

Roger Kaufman

PERSONAL DATA

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U.S. Citizen. Born, Washington, DC

EDUCATION

- Ph.D.** New York University (Communications)
Additional doctoral level study: University of California, Berkeley
(Industrial/Organizational Psychology)
- M. A.** Johns Hopkins University (Psychology, Industrial Engineering)
- B. A.** George Washington University (Psychology, Sociology, Statistics)
Additional study at Purdue University (Industrial Engineering, Psychology)

PROFESSIONAL EXPERIENCE

Academic

Florida State University, Tallahassee, Florida, (June. 2003 -)

Professor Emeritus, Educational Psychology and Learning Systems

***City University of New York, Medgar Evers College, School of Business,
(2016-2018) Industrial Advisory Committee.***

Sonora Institute of Technology ITSON), Mexico (August 2004-2016)

Distinguished Research Professor. Co-developed a Performance Improvement Institute based on Mega planning that includes funded research and development and an MA program and PhD program. Recognized by President Vincente Fox as an exemplary institution and one of two Mexican educational institutions to be on Ernst & Young's Mexican innovative organizations list.

Excelsior College (2005-2015)

Consulting faculty, business and technology. Industry Advisory Council

Florida State University, Tallahassee, Florida (December 1975-June 2003):

• Teaching and Research:

Professor of Educational Psychology and Learning Systems (formerly Educational Research) and Director, Office of Needs Assessment and Planning, Learning Systems Institute (1977- 2003)

Recipient of Professorial Excellence Award, 1997

Director, Center for Educational Development and Evaluation (1976-1978)

Florida State University Distance Learning Council (1995-2003); Educational Research Faculty Evaluation Committee (2001-present); Chair, President's

Distance Learning Task Force (1993-1995); Faculty Advisor, North Florida Chapter of the International Society for Performance Improvement (1995-2001); Provost/Academic Vice President's Committee on Joint Research with the Florida Department of Corrections (1986-1998); Problem Resolution Committee, Department of Educational Research (1993-2001); College of Education Evaluation Committee (1993-present); Secretary and then Vice-President, AAUP Chapter (1978-1979).

- **University Committees:**

Needs Assessment (1989-1990); University Strategic Planning Committee (1985-1988); Council for Instruction (1983-1986); Chair, Faculty Excellence Committee on Administrative Support Systems (1978-1980); University Needs Assessment Committee University Senate (1977-1978).

- **Past College and Departmental Committees:**

Graduate Programs; Curriculum Committee; Governance Committee; Committee on Conferences and Seminars (Chair, 1986-1988); Feasibility Study of Off Campus Advanced Degree Programs; Scholarship Fund Development; Policy Studies Committee; Evaluation Committee; President's Advisory Council on Public Education Improvement.

Old Dominion University (concurrent, 1997-2004): Research Professor of Engineering Management, College of Engineering and Information Technology, Norfolk, VA.

University of Central Florida (concurrent): Faculty Affiliate, Department of Industrial Engineering and Management Systems.

New Jersey Institute of Technology, Newark College of Engineering, (concurrent) 1995-1997): Research Professor of Engineering Management.

United States International University, San Diego, California (June 1970-December 1975) – now Alliant International University: Professor of Psychology and Human Behavior, Graduate School of Human Behavior.

Chapman University, Orange, California (June 1966-June 1970): Professor of Education, and Director Institute of Instructional System Technology and Research. Co-director, Experienced Teacher Fellowship Program (1966 -1968).

University of California at Irvine (1967-1968): Lecturer.

University of Southern California (1964-1966): Adjunct Professor, Department of Instructional Technology.

University of California, Berkeley, California (1955-1959): Teaching Assistant in Psychology.

Johns Hopkins University (1954-1956) Graduate and research assistant in experimental psychology/

Business & Industry

Roger Kaufman & Associates, Tallahassee, FL. (1998-present)

Douglas Aircraft Company, Aircraft Division, Long Beach, California (1964-1966): Assistant to the Vice President for Research (1965-1966); Assistant to the Vice-president for Engineering (1964-1965); Head, Experimental Training, Avionics and Biotechnology, Advanced Technology Group (1964-1965).

