

RESUME

Kim S. Cameron
Professor of Management and Organization
Steven M. Ross School of Business
University of Michigan
and
Professor of Higher Education
School of Education
University of Michigan

UNIVERSITY ADDRESS

Steven M. Ross School of Business
University of Michigan
7615 Wylie
701 Tappan Street
Ann Arbor, Michigan 48109-1234
USA

Telephone: (734) 615-5247
Fax: (734) 615-4323 (fax)
E-mail: kim_cameron@umich.edu

PERSONAL INFORMATION

Home Address: 1433 Bicentennial Parkway
Ann Arbor, Michigan 48108
Home Telephone: (734) 944-1620
Marital Status: Married; seven children

EDUCATION

B.S. 1970 - Brigham Young University (Sociology)
M.S. 1971 - Brigham Young University (Social Psychology)
M.A. 1976 - Yale University (Administrative Sciences)
Ph.D. 1978 - Yale University (Administrative Sciences)

PROFESSIONAL POSITIONS

2001 – present Steven M. Ross School of Business
University of Michigan
Professor, Management and Organizations

2001 – present School of Education
University of Michigan
Professor, Higher Education

1998 – 2001 Weatherhead School of Management
Case Western Reserve University
Dean
Albert J. Weatherhead Professor of Management and
Professor of Organizational Behavior

1995 – 1998 Marriott School of Management
Brigham Young University
Associate Dean
Ford Motor Company Richard E. Cook Professor of
Management

1984 – 1995 School of Business Administration
University of Michigan
Professor
Department Chair, Organizational Behavior and Human
Resource Management
Director, Global Business Partnership
Director, Management of Managers Program
Director, Program for Management Development
Director, Parker Management Program

1984 – 1995 Center for the Study of Higher and Postsecondary
Education
University of Michigan
Professor
Senior Researcher

1981 – 1984 National Center for Higher Education Management
Systems, Boulder, Colorado
Director, Organizational Studies Division

1981- 1984 Graduate School of Business
University of Colorado
Adjoint Associate Professor

1978 – 1981 Graduate School of Business
University of Wisconsin
Assistant Professor

1978 – 1981 Industrial Relations Research Institute

University of Wisconsin
Assistant Professor

1971 – 1974 Ricks College, Rexburg, Idaho
Faculty Member, Sociology and Social Psychology

PROFESSIONAL HONORS, AWARDS, and POSITIONS

2007 – Present Steering Committee, International Positive Psychology Association

2005 – Present Board of Governors, Organizational Behavior Teaching Society

2005 – Present Academy of Management Ethics Committee, and Adjudicator

2003 Elected Fellow, Academy of Management

1999 – 2000 Graduate, Leadership Cleveland, Class of 2000

1994 – 1997 Member, National Research Council

1992 David L. Bradford Outstanding Educator Award, Organizational Behavior Teaching Society

1990 Visiting Scholar, USSR National Academy of Sciences

1990 Fellow, Chinese National Higher Education

1986 – 1991 Institutional Leadership Advisory Committee, National Center for Postsecondary Governance and Finance

1985 – 1991 Program Chair, Division Chair, Organization and Management Theory Division, Academy of Management

1984 Fulbright Distinguished Scholar, Brazil

1980, 1983 - 1986, 1990, 1991, 1997 Selected Faculty member, Academy of Management Doctoral Consortia and Junior Faculty Workshops

Listed Contemporary Authors
Dictionary of International Biography
Educators of America
International Authors and Writers Who's Who
Outstanding Young Men of America
Who's Where Among Writers
Who's Who in America
Who's Who in American Colleges and Universities
Who's Who in the Midwest

Current and Past *Editorial Boards*

Editorships

Academy of Management Learning and Education Journal
International Journal of Organizational Analysis
Journal of Applied Behavioral Sciences
Journal of Leadership and Organizational Studies
Journal of Management Education
International Journal of Management Studies & Research

Former Associate Editor

Academy of Management Executive
Higher Education: Annual Handbook of Theory and Research
Human Resource Management Journal

Special Issue Editor

Academy of Management Journal
American Behavioral Scientist
Human Resource Management Journal
Review of Higher Education

Consulting Editor

Journal of Higher Education
Organization Science

Research Grants

Richard D. Irwin Foundation (1976)
U.S. Department of Labor (1978)
Wisconsin Research Foundation (1979-1980)
National Institute of Education (1981-1984)
U.S. Army Research Institute (1986-1990, 1992-1993)
Ford Motor Company (1989-1991)
Regents of the University of Michigan (1988-1989, 1993-1994)
John Templeton Foundation (1998-2002)
Kaiser-Hill and the U.S. Department of Energy (2004-2005)

Examples of Consultancies

Business: Andersons, CH2MHill, Chrysler, Contel, Dana, Ford, General Electric, General Motors, LG, Libbey, Meridian Bancorp, Pfizer, Philips, Reuters, Rexam, Texas Instruments, Whirlpool, and others.

Government: Department of Energy, Federal Aviation Administration, General Accounting Office, National Science Foundation, State Government of New York, U.S. Air Force, U.S. Army, and others.

Education: Numerous colleges and universities, and several public school districts.

Professional: American Assembly of Collegiate Schools of Business, American Bankers Association, American Nurses Association, Legatus.

PUBLICATIONS

Books

David A. Whetten and Kim S. Cameron (1980, 1981) Management: A Practical Guide to Professional Skill Development. Lexington, MA: Ginn Publishing.

Robert H. Miles and Kim S. Cameron (1982) Coffin Nails and Corporate Strategies. Englewood Cliffs, NJ: Prentice Hall.

Kim S. Cameron and David A. Whetten (1983) Organizational Effectiveness: A Comparison of Multiple Models. New York: Academic Press.

Robert E. Quinn and Kim S. Cameron (1988) Paradox and Transformation: Towards a Theory of Change in Organizations. Cambridge, MA: Ballinger Publishing.

Kim S. Cameron, Robert I. Sutton, and David A. Whetten (1988) Organizational Decline: Conceptual, Empirical, and Normative Foundations. Cambridge, MA: Ballinger Publishing.

Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn (2003) Positive Organizational Scholarship. San Francisco: Barrett-Koehler.

