

Curriculum Vita

Thomas W. Kent, Ph. D.
Assistant Professor
College of Charleston
School of Business and Economics
Charleston, SC

Education Experience

- **Academic Training**
 - Ph. D. 1975. Organizational Psychology. Case Western Reserve University.
 - M. S. 1971 Industrial Psychology. Case Western Reserve University.
 - M. A. 1969 Counseling Psychology. St. Mary's University.
 - B. A. 1964 Psychology. Lebanon Valley College.
- **Teaching**
 - 1975 - 1995. Adjunct Faculty. School of Business and Economics, College of Charleston. Taught courses in Organizational Behavior and Human Resource Management.
 - 1995 - 1999. Non-tenured Faculty Member. MUSC. School of Allied Health Professions, Department of Health Administration.
 - 1999 - Present. Assistant Professor, School of Business and Economics, College of Charleston. Teach courses in Organizational Behavior and Change, and Human Resource Management.

Work Experiences

- 1964 - 1966. Sales, Firestone Tire & Rubber Co.
- 1966 - 1970. Personnel Officer, Captain, US Air Force.
- 1974 - 1980. Director Organizational Excellence -- Cummins Engine Co.
- 1980 - 1985. Corp. Director of Human Resources -- Scott Paper Co.
- 1985 - Present. President, Tom Kent Assocs. -- an International Organization Effectiveness consulting firm

Client list includes: DuPont, Eastman Kodak, FMC Corp. (Chemical and Pharmaceutical Divisions), Fingerhut, Ford Motor, Gast Manufacturing, GE Medical Systems, Medical University of South Carolina, Mobil Chemical, State of Pa. Child Welfare Dept., Teledyne Corp., Tenneco Packaging, VA Hospitals of Charleston and Columbia, SC., Whirlpool Corp., ZF Industries.

Projects included Strategic Planning, Organization Redesign and Re-engineering, and Team Building, New Plant Start-Ups, Manufacturing Process and Layout Design

- 1999 - Present. Assistant Professor, College of Charleston and Director of Professional and Executive Development.

Publications:

Scholarly Articles:

- Kent, T. W. and Hasbrouck, R. B. "The Structural Factors that Affect Classroom Performance." Team Performance Management: An International Journal, 2003, V. 9, No. 7/8. pp. 161 - 166.
- Kent, T. W. and Davis, T. J. "Using Retranslation to Develop Operationally Anchored Scales to Assess the Motivational Content of Jobs." International Journal of Management, March, 2002. 19:1.
- Kent, T. W., Crotts, J. C., and Azziz, A. "Four Factors of Transformational Leadership Behavior." The Leadership & Organization Development Journal, Sept. 2001, Vol 22, Issue 5.
- Kent, T. W. & Svetlik, B. L. "Team Building." Dental Clinics of North America, Oct. 74, Vol. 18, No. 4. Pp. 810 - 828.

Refereed Presentations and Proceedings:

- Kent, T. W. Innovations in Teaching Human Resource Management: The use of Facilitators in the classroom. Proceedings of The 4th Annual Hawaii International Conference on Business. June, 2004.
- Kent, T. W. The Five Ingredients of Leadership. Proceedings of The 4th Annual Hawaii International Conference on Business. June, 2004.
- Kent, T. W. Structural Factors that Affect the Performance of Teams. Proceedings of the 39th Annual Conference of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences. October, 2003. Myrtle Beach, SC.
- Kent, T. W. Effective Classroom Team Processes: for some it doesn't matter. 3rd Annual Lowcountry Conference on Teaching and Learning in Higher Education. Charleston, SC. May, 2003.
- Kent, T. W. The Factors that Affect the Performance of Classroom Teams (or do they?). 14th International Conference on College Teaching and Learning. Jacksonville, FL. April. 2003.
- Kent, T. W. The Factors that Affect the Performance of Teams in the Classroom. 13th International Conference on College Teaching and Learning. Jacksonville, FL. April 2002.