Bolt, Beranek, and Newman, New York, NY (October 1962-February 1964): Senior Scientist, Training System Department.

U.S. Industries, Inc., Educational Science Division, New York, NY (June 1961-September 1962): Manager, Training System Analysis.

Martin Company, Baltimore, Maryland (April 1960-June 1961): *Head, Personnel and Training Group.*

Boeing Airplane Company, Seattle, Washington (February 1959-April 1960): Human Factors Analyst and Head of Human Engineering for BOMARC.

National Bureau of Standards, Data Processing Division Washington, DC (1956): Research Analyst.

MAJOR GRANT ACTIVITIES

Republic of Panama (Panama) 2010-2014, Working with a team, identify the requirements for transforming the City of Colon from economic and social dissolution to become equal to the Capital of the Country. The business case that was developed for a system and holistic approach identified the ways and means to transform the city and show a positive return on investment within the first year.

Sonora Institute of Technology (Mexico) (2004-2016).

Design, develop, and implement the *Performance Improvement Institute* currently with 20 sponsors and projects, that conducts applied research and development on Mega-linked projects as well as the establishment of an MBA and Ph.D in performance improvement.

Florida Division of Blind Services (1999-2003): Develop cooperative needs assessment methods and data collection procedures for use in policy decisions and measurable improvement of services.

United States Navy, Chief of Naval Education & Training/Office of Naval Research (1997-1999): Develop evaluation criteria and possible assessment vehicles for the Navy Leadership Continuum; design a distance learning environment and identify performance requirements.

Florida Department of Law Enforcement (1997-1999): Identify needs assessment - justified performance requirements for three basic law enforcement positions.

Florida Department of Education, Division of Vocational, Adult, and Community Education (1977-1998):

- Assessment of GED for Enrolled High School Students (1990-1998).
- Impact of Florida's Adult and Community Education Programs (1990-1998).

- Determination of Societal Impact/Outcomes for Florida Vocational Education (1993-1994).
- Outcome Evaluation of Florida's Handicapped Student Education (1993).
- Florida Adult Education Needs Assessment (1992-1993).
- Development of a Model Vocational Teacher Preparation Program (VTEP) (1989-1993).
- Examination into Reasons Vocational Students Terminate Prior to Completion (1989-1990).
- The Social and Economic Impact of Adult and Community Education Programs (1989-1990).
- Improving the Vocational Education Evaluation and Decision-Making Data Base (1988).
- Improving the Vocational Education Evaluation and Decision-Making Data Base: Development and Testing of Decision-Rules for Measuring Societal Impact (1988-1989); Applications for Integrating the Occupational Identifiers Project Data Base and Other Possible Data Bases (1987-1988).
- Adult Literacy State Plan (1987-1988).
- Policy Study of Placement and Follow-up Procedures and Effectiveness in Florida (1986-1987).
- Policy Study of the Bureau of Adult and Community Education (1986-1987).
- Placement and Follow-up Study (1985-1986).
- Personnel Development and Planning Project (1978-1979, 1979-1980, 1980-1981, 1981-1982, 1982-1983, 1983-1984).
- Development and Testing of Decision Rules for Selecting Among Alternative Vocational Education Programs (1980-1981, 1981-1982).
- Development, Implementation and Evaluation of a Comprehensive Vocational Planning Process (1980-1981)
- Needs Assessment Dissemination and Diffusion Project (1979-1980, 1980-1981)
- Vocational Educators' Needs Assessment Project (1977-1978, 1978-1979, 1979-1980, 1980-1981).

U.S. Department of Education (1998 -1999): Developed needs assessment guidelines for evaluating the needs assessments used by national educational research laboratories.

State of Florida, Department of Corrections (1996-1998): Develop a quality management audit for continuous improvement of its quality management process and its contribution.

Twenty-First Century Council/Leon County Council/Tallahassee City Council (Florida) (1996-1997): Cooperatively develop a needs and assets assessment with a human services focus to provide decision-makers with data for determining value-added.