Kim S. Cameron and Robert E. Quinn (2006) Diagnosing and Changing Organizational Culture. San Francisco: Jossey Bass.

Edward Hess and Kim S. Cameron (2006) Leading with Values: Positivity, Virtues, and High Performance. New York: Cambridge University Press.

Kim S. Cameron, Robert E. Quinn, Jeff DeGraff, and Anjan Thakor (2006) Competing Values Leadership: Creating Value in Organizations. Northampton, MA: Edward Elgar.

Kim Cameron and Marc Lavine (2006) Making the Impossible Possible: Leading Extraordinary Performance—The Rocky Flats Story. San Francisco: Berrett Koehler.

David A. Whetten and Kim S. Cameron (2007) Developing Management Skills. 7th Edition, Upper Saddle River, NJ: Prentice Hall.

Charles C. Manz, Kim S. Cameron, Karen P. Manz, and Robert D. Marx (2008) The Virtuous Organization: Insights From Some of the World's Leading Management Thinkers. London: World Scientific Publishers.

Kim Cameron (2008) Positive Leadership. San Francisco: Berrett Koehler.

Articles and Chapters

Kim S. Cameron (1978) "Measuring organizational effectiveness in institutions of higher education." Administrative Science Quarterly, 23: 604-632.

Reprinted in Robert Birnbaum (Ed.) (1984) Organization and Governance in Higher Education. Lexington, MA: Ginn.

Reprinted in Marvin Peterson (Ed.) (1987) Organization and Governance in Higher Education. 3rd Edition. Lexington, MA: Ginn.

Kim S. Cameron (1980) "Critical questions in assessing organization effectiveness." Organizational Dynamics, 9: 66-80.

Reprinted in James L. Gibson, John M. Ivancevich, and James H. Donnelly (Eds.) (1985) Organizations Close-up: A Book of Readings. Plano, TX: Business Publications, Inc.

Kim S. Cameron (1981) "Domains of organizational effectiveness in colleges and universities." Academy of Management Journal, 24: 25-47.

Kim S. Cameron, and Robert E. Quinn (1981) "The impact of organizations on the family." Journal of Counseling and Values, 25: 119-129.

Kim S. Cameron (1981) "The enigma of organizational effectiveness." in Dan Baugher (Ed.), New Directions for Program Evaluation: Assessing Effectiveness, San Francisco, CA: Jossey-Bass, 1-13.

Kim S. Cameron and David A. Whetten (1981) "Perceptions of organizational effectiveness in organizational life cycles." Academy of Management Proceedings, 264-269.

Kim S. Cameron and David A. Whetten (1981) "Perceptions of organizational effectiveness across organizational life cycles." Administrative Science Quarterly, 27: 524-544.

Kim S. Cameron (1981) "Construct space and subjectivity problems in organizational effectiveness." Public Productivity Review, 7: 105-121.

Kim S. Cameron (1982) "The relationship between faculty unionism and organizational effectiveness." Academy of Management Journal, 25: 5-25.

Kim S. Cameron (1982) "Responses to fiscal stress: Contrasting higher education and the private sector." in Robert A. Wilson (Ed.), Responses to Fiscal Stress in Higher Education, Tucson, Arizona: University of Arizona, 47-64.

Robert E. Quinn and Kim S. Cameron (1983) "Organizational life cycles and shifting criteria of effectiveness: Some preliminary evidence" Management Science, 29: 33-51.

Reprinted in Robert T. Golembiewski, Rick Daly, and R. Wayne Boss (Ed.), (1985) Consultation Skills.

Kim S. Cameron (1983) "Strategic responses to conditions of decline: Higher education and the private sector." Journal of Higher Education, 54: 359-380.

Raymond F. Zammuto, David A. Whetten, and Kim S. Cameron (1983) "Environmental change, enrollment decline and institutional response: Speculations on retrenchment in colleges and universities." Peabody Journal of Education, 60: 93-107.

Kim S. Cameron and David A. Whetten (1983) "Organizational life cycle approaches: Overview and applications to higher education." Review of Higher Education, 6: 60-102.

Reprinted in James L. Bess (Ed.) (1984) College and University Organization: Insights from the Behavioral Sciences. New York: New York University Press.

Kim S. Cameron and Raymond F. Zammuto (1983) "Matching managerial strategies to conditions of decline." Human Resources Management, 22: 359-376.

Reprinted in Marvin Peterson (Ed.) (1987) Organization and Governance in Higher Education. 3rd Edition. Lexington, MA: Ginn.

Kim S. Cameron (1983) "Assessing institutional ineffectiveness: A strategy for institutional improvement." in R. A. Scott (Ed.), New Directions in Institutional Research, San Francisco: Jossey Bass.

David A. Whetten and Kim S. Cameron (1983) "Management skills: A needed addition to the management curriculum." The Organizational Behavior Teaching Journal, 8: 9-15.

Kim S. Cameron and David A. Whetten (1983) "A model for teaching management skills." The Organizational Behavior Teaching Journal, 8: 21-27.

Kim S. Cameron (1983) "Organizational effectiveness in the U.S. tobacco industry." in Arthur G. Bedeian, Organizations: Theory and Analysis, 2nd Edition, Hinsdale, IL: Dryden Press.

Kim S. Cameron and David A. Whetten (1983) "Models of the organizational life cycles: Applications to higher education." Review of Higher Education, 6: 269-299.

Reprinted in James R. Bess (Ed.) (1984) College and University Organization. New York: New York University Press.

Kim S. Cameron (1984) "The effectiveness of ineffectiveness." Research in Organizational Behavior, 6: 235-285..

Kim S. Cameron (1984) "Organizational adaptation and higher education." Journal of Higher Education, 55, 122-144.

Reprinted in Robert Birnbaum (Ed.) (1984) Organization and Governance in Higher Education. Lexington, MA: Ginn.

Reprinted in Marvin Peterson (Ed.) (1987) Organization and Governance in Higher Education, 3rd Edition. Lexington, MA: Ginn.

Raymond F. Zammuto and Kim S. Cameron (1985) "Environmental decline and organizational response." Research in Organizational Behavior, 7: 223-262.

Kim S. Cameron (1985) "Investigating the causal association between unionism and organizational effectiveness." Academy of Management Proceedings, 250-254.

