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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

Emeritus Professor of Psychology, Bowling Green State University, June 2022 -
Vice President for Faculty and Strategic Initiatives, Bowling Green State University, July 2021 – June 2022
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), 2202 – 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 – 2022)
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; Worcester State University

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

Balzer, W.K., & Stanton, J.M. (2025). Patricia Cain Smith. In L. Koppes Bryan and A. J. Vinchur (Eds.). *Key thinkers in industrial-organizational psychology*. Routledge Press/Taylor & Francis Group.

Balzer, W.K., & Sinha, T. (Eds.). (2024). *Hoshin Kanri in Higher Education: A Guide to Strategy Development, Deployment, and Management*. New York: Productivity Press / Routledge.

Balzer, W.K. (2024). Getting Started: General Guidance for Implementing Hoshin Kanri in Higher Education. In W.K. Balzer & T. Sinha (Eds.), *Hoshin Kanri in Higher Education: A Guide to Strategy Development, Deployment, and Management*. New York: Productivity Press / Routledge.

Balzer, W.K., & Sinha, T. (2024). Introduction to Hoshin Kanri. In W.K. Balzer & T. Sinha (Eds.), *Hoshin Kanri in Higher Education: A Guide to Strategy Development, Deployment, and Management*. New York: Productivity Press / Routledge.

Balzer, W.K., & Rogers, R.K. (2024). Senior Leadership Support and Commitment of Resources: Key Elements in Hoshin Kanri Strategy Development, Deployment, and Management at Bowling Green State University. In W.K. Balzer & T. Sinha (Eds.), *Hoshin Kanri in Higher Education: A Guide to Strategy Development, Deployment, and Management*. New York: Productivity Press / Routledge.

Sinha, T., & Balzer, W.K., (2024). A Practitioner Guide to Hoshin Kanri: Process and Tools. In W.K. Balzer & T. Sinha (Eds.), *Hoshin Kanri in Higher Education: A Guide to Strategy Development, Deployment, and Management*. New York: Productivity Press / Routledge.

Sinha, T., & Balzer, W.K., (2024). Hoshin Kanri: Implications for Research and Practice. In W.K. Balzer & T. Sinha (Eds.), *Hoshin Kanri in Higher Education: A Guide to Strategy Development, Deployment, and Management*. New York: Productivity Press / Routledge.

- Archer, R., & Balzer, B. (2021). *Companion Guide to Lean Higher Education: Increasing the Value and Performance of University Processes (2nd Ed.)*. Available at www.leanhighereducation.com
- Balzer, W.K. (2020). *Lean Higher Education: Increasing the Value and Performance of University Processes (2nd 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, (2nd 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, (2nd 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 (Ed.), *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

- Kluse, C., Balzer, W.K., Shannon, C.J., & Shilov, M. (2024). A conceptual framework for the successful implementation of rapid improvement events. *The Journal of Management and Engineering Integration*, 17(2: Winter), 43-52. DOI: 10.62704/10057/28464
- 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., & Snaveley, 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, 2022). Lean higher education. Invited keynote presentation to the Kentucky Community & Technical College System Process Palooza. Lexington, KY.
- Balzer, B. (November, 2022). Lean higher education. Keynote address presented at the Lean in Public Sector Annual Conference, Santiago, Chile (virtual).
- Balzer, B. (June, 2022). Wessex Transformation Palooza. Invited keynote address (virtual). Solent University, University of Southampton, & University of Winchester.
- 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 4th 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 84th 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. (October, 2022). The scalability of Lean HE: Why isn’t this great idea taking off? Presentation at the Global Lean HE Conference, University of Melbourne (virtual).
- Balzer, B., Brouwer-Hadzialic, L., Hurley, B., Sinha, T. (October, 2022). What happens at a Lean conference doesn’t have to stay at the conference! Continuing the conversation. Presentation at the Global Lean HE Conference, University of Melbourne (virtual).
- 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 30th 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 29th 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 25th 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 25th 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 25th 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 69th 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 23rd 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 67th 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 15th 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 14th 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 14th 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 14th 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 14th 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 14th 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 14th 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 13th 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 11th 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 11th 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 11th 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 11th 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 10th 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 10th 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

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Professional References

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