State of Florida, Department of Labor and Employment Security (with TaxWatch) (1994-1995; 1995-1996; 1996-1997): Determination of costs-consequences for four training/human resource development Programs.

Florida TaxWatch, Inc. (1992-1996): Grants for TaxWatch Student Fellows.

State of Florida, Department of Education, Bureau of Special Education (BSEE) (1994-1995): Development of skills in needs assessment and strategic planning.

Office of the President, Florida State University (1993-1994; 1994-1995): Distance learning plan development (including cooperation with all State University System institutions and community colleges) and distance education committee chair.

Institute of Government (1994): STAR grant to develop the Ideal Vision to guide the revision of the State of Florida Comprehensive Plan.

State of Florida, Department of Education (1985-1986, 1993-1994):

- School Improvement/Accountability Program. Develop framework and training program, Needs Assessment for Florida's Schools (1993-1994).
- State needs assessment for science, mathematics, computer sciences, and foreign languages (1985-1986).
- Collier County, Florida. Child Health Services Council (1993): Develop Needs Assessment for Children's Health Services.

State of Florida, Department of Health & Rehabilitative Services (1982-1984, 1989-1993):

- Development of evaluation framework and criteria for the *Healthy Start Initiative*. STAR Grant (1992-1993).
- Agency Functional Plan (1991).
- A Strategic Plan for the Children, Youth, and Family Component of the Florida Department of HRS. (1989-1990).
- Needs Assessment. (1983-1984).
- Evaluating Training Impact. (1982-1983).

Florida Power and Light Company (1989-1990): Training to Evaluate Effectiveness of FPL Training Programs.

State of Florida, Governor's Office of Planning and Budgeting (1984-1988):

- "Linking State Government Agency Functional Plan to the Governor's Integrated Planning & Budgeting Requirements" (1987-1988).
- "Needs Assessment Guide for State of Florida Policy, Planning, and Budget" (1984-1986).

National Institute of Education (1985): "*Planning Grant for a Southeastern Regional Educational Laboratory*."

State of Florida, Department of Administration (1982-1983): "Improved Accountability and Effectiveness in Senior Management."

Board of Regents of the University System of the State of Florida (1982-1983): "Improved Accountability and Effectiveness in Senior Management."

National Institute of Education/Far West Laboratory for Educational Research and Development (1980-1983): Significant Bilingual Instructional Features Study.

Board of Regents, The University System of the State of Florida (1976-1977): *Educational Technology and Finance Project*.

U.S. Office of Education (1966-1969): *Experienced Teacher Fellowship Program, Chapman University. Co-Director.*

STP/Paxton Products (1965-67). Worked with engineer KB Wallis in the planning and design of the Granatelli #40 car, the first turbine to be raced at Indianapolis 500. Also on the next year turbine car for Shelby and Goodyear.

OTHER PROFESSIONAL SERVICE

Association for Educational Communications & Technology: (2007-2013)

Charter member of the FutureMinds Advisory Board.

American Educational Research Association: Fellow,; 2006-2009

Communications and Outreach Committee.

American Journal of Distance Education (1997-present): Reviewer.

Florida Department of Children & Families (1996-2005): Child Protection Training Advisory Council.

International Society for Performance Improvement (1963-present)

American Psychological Association. Fellow, Diplomat, Life member.

American Society for Training and Development (2004-2005): Member, Certification Governance Committee

Excelsior College (2014-2017). Industrial Advisory Committee, School of Business and Technology

American Board of School Psychology, elected to board (2012-2015)

The Center for Measuring University Performance, (2007- present) board member, Arizona State University & University of Florida

Florida TaxWatch (1996-present): Senior Research Fellow. Vice Chair: Senior research advisory committee.

Social and Organizational Performance Review (2009-present), Contributing Editor

Training Research Journal (1995-present):

●Editorial Board.

●Reviewer.

International Journal of Education Reform (1991-present):

●Editorial Board.

●Reviewer.