Kim S. Cameron (1985) "Investigating the causal association between unionism and organizational effectiveness." Research in Higher Education, 23: 387-411.

Kim S. Cameron (1985) "The paradox in institutional renewal." New Directions in Higher Education, R. M. Davis (Ed.), Jossey-Bass, 39-48.

David A. Whetten and Kim S. Cameron (1985) "Administrative effectiveness in higher education." Review of Higher Education, 9: 101-118.

Kim S. Cameron and Diana Bilimoria (1985) "Assessing effectiveness in higher education." Review of Higher Education, 9: 35-49.

Kim S. Cameron and David O. Ulrich (1986), "Transformational leadership in colleges and universities" In John Smart (Ed.), Higher Education: Handbook of Theory and Research, Vol. 2. New York: Agathon, 1-42.

Kim S. Cameron (1986) "A study of organizational effectiveness and its predictors." Management Science, 32: 87-112.

Kim S. Cameron (1986) "Effectiveness as paradox: Conflict and consensus in conceptions of organizational effectiveness." Management Science, 32: 539-553.

Kim S. Cameron, David A. Whetten, and Myung U. Kim (1987) "Organizational dysfunctions of decline." Academy of Management Journal, 30: 126-138.

Kim S. Cameron and Chet Borucki (1987) "A behavioral approach to assessing effectiveness at the business unit level." In Kenneth Ferris (Ed.) Management Planning and Control: The Behavioral Foundations. Dallas: Publishing Horizons.

Kim S. Cameron, Myung U. Kim, and David A. Whetten (1987) "Organizational effects of decline and turbulence." Administrative Science Quarterly, 32: 222-240.

Kim S. Cameron, David A. Whetten, Myung U. Kim, and Ellen E. Chaffee (1987) "The aftermath of decline." Review of Higher Education, 10: 215-234.

Kim S. Cameron (1987) "Improving academic quality and effectiveness." In Marvin Peterson and Lisa Mets (Eds.) Key Resources on Higher Education Governance, Management, and Leadership. San Francisco: Jossey-Bass.

Kim S. Cameron and Deborah Ettington (1988) "The conceptual foundations of organizational culture." In John Smart (Ed.) Higher Education: Handbook of Theory and Research. New York: Agathon.

Denise Young, Robert Blackburn, Clifton Conrad, and Kim Cameron (1989) "Relationships to leadership and student effort to university program quality." Review of Higher Education, 12: 265-279.

David Ulrich, Robert Quinn, and Kim Cameron (1989) "Designing effective organizational systems." James L. Perry (Ed.) Handbook of Public Administration. San Francisco: Jossey-Bass, 148-161.

Kim S. Cameron, Myung U. Kim, and Sarah J. Freeman (1989) "Contradictions between Brazilian and U.S. organizations: Implications for organizational theory." In Chimezie A. B. Osigweh (Ed.) Organizational Science Abroad. New York: Plenum, 203-227.

Kim S. Cameron (1990) "The critical role of management skills in America's future." In Ross E. Robson (Ed.) The Quality and Productivity Equation. Cambridge, MA: Productivity Press, 189-205.

Kim S. Cameron and Sarah J. Freeman (1991) "Cultural congruence, strength, and type: Relationships to effectiveness." Research in Organizational Development, 5: 23-58.

Kim S. Cameron, Sarah J. Freeman, and Aneil K. Mishra (1991) "Best practices in white-collar downsizing: Managing contradictions." Academy of Management Executive, 5: 57-73.

Kim S. Cameron and Mary Tschirhart (1991) "Post-industrial environments and organizational effectiveness in colleges and universities." Journal of Higher Education, 63: 87-108.

Kim S. Cameron (1991) "Downsizing can be hazardous to your future." H.R. Magazine, May.

Kim S. Cameron (1992) "Why GM won't survive the decade." Detroit Free Press. March 1: F1-F2.

Sarah J. Freeman and Kim S. Cameron (1993) "Organizational downsizing: A convergence and reorientation framework." Organizational Science, 4: 10-29.

Kim S. Cameron (1993) "Organizational downsizing." In George Huber and William Glick (Eds.) Organizational Change and Redesign. New York: Oxford University Press, 19-65.

David A. Whetten and Kim S. Cameron (1994) "Organizational-level productivity initiatives: The case of downsizing." In Douglas Harris, Paul Goodman, and Scott Sink (Eds.) The Productivity Paradox: An Explanation Of Multiplier Levels, Washington, D.C.: National Research Council.

David A. Whetten and Kim S. Cameron (1994) "Organizational effectiveness: Observations at the end of an era." In Gerald Greenberg (Ed.) Organizational Behavior: The State of the Science. New York: Lawrence Erlbaum Associates.

Kim S. Cameron (1994) "Investigating organizational downsizing: Fundamental issues." Human Resource Management Journal, 33: 183-188.

Kim S. Cameron (1994) "Strategies for successful organizational downsizing." Human Resource Management Journal, 33: 89-112.

Kim S. Cameron (1995) "Downsizing, quality, and performance." In Robert E. Cole (Ed.) The Fall and Rise of Total Quality Management, (pp. 93-114) New York: Oxford University Press.

Kim S. Cameron (1995) "Benchmarking." In Nigel Nicholson (Ed.) The Dictionary of Organizational Behavior. Oxford, UK: Blackwell.

Kim S. Cameron (1995) "Congruence." In Nigel Nicholson (Ed.) The Dictionary of Organizational Behavior. Oxford, UK: Blackwell.

Kim S. Cameron (1995) "Organizational effectiveness." In Nigel Nicholson (Ed.) The Dictionary of Organizational Behavior. Oxford, UK: Blackwell.