- Kent, T. W. The Effects of a Team Project on Learning in a Class on Human Resource Management. Proceedings of the First Annual Charleston Connections: Innovations in Higher Education Conference. Charleston, SC. June 2001. pp 142 - 146.
- Kent, T. W. "Four Factors of Transformational Leadership." Proceedings of the 8th Annual Meeting of the American Society of Business and Behavioral Sciences. February, 2001.
- Kent, T. W., Aziz, A., and Crotts, J. "An Analysis of Leadership Behavior." Proceedings of the 36th Annual Meeting of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences. October, 2000.
- Kent, T. W. "A Factor Analysis Study of Transformational Leadership." Proceedings of the 7th Annual Meeting of the American Society of Business and Behavioral Sciences. August 2000.
- Kent, T. W. Self-Directed Work Teams: A Systems Approach to Design and Implementation. Proceedings of the National Organization Development Network . Baltimore, MD. October, 94.
- Boulian, P. V. and Kent, T. W. Planned, Large System Change at Cummins Engine Co. Proceedings of the First Annual Bay Area Symposium on Large System Change. San Jose State Univ. Jan. 79.
- Boulian, P. V. and Kent, T. W. New Organizations Designed for Increased Performance. Proceedings of the National Organization Development Network. Portland, OR. 1978.
- Boulian, P. V., Kent, T. W., and Lane, T. The Self as the Center of Organizational Change. Proceedings of the National Organization Development Network. Phila. PA . May, 81.
- Kent, T. W. Starting Up High-Performance Organizations. Proceedings of the National Organization Development Network . Phila. PA. May, 81.

Publications -- Books/Chapters:

- Kent, T. W. Editor, Proceedings of the Third Annual Lowcountry Conference on Teaching and Learning in Higher Education. Charleston, SC. College of Charleston 2003.
- Kent, T. W. "Leadership." Encyclopedia of Public Administration and Public Policy, Jack Rabin, Ed. New York: Marcel Dekker Publishers, 2003
- Kent, T. W. Experiencing Organizational Behavior. North Chelmsford, MA: Erudition Books, 2002.
- Kent, T. W. Kentronics: HR Policy & Procedure Manual Project Handbook. North Chelmsford, MA: Erudition Books, 2002.
- Kent, T. W. "Leadership" Handbook of Health Administration and Policy. Kilpatrick, A. O., Johnson, J. A., eds. 1998. Marcel Dekker Publishers, New York.

Non-refereed Articles and Proceedings

- Kent, T. "What is Leadership?" OD Practitioner, 2001, V. 33, No. 22. pp. 31 - 37.
- Kent, T. W. "What You Can and Cannot Ask in the Employment Interview." Developments, January, 2000.
- Kent, T. W. "Hard-wired Leadership." Journal of Allied Health. August, 1999.
- Kent, T. W., Graber, D., Johnson, J. "Leadership in the Formation of New Health Care Environments." The Health Care Supervisor. December, 1996. 15:2.
- Kent, T. W. "Putting Measurable Life into Your Total Quality Principles." The Journal for Quality and Participation. December, 1992. 15:7.
- Boulian, P. V., Kent, T. W., and Everitt, L. H. Integrating JIT, TQC, and EI: Success through Execution Excellence. Productivity Brief #49. American Productivity Center, Houston, TX. Dec. 85.

Works in Process

- A comparison of US and Central American leadership styles
- Emotions and Leadership in Health Care Organizations. Paper accepted pending modifications for special edition of Journal of Health Organizations and Management
- "Defining Leadership." Paper under review for the international journal Management Decision.
- A Process for Identifying the Skills Needed for Operating in a Self-Directed Work Team in a Manufacturing Setting. Paper under review by Team Performance Management: An International Journal.

Service

- Faculty Senator, College of Charleston Faculty Senate, Spring 2003 - present.
- Faculty Advisor, Student Human Resource Management Club.
- Member, College Faculty Compensation Committee, Fall 2004 - present.
- Faculty Mentor, Fall 2003 - present.
- Member, School of Business Curriculum Committee. Current.
- Member, School of Business Surveys and Assessment Committee 2002 - 2003
- Search Committee Chair, Asst. Professor, Entrepreneurial Studies -- 2003
- Member, Board of Directors, American Heart Association
- Distribute food from super markets to Crisis Ministry Homeless Shelter, Neighborhood House, Ronald McDonald House, and St. Patrick's Church
- Chairman, Faculty Development Committee -- 2001 - 02
- Search Committee, College of Charleston Registrar -- 2001
- Search Committee, College of Charleston Assistant Registrar -- 2002
- Chairman, Low Country OD Network -- 2002 -- present
- Chairman, 3rd Annual Charleston Connections Conference, 2003
- Member, College of Charleston Strategic Planning Committee -- 2001
- "Reflexivity Advisor", Doctoral Student, MUSC Dept. Health Admin. & Policy.
- Doctoral Committee member, CofC exchange student, Univ. Linz.