Educational Technology:

● Contributing Editor (1988-present).

● Guest Editor, with William Swart for Special Issue on "Quality Management, Reengineering, and Benchmarking," (May-June 1995).

● Guest Editor for Special Issue on "Needs Assessment" (November, 1977).

Educational Planning (1986-present): Member, Editorial Review Board.

Performance Improvement Journal (1984-present): Contributing Editor.

Revista de Tecnologia Educativa (1978-present): International reviewer.

Educational Research (2004)

Journal of School Psychology (2012-2015) Editorial Board

Board of Directors (Governor's appointment). Governor of Florida's Humanities Council: 2003-2007.

City of Tallahassee, Office of the Mayor, (Florida):

- International Economic Development Committee (1999 – 2005).
- Cable Television Franchise Renewal Process Task Force (1988-1990, 2000-2001); Smart Community Think Tank (2002-2005).
- 21st Century Council, City of Tallahassee, Florida (1990-2000):

International Society for Performance Improvement (ISPI,)

- President - Elect (1973-1974).
- President (1974-1975).
- Past President (1975-1976).
- *Board of Directors (1990-1997), Steering Committee (1990-1997).*
- Honorary Member-for-Life (their highest honor).
- Thomas F. Gilbert Professional Achievement Award
- Leadership Award (1995).
- Honorary Life Member, Melbourne Australia Chapter
- Leadership Award (1995).
- Honorary Life Member, Melbourne Australia Chapter

Monash University (Australia) (1994-1995): *Thesis Examiner.*

Superintendent's Citizens for Better Schools Committee, Leon County (Florida) (1994-1995).

Florida Board of Regents (1994-1995): *Chair, Task Force on Needs Assessment & Strategic Planning for Distance Learning.*

Florida Governor's Growth Management Planning Technical Committee (1993-1995)

State of Florida Task Force for Indicators of Adult Education Program Quality (1992- 1993)..

Task Force to Develop Human Performance Competencies, IBSTPI (1992-1999).

Parke-Davis (1992-1993): Advisory Committee, Patient Service Initiative (Quality Management).

Florida Division of Community Colleges (1990-1992): *Program Review Task Force.*

University Associates Publishers (Theory and Models) (1988-1992): *Advisory Group.*

Florida Institute of Government (1990-1991): *Editorial Board.*

Performance & Instruction Journal (September 1990): **Co-Editor**, Special issue on Mega planning. (http://www.ispi.org/publications/piqtocs/piq18_3.htm)

Review of Educational Research 1983 Annual: Consulting Editor (Research and Development).

Educational Evaluation and Policy Analysis (1986-1988): Reviewer.

Concordia University (Montreal, Canada) (1987): *Visiting professor.*

Journal of Instructional Development (1979-1982): Associate Editor for Research, and Editorial Board.

Quarterly Journal of Group and Organization Studies (1975-1982):

Consulting Editor.

Association for Educational Communication and Technology (1977-1981):

Continuing Education Committee.

Journal of the International Society for Performance Improvement (1973-1981): Editorial Board.

American Statistical Association (1978-1980): *Needs Assessment Committee.*

American Psychological Association (1974-1980): Editor, Educational Psychology, Catalog of Selected Documents in Psychology.

Research Quarterly on Improvement of Human Performance (1972-1980): Editorial Board.

US Navy Secretary's Advisory Board on Education and Training (SABET): Two Terms (1972-1973, 1974-1975).

California Junior College Association (1972-1974): *Research Committee.*

Audiovisual Instruction (1971-1974): Editorial Board.

United States Chamber of Commerce (1972-1973):

- *Education and Manpower Development Committee.*
- *Education Committee (1971-1972).*

U.S. Office of Education and National Institute of Education (NIE) (1972):

Panel Chairman – Planning, Management, and Evaluation, Research and Development Review, National Center for Educational Research and Development.

U.S. Commissioner of Education's Task Force on Differentiated Staffing (1971)

Consultant to the Assistant US Secretary of Health, Education & Welfare (1970-1971).