- Kim S. Cameron (1995) "Organizational restructuring." In Nigel Nicholson (Ed.) The Dictionary of Organizational Behavior. Oxford, UK: Blackwell.
- Kim S. Cameron (1995) "Organizational downsizing." In Nigel Nicholson (Ed.) The Dictionary of Organizational Behavior. Oxford, UK: Blackwell.
- Kim S. Cameron and David A. Whetten (1996) "Organizational effectiveness and quality: The second generation." Higher Education Handbook of Theory and Research, 11: 265-306.
- Kim S. Cameron (1996) "Downsizing and renewal." In Malcolm Warner (Ed.) The International Encyclopedia of Business and Management, London, UK: Routledge.
- Kim S. Cameron (1997) "Techniques for making organizations effective." In Daniel Druckman, Jerome Singer, and Harold Van Cott (eds.) Enhancing Organizational Performance. (pp. 39-64) Washington D.C. National Academy Press.
- Janice M. Beyer and Kim S. Cameron (1997) "Organizational culture." In Daniel Druckman, Jerome Singer, and Harold Van Cott (eds.) Enhancing Organizational Performance. (pp. 65-96) Washington D.C. National Academy Press.
- Kim S. Cameron and John C. Smart (1997) "Maintaining effectiveness amid downsizing and decline." Academy of Management Proceedings, 57: 375-379.
- Kanak Gautam, David Whetten, and Kim Cameron (1997) "Theoretical implications of measurement inconsistencies in the context of organizational decline." Research in Higher Education, 20: 181-198.
- Kim S. Cameron (1997) "Downsizing and the new work covenant." Exchange, Spring: 7-9.
- Kim S. Cameron (1998) "Downsizing." In Michael Poole and Malcolm Warner (eds.) The International Handbook of Human Resource Management. London: Thompson. pp. 55-61.
- Kim S. Cameron (1998) "Strategic organizational downsizing: An extreme case." Research in Organizational Behavior, 20: 185-229.
- Kim S. Cameron and John C. Smart (1998) "Maintaining effectiveness amid downsizing and decline in institutions of higher education." Research in Higher Education, 21: 65-86.
- Bradley A. Winn and Kim S. Cameron (1998) "Organizational quality: An examination of the Malcolm Baldrige National Quality Framework." Research in Higher Education, 21: 491-512.
- Kim S. Cameron and Wesley Sine (1999) "A framework for organizational quality culture." Quality Management Journal, 6: 7-25.
- Kim S. Cameron and Carole K. Barnett (2000) "Organizational quality as a cultural variable: An empirical investigation of quality culture, processes, and outcomes." In Robert E. Cole and Richard Scott (eds.) The Quality Movement in America: Lessons for Theory and Research. Berkeley: University of California Press. pp. 271-294.
- Kim S. Cameron and Michael Thompson (2000) "The problems and promises of total quality management: Implications for organizational performance." In Robert E. Quinn, Regina O'Neill,

and Lynda St. Clair (Eds.) Pressing Problems in Modern Organizations, (pp. 215-242) New York: AMACOM.

Andrew Pettigrew, Richard W. Woodman, and Kim S. Cameron (2001) "Studying organizational change and development: Challenges for future research." Academy of Management Journal, 44: 697-713.

Kim S. Cameron and Arran Caza (2002) "Organizational and leadership virtues and the role of forgiveness." Journal of Leadership and Organizational Studies, 9: 33-48.

Kim S. Cameron (2003) "Ethics, virtuousness, and constant change." In Noel M. Tichy and Andrew R. McGill (Eds.) The Ethical Challenge. (pp. 185-193). San Francisco: Jossey-Bass.

Kim S. Cameron (2003) "Organizational transformation through architecture and design." Journal of Management Inquiry, 12: 88-93.

Kim S. Cameron, R. Duane Ireland, Robert N. Lussier, J. Randolph New, and Stephen P. Robbins (2003) "Management textbooks as propaganda." Journal of Management Education, 27:27:711-729.

Kim S. Cameron, R. Duane Ireland, Robert N. Lussier, J. Randolph New, and Stephen P. Robbins (2003) "Replies to Commentaries on management textbooks as propaganda." Journal of Management Education, 27:27:739-743.

Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn (2003) "Foundations of positive organizational scholarship." In Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn (Eds.) Positive Organizational Scholarship: Foundations of a New Discipline. (pp. 3-13) San Francisco: Berrett-Koehler.

Kim S. Cameron (2003) "Organizational virtuousness and performance." In Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn (Eds.) Positive Organizational Scholarship: Foundations of a New Discipline. (pp. 48-65) San Francisco: Berrett-Koehler.

Kim S. Cameron, Jane E. Dutton, Robert E. Quinn, and Amy Wrzesniewski (2003) "Positive organizing and the future of organizational scholarship." In Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn (Eds.) Positive Organizational Scholarship: Foundations of a New Discipline. (pp. 361-370) San Francisco: Berrett-Koehler.

Susan Bernstein, Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn (2003) "Positive organizational scholarship: Meet the movement." Journal of Management Inquiry.12: 266-271.

Kim S. Cameron and Arran Caza (2004) "Contributions to the discipline of positive organizational scholarship." American Behavioral Scientist, 47:731-739.

Kim S. Cameron, David Bright, and Arran Caza (2004) "Exploring the relationships between organizational virtuousness and performance." American Behavioral Scientist, 47: 766-790.

Arran Caza, Brianna A. Barker, Kim S. Cameron (2004) "Ethics and ethos: The buffering and amplifying effects of ethical behavior and virtuousness." Journal of Business Ethics, 52: 169-178.

Kim S. Cameron (2005) "Congruence." In Nigel Nicholson, Pino G. Audia, and Madan M. Pillutla (Eds.) The Blackwell Encyclopedia of Management. Oxford, UK: Blackwell Publishing.

Kim S. Cameron (2005) "Organizational effectiveness ." In Nigel Nicholson, Pino G. Audia, and Madan M. Pillutla (Eds.) The Blackwell Encyclopedia of Management. Oxford, UK: Blackwell Publishing.

Kim S. Cameron (2005) "Organizational downsizing." In Nigel Nicholson, Pino G. Audia, and Madan M. Pillutla (Eds.) The Blackwell Encyclopedia of Management. Oxford, UK: Blackwell Publishing.

Kim S. Cameron (2005) "Organizational effectiveness: Its demise and re-emergence through Positive Organizational Scholarship." Ken G. Smith and Michael A. Hitt (Eds.) Great Minds in Management: The Process of Theory Development. (pages 304-330), New York: Oxford University Press.

Kim S. Cameron and Arran Caza (2005) "Developing strategies for responsible leadership," In Jonathan P. Doh and Stephen Stumph (Eds.) Handbook on Responsible Leadership and Governance in Global Business. (pages 87-111) New York: Oxford University Press.

