.K., & Stone, E.F. (1988). *The moderating effects of job characteristics and demographic variables on the job peripherality - job satisfaction relationship*. Presented at the Ninth Annual I-O/OB Graduate Student Convention, Toledo, OH.

- Josephson, H.I., & Balzer, W.K. (1988). *An examination of the relationship between age classification of occupations and age discrimination in hiring decisions*. Presented at the Ninth Annual I-O/OB Graduate Student Convention, Toledo, OH.
- Iannicca, S.J., & Balzer, W.K. (1988). *Three linear decision aids: An evaluation and comparison*. Presented at the Ninth Annual I-O/OB Graduate Student Convention, Toledo, OH.
- Balzer, W.K. (1987). *The application of social information processing models to performance appraisal decision: Five years later*. In the symposium, "Personnel decision making: Current issues, methods, and trends" (E. Stone, Chair). Midwest Division of the American Institute for Decision Sciences Annual Convention, Toledo, OH.
- Balzer, W.K. (1987). *A university-based employee assistance program (EAP): Opportunities for programmatic development and evaluation*. Symposium presented at the Annual Convention of the American Psychological Association, New York, NY.
- Balzer, W.K., Sulsky, L.M., & Klockmann, L. (1987). *Mental health and work outcomes*. In the symposium, "A university-based employee assistance program (EAP): Opportunities for programmatic development and evaluation" (W. K. Balzer, Chair). American Psychological Association, New York, NY.
- Reilly, C.E., & Balzer, W.K. (1987). *Effect of purpose on observation and evaluation of teaching performance*. Invited presentation given at the Annual Convention of the American Psychological Association, New York, NY.
- Reilly, C.E., & Balzer, W.K. (1987). *Effect of purpose on observation and evaluation of teaching performance*. Presented at the Eighth Annual I-O/OB Graduate Student Convention, Knoxville, TN. Winner of the Robert Wherry, Sr. Award for best I-O paper.
- Balzer, W.K., Seitz, C.J., Pollack, D., & Sulsky, L.M. (1987). *The effect of source of performance appraisal information on presentation of performance*. Presented at the Eighth Annual I-O/OB Graduate Student Convention, Knoxville, TN.
- Sulsky, L.M., & Balzer, W.K. (1987). *Rating accuracy in performance ratings: A critical review*. Presented at the Second Annual Conference of the Society of Industrial and Organizational Psychology, Atlanta, GA.
- Balzer, W.K., Seitz, C.J., Ikomi, P., & Pollack, D. (1986). *The enforcement of workgroup performance norms in organizations: An exploratory study*. Presented at the 1986 Annual Convention of the Midwestern Psychological Association, Chicago, IL.
- Sulsky, L.M. & Balzer, W.K. (1986). *The behavioral diary format: Toward increasing performance rating accuracy*. Presented at the 1986 Annual Convention of the Midwestern Psychological Association, Chicago, IL.
- Seitz, C.J. & Balzer, W.K. (1986). *Construct validation of organizational commitment, job satisfaction, and job involvement utilizing confirmatory factor analysis*. Presented at the 1986 Annual Convention of the Midwestern Psychological Association, Chicago, IL.
- Balzer, W.K. (1985). *Understanding agreement and disagreement: Decomposition of the Intraclass Correlation Coefficient*. Presented at the 1985 Annual Convention of the Midwestern Psychological Association, Chicago, IL.
- Midkiff, K. & Balzer, W.K. (1985). *A further examination of the resume in the selection process: Sex biased or not?* Presented at the Sixth Annual I-O/OB Graduate Student Convention, Akron, OH.
- Balzer, W.K. (1984). *Biased observation of behaviors during performance appraisal: The effects of previous exposure and centrality of the appraisal task*. Presented at the 1984 Annual Convention of the Midwestern Psychological Association, Chicago, IL.

- Murphy, K.R. & Balzer, W.K. (1984). *Systematic distortions in the delayed rating of behaviors in performance appraisal*. Presented at the 1984 American Psychological Association Annual Convention.
- Murphy, K.R., Balzer, W.K., Lockhart, M.C., & Eisenman, E.J. (1983). *Effects of previous performance on evaluations of present performance*. In the symposium, "Cognitive processes in performance appraisal: New findings" (C. Banks & L. Roberson, chairs). American Psychological Association Annual Convention, Anaheim, CA.
- Murphy, K.R., Balzer, W.K., Kellam, K.L., & Armstrong, J.G. (1983). *Purpose of rating and accuracy in observing behavior and evaluating performance*. Presented at the American Psychological Association Annual Convention, Anaheim, CA.
- Balzer, W.K. (1983). *Biases in attention and encoding during performance appraisal*. Invited colloquium to the Industrial/Organizational Psychology Program, Baruch College, CUNY, New York, NY.
- Balzer, W.K., Jette, R.D., Wagner, D.A., & Ray, C. (1982). *Theory development in I/O psychology*. Symposium presented at the National I-O/OB Graduate Student Convention, University of Maryland, College Park, MD.
- Balzer, W.K., & Murphy, K.R. (1982). *What do rater error measures tell us? Not much!* Presented at the National I-O/OB Graduate Student Convention, University of Maryland, College Park, MD.
- Balzer, W.K. & DePontbriand, R.L. (1982). *Another look at identifying and measuring employee expectations*. Presented at the National I-O/OB Graduate Student Convention, University of Maryland, College Park, MD.
- Murphy, K.R., & Balzer, W.K. (1981). *Rater errors and rating accuracy*. Presented at the American Psychological Association Annual Convention, Los Angeles, CA.
- Balzer, W.K., Rohrbaugh, J., & Quinn, R. (1981). *Developing staffing standards: A JAN approach*. Presented at the Southwestern Psychological Association Annual Convention, Houston, TX.
- Balzer, W.K. & Rohrbaugh, J. (1981). *Convergent validity of objective and subjective policy estimates between and across time*. Presented in symposium: Methodological issues in social judgment theory (K.R. Murphy, chair), Southwestern Psychological Association Annual Convention, Houston, TX.
- Balzer, W.K. & Hendricks, R.L. (1980). *An evaluation of Steers and Rhodes' process model of attendance in the public sector*. Presented at the Eastern Psychological Association Annual Convention, Hartford, CT.
- Hendricks, R.L., Balzer, W.K., & Sheehy, J. (1980). *Comparison of methods for estimating the reliability of nominal data*. Presented at the Eastern Psychological Association Annual Convention, Hartford, CT.
- Fabisiak, S., Hendrickson, C., Hendricks, R., Balzer, W.K., & Sheehy, J. (1979). *The reliability of Form 103 OMH version 12/78*. Presented at the Second Annual Conference of Psychologists in Service to New York State, Albany, NY.
- Hendricks, R. L., Dyak, J., Balzer, W.K., & Raia, J.N. (1979). *Integrating quantitative data with the health systems planning process*. Symposium presented at the American Psychological Association Annual Convention, New York, NY.

### **Theses and Dissertations Directed**

*Available upon request*

**Professional References**

*Available upon request*

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