American Management Association (1969-1971): *National Advisory Committee on Education and Training.*

White House Conference on Children (1970): *Forum Member and final report writing committee (Educational Technology).*

Consultant to the US Secretary of Health, Education & Welfare (1969-1970).

University of California at Irvine (1968-1970): PROJECT 21, Chancellor's Committee on Educational Requirements in the 21st Century.

U.S. Air Force, Air Training Command (1961-1964): Consultant on programmed instruction and instructional system technology.

U.S. State Department (1963): Agency for International Development in cooperation with the Venezuelan Government's National Institute for Cooperative Education (INCE): *Technical Consultant on strategic planning and policy.*

MAJOR HONORS AND PROFESSIONAL ASSOCIATIONS

- The International Society for Performance Improvement (ISPI) has created the Roger Kaufman Award for Societal Impact. "This award recognizes the continuous achievement of measurable positive societal impact by an individual or organization."

- US Coast Guard/Department of Homeland Security, Meritorious Public Service Award medal (2003).
- Recipient, Distinguished Contribution to Workplace Learning and Performance, ASTD.
- Fellow, American Psychological Association.
- Fellow, American Educational Research Association
- Diplomate in School Psychology, American Board of Professional Psychology (ABPP). Board Certified.
- Fellow, American Academy of School Psychology.
- Professorial Excellence Award, 1998, Florida State University.
- Certified Performance Technologist (CPT), 2002-present, International Society for Performance Improvement.
- International Society for Performance Improvement: (ISPI)
 - Co- Founder of the Society
 - Founder and first President of the New York Chapter;
 - Presidential Citation (1976-77 and 1988);
 - Significant Contribution Award (1979);
 - Presidential Citation for Outstanding Contribution (1979);
 - Significant Contribution Award (1980);
 - Outstanding NSPI Publication Award (1980);
 - Service Award (1992);
 - Presidential Citation for Professional Contribution (1985 and 1986);
 - Citation for Achievement (1964);
 - Leadership Award (1990 and 1994-95);
 - Honorary Life Member, Heartland Chapter;
 - Honorary Member-for-Life (their highest honor);
 - Thomas F. Gilbert Professional Achievement Award, 1997.
 - Service Award, 2002.
- 1983 Haydn Williams Fellow, Curtin University of Technology, Perth, Australia.
- Florida Governor's Education Summit (1998), invited conferee, Miami, Florida,
- Gideon Hawley Award for 1992-3 for best article in *The International Journal of Educational Reform*.
- Outstanding Instructional Communication Award, 2001 for *Strategic Thinking – Revised*, by the International Society for Performance Improvement.
- Phi Delta Kappa.
- Who's Who in the South.
- Who's Who in the West.
- American Man and Woman in Science.
- Who's Who Biographical Record ,Child Development Professionals.
- Who's Who Among Human Services Professionals.
- Dictionary of International Biography.
- Board of Trustees, Temple Israel, Tallahassee, Florida (1977-1979).
- Rotary Club –Northside Tallahassee (1977-present):
 - Commendation for Outstanding Service, (1984-1985); Rotary Foundation Scholarship Committee Chair (1985-1988); Board of Directors, (1989-1991).
 - Paul Harris Fellow

- Committee of 99, Tallahassee, Fl. Law enforcement support
- Department of Audiovisual Instruction, National Education Association. Chair, Steering Committee on Programmed Learning (1963-1964).
- American Management Association, Certificate of Contribution.
- Education Committee, Maclay School, Tallahassee, Florida (1982-2002).
- Governor of Florida's Coastal Resources Management Citizens Advisory Committee, State of Florida (1988-1992).
- Community Contribution Award, 1995.
- Lecturer, Distinguished Visiting Scholars Lecture Series, San Jose State University, (October 1988).
- Who's Who Among Human Services Professionals.
- American Association of School Administrators Advisory Panel/Blue Ribbon Commission on America 2000 (1993-1994).
- Armed Forces Chapter, NSPI: Honorary Commander (December 1993).
- Association for Educational Communication and Technology, Outstanding ID? Tool Award, 1994, for *Needs Assessment: A User's Guide*, Educational Technology Publishing (1993).
- Florida Governor's Growth Management Technical Advisory Committee (1993-1995).
- Florida TaxWatch-Advisory Committee on outsourcing and privatization effectiveness (2007)
- ITDE Hall of Fame (Nova Southeastern University)
- Asia Pacific Human Resources Management Congress, their 2007-2008 Leadership Award.
- Board Member, American Board of School Psychology (2013-present)