Jody Hoffer Gittel, Kim S. Cameron, Sandy Lim, and Victor Rivas (2006) "Relationships, layoffs, and organizational resilience." Journal of Applied Behavioral Science, 42: 300-328.

Runner-Up, Douglas McGregor Memorial Award, from the Journal of Applied Behavioral Science.

Kim S. Cameron (2006) "Good or not bad: Standards and ethics in managing change." Academy of Management Learning and Education Journal, 4: 317-323.

Reprinted in Joan V. Gallos (2007) Business Leadership: A Jossey-Bass Reader (Second Edition). San Francisco: Jossey-Bass.

David S. Bright, Kim S. Cameron, and Arran Caza (2006) "The amplifying and buffering effects of virtuousness in downsized organizations." Journal of Business Ethics, 64: 249-269.

Edward H. Powley and Kim S. Cameron (2006) "Organizational healing: Lived virtuousness amidst organizational crisis." Journal of Management, Spirituality, and Religion, 3: 13-33.

Kim S. Cameron (2006) "Leadership values that enable extraordinary success." In Edward Hess and Kim Cameron (Eds.) Leading with Values: Values, Virtues, and High Performance. (pp. 132-150) New York: Cambridge University Press.

Charles Manz, Kim S. Cameron, Karen Manz, and Robert Marx (2006) "Values and virtues in organizations." Journal of Management, Spirituality, and Religion, 3: 1-12.

Kim S. Cameron (2006) "Forgiveness in organizations." In Cary L. Cooper and Debra L. Nelson (Eds.) Positive Organizational Behavior: Accentuating the Positive. (pp. 129-142) London: Sage.

Kim S. Cameron (2006) "Leading change: Try virtuousness." Leadership Excellence, 23: 8-9.

Kim S. Cameron, (2007) "Positive organizational scholarship." In Clegg, Stuart and Bailey, James (Eds.) International Encyclopedia of Organizational Studies. Beverly Hills: Sage.

Kim S. Cameron (2007) "Developing a teachable point of view." Journal of Management Education 31: 392-404.

Richard Wolfe, Kathy Babiak, Kim S. Cameron, Robert E. Quinn, Dennis L. Smart, James R. Terborg, and Patrick M. Wright (2007) "*Moneyball: A business perspective.*" International Journal of Sport Finance, 4: 249-262.

Kim S. Cameron (2008) "A process for changing organizational culture." In Thomas G. Cummings (Ed.) Handbook of Organizational Development, (pages 429-445) Thousand Oaks, CA: Sage.

Jody Hoffer Gittel, Kim S. Cameron, Sandy Lim, Victor Rivas (2008) "Airline industry responses to September 11th." In Ronald Burke and Cary Cooper (Eds.) International Terrorism and Threats to Security: Managerial and Organizational Challenges, Northampton, MA: Edward Elgar Press.

Arran Caza and Kim S. Cameron (2008) "Positive organizational scholarship: What does it achieve?" In Cary L. Cooper and Stewart Clegg (Eds.) Handbook of Macro-Organizational Behavior. New York: Sage.

Kim S. Cameron (2008) "Paradox in positive organizational change." Journal of Applied Behavioral Science, 44: 7-24.

Kim S. Cameron (2008) "Positively deviant organizational performance and the role of leadership values." Journal of Values Based Leadership, 1: 67-83.

Kim S. Cameron (2008) "Leading change: Relying on fixed points." Leadership Excellence, 25: 12.

Book Reviews

Kim S. Cameron (1976) "A review," Chester Newland's MBO and Productivity Bargaining in the Public Sector. Public Productivity Review, 1, 48-51.

Kim S. Cameron (1981) "Organizational theory and assessment: A review of Andrew H. Van de Ven and Diane L. Ferry's Measuring and Assessing Organizations, New York: Wiley-Interscience." Contemporary Psychology, May, 199-201.

Other Written Work

Kim S. Cameron (1978) Organizational Effectiveness: Its Measurement and Prediction in Institutions of Higher Education, Yale University: Unpublished Doctoral Dissertation, 1978.

Richard U. Miller and Kim S. Cameron (1981) An Evaluation of the American Nurses' Association, University of Wisconsin: Industrial Relations Research Institute.

Kim S. Cameron and Raymond F. Zammuto, (1981) Investigating Colleges and Universities as Organizations, National Center for Higher Education Management Systems.

Marvin W. Peterson, Kim S. Cameron, Lisa Mets, and Phillip Jones (1987) "The organizational context for teaching and learning." National Center for the Improvement of Teaching and Learning. University of Michigan.

Marvin Peterson, Kim S. Cameron, Melinda Spencer, and Theodore White (1991) Assessing the Organizational and Administrative Context for Teaching and Learning. Ann Arbor: NCRIPAL.

Kim S. Cameron (1992) "Authority" in Daniel H. Ludlow (ed.) The Encyclopedia of Mormonism. New York: Macmillan.

Kim S. Cameron (1992) "Stake president" in Daniel H. Ludlow (ed.) The Encyclopedia of Mormonism. New York: Macmillan.

Kim S. Cameron (1993) Final Report on the Use of the IBM Personal System/2 Technology to Enhance Human Resource Management Productivity and Education in the School of Business Administration at the University of Michigan. Global Business Partnership, University of Michigan.

Kim S. Cameron (1993) The Downsizing of an Army Organization: An Investigation of Downsizing Strategies, Processes and Outcomes. Final Report. U.S. Army Research Institute.

Kim S. Cameron and Marvin W. Peterson (1994) Total Quality Management in Higher Education: From Assessment to Improvement. Center for the Student of higher and Postsecondary Education, University of Michigan.

Kim S. Cameron, Marvin W. Peterson, and associates (1995) The Culture and Climate of Quality. University of Michigan.

Refereed Papers Selected for Presentation

Kim S. Cameron (1979) "Measuring organizational effectiveness in organized anarchies." Presented at the 39th Annual Meetings of the Academy of Management, Atlanta.

Kim S. Cameron (1979) "Life cycle perspectives for organizational effectiveness: Implications from organizational stimulation." Presented at the 39th Annual Meetings of the Academy of Management, Atlanta.

Kim S. Cameron (1979) "Issues in the approach to the creative component of research." Presented at the 39th Annual Meetings of the Academy of Management, Atlanta.