PUBLICATIONS – PROFESSIONAL JOURNALS

1. Deese, J., & Kaufman, R. A. (1957). Serial effects on recall of unorganized and sequentially organized verbal material. *Journal of Experimental Psychology*, 54(3), pp.180-187.
2. Kaufman, R. A., Hakmiller, K. L., & Porter, L. W. (1959). The effects of top and middle management sets on the Ghiselli self-description inventory. *Journal of Applied Psychology*, 43(3), 149-153.
3. Porter, L. W., & Kaufman, R. A. (1959). Relationships between a top-middle management self-description scale and behavior in a group situation. *Journal of Applied Psychology*, 43(5), 345-348.
4. Kaufmann, M. I., & Kaufman, R. A. (1960, May-August). Predicting reliability. *Machine Design*, 32(Part 2), 178-184.
5. Kaufmann, M. I., & Kaufman, R. A. (1961, August). An approach to predicting human errors and part malfunctions in space operations. *American Astronautical Society*_(No. 61-99).
6. Kaufman, R. A. (1963, Winter). An experimental evaluation of the role of remedial feedback in an intrinsic program. *Journal of Programmed Instruction*, 2(4), 21-30.
7. Kaufman, R. A. (1964). A system approach to programming. In G. D. Ofiesh & W. C. Meirhenry (Eds.), *Trends in Programmed Instruction*, 33-35.

- Washington, DC: National Education Association, Department of Audiovisual Instruction; and National Society for Programmed Instruction.
8. Kaufman, R. A. (1965, April). A system approach to training. In *Military Applications of Programmed Instruction*, Proceedings of NATO Symposium. Naples, Italy. NATO unclassified, SA/5-3-02 (MAPI).
 9. Kaufman, R. A., Corrigan, R. E., & Nunnally, C. L. (1966). The instructional system approach to training. *Human Factors*, 8(2), 157-162.
 10. Nunnally, C. L., Klemmer, A. G., Corrigan, R. E., & Kaufman, R. A. (1966). The instructional system approach to maintenance technical training: Development and implementation model. *Human Factors*, 8(2), 157-162.
 11. Wallis, K. B., Ewart, W. L., & Kaufman, R. A. (1966). Instructional system approach to flight crew training. *Human Factors*, 8(2), 173-178.
 12. Kaufman, R. A. (1968). A system approach to education - derivation and definition. *AV Communication Review*, 16, 415-425.
 13. Kaufman, R. A. (1968). The teacher and technology. *Audiovisual Instruction*.
 14. Kaufman, R. A., Corrigan, R. E., & Johnson, D. W. (1969). Towards educational responsiveness to society's needs: A tentative utility model. *Journal of Socio-Economic Planning Sciences*, 3, 151-157.
 15. Kaufman, R. A., & Harsh, J. R. (1969). *Determining educational needs - an overview*. Sacramento: California State Department of Education, Bureau of Elementary and Secondary Education, PLEDGE Conference. (ERIC Document No. ED 039 631)
 16. Kaufman, R. A. (1969). Toward educational system planning - Alice in educationland. *Audiovisual Instruction*, 14(5), 47-48. (Also reprinted, Alice in educationland, in *California, School Boards Journal*, 1970, June).
 17. Kaufman, R. A. (1970). System approaches to education - discussion and attempted integration. In P. Piele, T. Eidell, & S. Smith (Eds.), *Social and technological change: Implications for education*, 121-188. Eugene: University of Oregon.
 18. Nicely, C. S., Nelson, M. J., & Kaufman, R. A. (1970, May). A system for training systems. *Training in Business and Industry*.
 19. Kaufman, R. A. (1971). A possible integrative model for the systematic and measurable improvement of education. *American Psychologist*, 26(3), 250-256.
 20. Kaufman, R. A. (1971). Accountability, a system approach and the quantitative improvement of education - an attempted integration. *Educational Technology*, 11, 21-26.
 21. English, F. W., Zaharis, J., & Kaufman, R. A. (1971). Educational success planning: Reducing chance as an aspect of school innovation. *Audiovisual Instruction*, 16, 20.
 22. Kaufman, R. (1976). The proof and the pudding: A story that could never happen. *AV Communication Review*, 24, 187-193. (Also reprinted in *The Bridge*, 1977, Spring).