Kim S. Cameron (1979) "The assessment of effectiveness in organized anarchies." Presented at the Annual Convention of the American Society for Public Administration, Baltimore.

Kim S. Cameron (1980) "Changing criteria of effectiveness over stages of organizational development." Presented at the 40th Annual Meetings of the Academy of Management, Detroit.

Kim S. Cameron (1980) "Organizational life cycles and the criteria of organizational effectiveness." Presented at the Annual Meetings of the American Psychological Association, Montreal.

Kim S. Cameron (1980) "Relationships between faculty unionism and organizational effectiveness." Presented at the 40th Annual Meetings of the Academy of Management, Detroit.

Kim S. Cameron (1980) "Problems in organizational effectiveness." Presented at the 5th Annual Doctoral Consortium of the Academy of Management, Detroit.

Kim S. Cameron (1981) "Decline, stability, and growth: A study of organizational differences." Presented at the 41st Annual Meetings of the Academy of Management, San Diego.

Kim S. Cameron and David A. Whetten (1981) "Perceptions of organizational effectiveness in organizational life cycles." Presented at the 41st Annual Meetings of the Academy of Management, San Diego.

Kim S. Cameron (1981) "Decline, retrenchment, and effectiveness." Paper presented at the 21st Annual Meetings of the Association for Institutional Research, Minneapolis.

Robert E. Quinn and Kim S. Cameron (1981) "Organizational life cycles and shifting criteria of effectiveness: Some preliminary evidence." Winner of the First International Prize Competition for the Most Original New Contribution to the Field of Organizational Analysis and Design, ORSA-TIMS National Meetings, Houston, October.

Kim S. Cameron (1981) "Response to fiscal stress: Contrasting higher education and the private sector." Presented at the Seventh Annual Conference on Higher Education, Tucson, Arizona.

Kim S. Cameron (1982) "Decline, retrenchment and organizational effectiveness." Presented at the National Conference of the American Society for Public Administration, Honolulu, Hawaii.

Kim S. Cameron (1982) "Decline, strategic emphasis, and effectiveness." Presented at the Annual Meetings of the Association for the Study of Higher Education, Washington, D.C..

Kim S. Cameron (1982) "Understanding and managing decline in colleges and universities." Presented at the Annual Meetings of the Association for Institutional Research, Denver, Colorado.

Kim S. Cameron (1982) "Issues in measuring the organizational effectiveness of management education programs." Presented at the 42nd Annual Meetings of the Academy of Management, New York.

Kim S. Cameron (1982) "Mistakes in adapting to public sector decline: Lessons from the private sector." Presented at the 42nd Annual Meetings of the Academy of Management, New York.

David A. Whetten and Kim S. Cameron (1982), "The confidence crisis in management education: A historical analysis and proposed remedy." Presented at the 42nd Annual Meetings of the Academy of Management, New York.

Raymond F. Zammuto and Kim S. Cameron (1982) "Environmental decline and organizational response." Presented at the 42nd Annual Meetings of the Academy of Management, New York.

Kim S. Cameron (1982) "Managing decline in public sector organizations." Distinguished Speaker Series, New York State Government.

Kim S. Cameron (1983) "Accounting for improvement in institutional effectiveness over time." Presented at the Association for the Study of Higher Education Meetings, Washington, D.C.

Kim S. Cameron (1983) "Assessing organizational ineffectiveness: A strategy for institutional improvement." Presented at the Association for Institutional Research Convention, Toronto.

Kim S. Cameron (1983) "Patterns of institutional effectiveness in higher education." Presented at the Association for Institutional Research Convention, Toronto.

Kim S. Cameron (1983) "Assessing organizational ineffectiveness: A strategy for organizational improvement." Finalist in the Competition for the Best Paper in Organizational Design. The Institute of Management Science Meetings, Chicago.

Kim S. Cameron (1983) "The use of simulations in organizational research." Presented at the 43rd Annual Meetings of the Academy of Management, Dallas.

Kim S. Cameron (1983) "The development of organizations through sequential stages." Presented at the 43rd Annual Meetings of the Academy of Management, Dallas.

Kim S. Cameron (1983) "Contrasting public and private organizations in decline." Presented at the 43rd Annual Meetings of the Academy of Management, Dallas.

Kim S. Cameron (1984) "Successful managerial response to decline." Presented at the 44th Annual Meetings of the Academy of Management, Boston.

Kim S. Cameron (1984) "Organizational culture in post-industrial environment: An expansion of the life cycles model of organizational development." Presented at the 44th Annual Meetings of the Academy of Management, Boston.

Kim S. Cameron (1985) "The management of paradoxes in organizations." Presented at the 45th Annual Meetings of the Academy of Management, San Diego.

Kim S. Cameron and Ellen E. Chaffee (1985) "The aftermath of decline." Presented at the 45th Annual Meetings of the Academy of Management." San Diego.

Kim S. Cameron (1985) "Investigating the causal association between unionism and organizational effectiveness." Presented at the 45th Annual Meetings of the Academy of Management, San Diego.

Kim S. Cameron (1985), "Organizational effectiveness and institutional culture." Presented at the 45th Annual Meetings of the Academy of Management, San Diego.

Kim S. Cameron (1985) "Contradictions between Brazilian and U.S. organizations: Implications for organizational theory." Presented at the 45th Annual Meetings of the Academy of Management, San Diego.

Kim S. Cameron (1985) "Cultural congruence, strength, and type." Presented at the Annual Meetings of the Association for the Study of Higher Education, Chicago.

Kim S. Cameron (1985) "Strategies for consulting with organizations in various stages of development." Presented at the Annual Meetings of the American Psychological Association, Los Angeles.

Kim S. Cameron, David A. Whetten, and Myung U. Kim (1986) "The organizational consequences of decline." Presented at the 50th Annual Meetings of the Academy of Management, Chicago.

Robert E. Quinn and Kim S. Cameron (1986) "The transformational cycle: A dynamic theory of excellence." Presented at the 50th Annual Meetings of the Academy of Management, Chicago.

Kim S. Cameron (1987) "Catastrophic events and their impact on organizational effectiveness." Presented at the Institute for Decision Sciences Meetings, Honolulu.