23. Kaufman, R. (1976). System approaches to education. In S. E. Goodman (Ed.), *Handbook on contemporary education*, 107-113. New York: R. R. Bowker Co. (Xerox Educational Corporation).
24. Kaufman, R. (1976). Organizational improvement: A review of models and an attempted synthesis. *Group and Organization Studies*, 1(4), 474-495.
25. Kaufman, R. (1977). Package paralysis. *Educational Technology*, 83.
26. Kaufman, R., & English, F. W. (1977). Possible measurable objectives for indicators of accomplishment of the ten proposed goals of education developed by the Educational Testing Service for the Pennsylvania State Department of Education. JSAS: *Catalog of Selected Documents in Psychology*, 7. (Ms. No. 1544).
27. Kaufman, R. (1977, November). A Possible taxonomy for needs assessment. *Educational Technology*, 60-64.
28. Kaufman, R., Wood, R. R., Clinkenbeard, William, & Richland, Elizabeth M. (Chenny). (1977). A generic educational planning model. JSAS: *Catalog of Selected Documents in Psychology*, 7, 84. (Ms. No. 1546).
29. Kaufman, R., Delange, W. H., & Selfridge, B. D., Jr. (1977). A system approach to psychotherapy. *Psychotherapy: Theory, Research & Practice*, 14(3), 286-292.
30. Kaufman, R. (1977). The prince and the faceless, nameless child. *AV Communication Review*, 25, 423-425.
31. Kaufman, R. (1977). Needs assessment: Internal and external. *Journal of Instructional Development*, 1(1), 5-8. (Also reprinted in Revista de Tecnologia Educativa, No. 1, Vol. 3, 1977).
32. Kaufman, R. (1978). From how to what to why: The search for educational utility. *Educational Communication and Technology Journal*, 26, 107-121.
33. Kaufman, R. (1978). Management models, organizational models and instructional models. In T. A. Ryan (Ed.), *Systems Research in Education*. Columbia, SC: University of South Carolina.
34. Kaufman, R., Eaddy, K., & Stakenas, R. (1979). The Personnel Development and Planning Project. *Florida Vocational Journal*, 4(5), 20-24.
35. Kaufman, R., & Stone, B. (1979). Possible research directions for the improvement of learning. *Improving Human Performance Quarterly*, 8, 80-85.
36. Kaufman, R., Johnston, J. C., & Nichols, F. K. (1979). Organizational planning and conventional wisdom: Some basic changes. *ASTD Journal*, 33(9), 70-76.
37. Kaufman, R. (1979). Achieving useful results: Beyond performance and instruction. *Journal of the National Society for Performance and Instruction*, 18(10), 4-8.
38. Kaufman, R. (1980, January). The passion for the practical: Are educational technologists losing their idealism? *Educational Technology*, 22-28.
39. Kaufman, R. (1980, April). Accentuating the positive. *Educational Technology*, 53-55.