Kim S. Cameron (1987) "Innovation in American corporations: Best practices and competitive advantage." Presented at The Institute for Management Science Meetings, New Orleans.

Kim S. Cameron (1987) "Organizational design under conditions of decline." Presented at the 51st Annual Meetings of the Academy of Management, New Orleans.

Kim S. Cameron (1987) "Organizational decline." Presented at the 51st Annual Meetings of the Academy of Management, New Orleans.

Kim S. Cameron (1988) "Implementing large-scale downsizing and redesign strategies." Presented at the 52nd Annual Meeting of the Academy of Management, Anaheim.

Kim S. Cameron (1988) "Organizational effectiveness and constituency preferences." Presented at the 52nd Annual Meetings of the Academy of Management, Anaheim.

Kim S. Cameron (1989) "Cultural congruence, strength, and type: Relationships to effectiveness." Presented at the 53rd Annual Meetings of the Academy of Management, Washington, D.C.

Kim S. Cameron, (1989) "Teaching critical management skills." Presented at the Organizational Behavior Teaching Society, Columbia, MO.

Kim S. Cameron (1989) "Organizational decision making." Presented at the Association for the Study of Higher Education, Atlanta.

Kim S. Cameron (1989) "Examining institutional quality." Presented at the Association for the Study of Higher Education, Atlanta.

Kim S. Cameron, David A. Whetten, and Kanak Guam (1990) "The role of leaders' perceptions in the measurement of organizational decline." Presented at the Strategic Management Society Annual Conference, Stockholm.

Kim S. Cameron (1990) "Implications of measurement inconsistencies for research on decline: An empirical study." Presented at the 54th Annual Meetings of the Academy of Management, San Francisco.

Kim S. Cameron (1990) "Organizational downsizing and redesign." Presented at the 54th Annual Meetings of the Academy of Management, San Francisco.

Melinda Spencer, Ted White, Kim S. Cameron, and Marvin Peterson (1990) "Faculty satisfaction and motivation." Presented at the Association for the study of Higher Education Conference, Portland.

Kim S. Cameron (1991) "Second Generation Organizational Effectiveness Research." Presented at the 55th Annual Academy of Management Meetings

Kim S. Cameron (1991) "The Quality and Continuous Improvement Movement." Presented at the 55th Annual Academy of Management Meetings.

Kim S. Cameron (1991) "Middle Managers and Top Management Mandates." Presented at the 55th Annual Academy of Management Meetings.

Kim S. Cameron (1991) "Developing Management Skills." Organizational Behavior Teaching Conference.

Kim S. Cameron (1992) "In what ways do organizations implement total quality?" Presented at the 56th Annual Academy of Management Meetings.

Kim S. Cameron (1993) "Developing your teaching style to enhance student evaluations." Presented at the 57th Annual Academy of Management Meetings.

Aneil K. Mishra and Kim S. Cameron (1993) "Developing mutual trust in boundaryless organizations." Presented at the 57th Annual Academy of Management Meetings.

Kim S. Cameron (1993) "Exploring the boundaries between research and teaching." Presented at the 57th Annual Academy of Management Meetings.

Kim S. Cameron (1993) "Downsizing the boundaryless organization." Presented at the 57th Annual Academy of Management Meetings.

Kim S. Cameron (1994) "An empirical investigation of quality culture, practices, and outcomes." Presented at the 58th Annual Academy of Management Meetings.

Kim S. Cameron (1994) "Corporate restructuring and downsizing: Causes and consequences." Presented at the 58th Annual Academy of Management Meetings.

Kim S. Cameron (1995) "Toward organizational consensus in reorganizations. " Presented at the 59th Annual Academy of Management Meetings, Vancouver, B.C.

Kim S. Cameron (1995) "Organizational downsizing in the 1990s: Ideological and Rhetorical Foundations. " Presented at the 59th Annual Academy of Management Meetings, Vancouver, B.C.

Kim S. Cameron (1995) "Developing management skills: Teaching preventative stress management. " Presented at the 59th Annual Academy of Management Meetings, Vancouver, B.C.

Kim S. Cameron, (1996) "Guns and butter: What would you advise the U.S. military?" Presented at the 60th Annual Academy of Management Meetings, Cincinnati, August.

Kim S. Cameron (1996) "Strategic organizational downsizing: An extreme case of a U.S. Army command." Presented at the 60th Annual Academy of Management Meetings, Cincinnati, August.

Kim S. Cameron (1997) "Organizational behavior in practice." Presented at the 61st Annual Academy of Management Meetings, Boston, August.

Brad Winn and Kim S. Cameron (1997) "Organizational quality: An examination of the Malcolm Baldrige National Quality Framework." Presented at the 61st Annual Academy of Management Meetings, Boston, August.

Kim S. Cameron and John C. Smart (1997) "Maintaining effectiveness amid downsizing and decline." Presented at the 61st Annual Academy of Management Meetings, Boston, August.

Kim S. Cameron (1997) "Strategic organizational downsizing: An extreme case, Part 2." Presented at the 61st Annual Academy of Management Meetings, Boston, August.

Kim S. Cameron (1997) "Organizational virtues and organizational excellence." Presented at the 61st Annual Academy of Management Meetings, Boston, August.

Kim S. Cameron (1999) "The Need for a New Work Covenant to Enhance Employability After Downsizing." Presented at the 63rd Annual Academy of Management Meetings, Chicago.

Kim S. Cameron (1999) "Emotional intelligence: Competencies and learning." Presented at the 63rd Annual Academy of Management Meetings, Chicago.

Kim S. Cameron (1999) "The role of action learning in management education." Presented at the 63rd Annual Academy of Management Meetings, Chicago.

Kim S. Cameron (2000) "The moral basis of competition: The role of virtues in organizations." Presented at the 64th Annual Academy of Management Meetings, Toronto.

Kim S. Cameron (2001) "Organizational virtues: Introducing new constructs in organizational behavior." Presented at the 65th Annual Academy of Management Meetings, Washington, DC.

Kim S. Cameron (2001) "Forgiveness and moral power: The case of Nelson Mandela." Presented at the 65th Annual Academy of Management Meetings, Washington, DC.

Kim S. Cameron (2002) "Organizational virtues: Implications for performance." Presentation at the Academy of Management Meetings, Denver, Colorado.

Kim S. Cameron (2002) "Positive support in tragic times." Presentation at the Academy of Management Meetings, Denver, Colorado.

Kim S. Cameron (2003) "The discipline of positive organizational scholarship: Implications for research and practice." Presentation at the Academy of Management Meetings, Seattle, Washington.

Kim S. Cameron (2003) "Inquiry into the good: Positive organizational scholarship." Presentation at the Academy of Management Meetings, Seattle, Washington.

Kim S. Cameron (2003) "Virtuous choices in a knowledge economy." Presentation at the Academy of Management Meetings, Seattle, Washington.

Kim S. Cameron (2004) "Positive organizational scholarship as actionable knowledge." Presented at the Academy of Management Meetings, New Orleans, Louisiana.

Jody Hoffer Gittel and Kim S. Cameron (2004) "Relationships, layoffs, and organizational resilience: Airline industry responses to September 11th." Presented at the Academy of Management Meetings, New Orleans, Louisiana.

Kim S. Cameron (2005) "Uncovering new variables, methods, and mechanisms for Positive Organizational Scholarship – Professional Development Workshop, Academy of Management Meetings, Honolulu, Hawaii

Kim S. Cameron (2005) "Moneyball and Positive Organizational Scholarship," Academy of Management Meetings, Honolulu, Hawaii

Kim S. Cameron (2005) "Managing effective downsizing: Lessons from research," Academy of Management Meetings, Honolulu, Hawaii

Kim S. Cameron (2005) "Virtuousness and extraordinary change." Academy of Management Meetings, Honolulu, Hawaii

Kim S. Cameron (2005) "Celebrating emotions at work: A commemoration of the work of Peter Frost." Academy of Management Meetings, Honolulu, Hawaii

Kim S. Cameron (2005) "Making a difference in teaching: A positive approach to developing management." Organizational Behavior Teaching Conference, Scranton, Pennsylvania

Kim S. Cameron (2005) "The abundance framework: An introduction to Positive Organizational Scholarship in the classroom." Organizational Behavior Teaching Conference, Scranton, Pennsylvania

Kim S. Cameron (2005) "Achieving spectacular performance at work through positive practices." Pilliod Distinguished Lecture – Kent State University

Kim S. Cameron (2005) "Positive Organizational Scholarship: Applications to business and education." Spencer Lecture – Schools of Business and Education, University of Michigan

Kim S. Cameron (2005) "Research on extraordinary performance at work: Positive practices and applications." European Academy of Management Conference, Lisbon, Portugal

Kim S. Cameron (2006) "Developing Innovation Capital for Entrepreneurship." Indiana Leadership Conference, Indianapolis, June 7, 2006.

Kim S. Cameron (2006) "New Research in Positive Organizational Scholarship." Academy of Management, Atlanta, August 12th

Kim S. Cameron (2006) "Positive Practices in Organizations." (with Gretchen Spreitzer and Robert Quinn). Academy of Management, Atlanta, August 14th.

Kim S. Cameron (2006) "Producing World Benefit by Making the Impossible Possible." Academy of Management, Atlanta, August 14th.

Kim S. Cameron (2006) "Explaining Extraordinary Organizational Performance and Transformation: Lessons From Rocky Flats." Academy of Management, Atlanta, August 15th.

Kim S. Cameron (2006) "Making the Impossible Possible." POS Links, Ross School of Business, November 6th.

Kim S. Cameron (2006) "Leadership in Dangerous Times." Global Leadership Conference, West Point, April 13th.

Kim S. Cameron (2007) "Corporate social responsibility in professional sports." Academy of Management, Philadelphia, August 6th.

Kim S. Cameron (2007) "Firing back: How great leaders bounce back after career disasters." Academy of Management, Philadelphia, August 7th.

Kim S. Cameron (2007) "Good mourning: Positive organizing in response to experiences of death in organizational life." Academy of Management, Philadelphia, August 8th.

RESUME SUPPLEMENT
Administrative Responsibilities in Higher Education

1981 – 1984 Founder and Director, Organizational Studies Division, National Center for Higher Education Management Systems, Boulder, Colorado

Hired and supervised a staff of five scholars and researchers charged with investigating how to effectively manage institutions of higher education. One of four members of the senior management team for the federally funded Center.

1986 – 1989 Department Chair, Organizational Behavior and Human Resource Management, University of Michigan

Coordinated scholarly, teaching, hiring, and curricular activities for a department of 16 faculty members.

1989 – 1993 Co-Director, Human Resource Partnership, University of Michigan

Helped foster institutional partnerships with approximately 30 corporations leading to joint conferences, research studies, student projects, and executive development activities.

1985 - 1995 Faculty Director, Executive Education Programs, University of Michigan

*Designed and directed several executive education programs in the University of Michigan's Executive Education Center including the program rated as one of the five best executive programs in the world by *Business Week* (The Management of Managers Program). Facilitated the development of numerous tailored executive programs for corporations including Dow Corning, Dana, Ford, General Motors, and Philips Electronics.*

1995 – 1998 Associate Dean, Marriott School of Management, Brigham Young University

Responsible for the Marriott School's five graduate degree programs—MBA, MPA, MOB, MACC, and MISM—and two undergraduate degree programs—Business Management and Accounting. Also charged with developing curriculum redesign and outreach activities including distance education and executive development.

1998 – 2000 Dean, Weatherhead School of Management, Case Western Reserve University

Raised \$17 million toward construction of the new Peter B. Lewis Building, created the Miller Center for Entrepreneurship with a new \$10 million endowment, created an e-business concentration and curriculum with a \$6.5 million endowment, developed an action learning program for the MBA curriculum, established a business-engineering degree program, increased the faculty research budget by 43 percent, launched a strategic Weatherhead School marketing initiative, hired six new faculty members, and improved Weatherhead School magazine rankings by 12 points.

2003-present Co-Founder, Center for Positive Organizing – University of Michigan
Helped create a center in which research, teaching, and dissemination activities are being conducted on the theme of Positive Organizational Scholarship. Positive organizational scholarship is the study of that which is positive, flourishing, and life-giving in organizations. The Center has created a new field of study in organizational sciences, focused on the organizational dynamics leading to the development of human strength, producing resilience and restoration, fostering vitality, and cultivating extraordinary individual and organizational performance.