40. Kaufman, R. (1980). A formative evaluation of formative evaluation. *Journal of Instructional Development*, 3(3), 2-3.
41. Kaufman, R. (1980). Training: A means, not an end. In Judith W. Springer (Ed.), *Issues in Career and Human Resources Development*. Madison, Wisconsin: American Society for Training and Development.
42. Kaufman, R., & Carron, A. S. (1980). Utility and self-sufficiency in the selection of educational alternatives. *Journal of Instructional Development*, 4(1), 14-18, 23-26.
43. Kaufman, R., & Mayer, H. (1981). Education for beyond performance and instruction: A pragmatic appraisal. *Performance & Instruction Journal*, 20(1), 8-9, 12.
44. Kaufman, R. (1981). Determining and diagnosing organizational needs. *Group and Organizational Studies*, 6(3), 312-322.
45. Kaufman, R., & Stakenas, R. G. (1981). Needs assessment and holistic planning. *Educational Leadership*, 38, 612-616.
46. Dick, W., Watson, K., & Kaufman, R. (1981). Deriving competencies: Consensus versus model building. *Educational Researcher*, 10(8), 5-13.
47. Kaufman, R., Stakenas, R. G., Wager, J. C., & Mayer, H. (1981). Relating needs assessment, program development, implementation and evaluation. *Journal of Instructional Development*, 4(4), 17-26. (Also reprinted in *Revista de Tecnologia Educativa*, Vol. 8, No. 1, 1983).
48. Kaufman, R. (1981, September). Mediocrity is so easy to achieve. . . . *Educational Technology*, 36-37.
49. Kaufman, R. (1982, February). To change or not to change. *Educational Technology*, 34-36
50. Kaufman, R. (1982, March). The invasion of the bean counters: The relentless drive toward mediocrity. *Educational Technology*, 25-26.
51. Kaufman, R., & Mitchell, D. L. (1982). Risk and training. *Performance & Instruction Journal*, 21(2), 4-7.
52. Kaufman, R. (1982). Useful human resources development: Beyond techniques, methods and procedures. *The 1982 Annual Handbook for Group Facilitators*, 208-214. San Diego: University Associates Publishers.
53. Kaufman, R. (1982, August). Del como al que y al por que en educación. *Revista Educacion Basica*, 4-6.
54. Kaufman, R. (1983). Needs assessment. In F. W. English (Ed.), *Fundamental Curriculum Decisions*. Alexandria, VA: Association for Supervisory and Curriculum Development.
55. Kaufman, R. (1983, August). The splinter model of instruction. *Educational Technology*, 24-25.
56. Kaufman, R., Mayer, H., & Butz, R. (1983). Definicion y clasificacion de elementos organizacionales [Defining and classifying the organizational elements]. *Revista de Tecnologia Educativa*, 8, 29-38.
57. Kaufman, R., & Vergara, A. (1983). La utilizacion de un sistema de aproximación que permita evitar la mentalidad de importación [Using a system approach: Avoiding the "import" mentality]. *Innovaciones en La Enseñanza Superior*. Santiago: Pontifica Universidad Católica de Chile.

58. Kaufman, R. (1983). A holistic planning model: A system approach for improving organizational effectiveness and impact. *Performance & Instruction Journal*, 22(8), 3-12.
59. Kaufman, R. (1983). Planning and organizational improvement terms. *Performance & Instruction Journal*, 22(8), 12-15.
60. Kaufman, R., & Herman, J. (1983). Organizational success and the planning role(s) and perspectives of a superintendent. *Performance & Instruction Journal*, 22(8), 16-20.
61. Kaufman, R. (1983, November). Next step: Supermodel. *Educational Technology*, 34-35.
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CONSULTING ACTIVITY (PAST AND CURRENT)

Educational:

Santa Clara County Department of Education *
IDEA (Kettering Foundation)
Tulare County Department of Education *
Santa Clara County Supplementary Education Service Group *
Multicounty Supplementary Education Service Group *
Los Gatos Unified School District *
Union School District *
San Mateo County Department of Education, * Operation PEP
SPREI (ESEA Title III PACE Center) Riverside and Imperial Counties *
Fountain Valley School District *
California Teachers Association
Mount Angel College
Marylhurst College
Los Angeles City Unified School District *
University of Washington, School of Medicine
Southeastern Christian College
Educational Resource Agency (ESEA Title III Pace Center) *
Norwalk - La Mirada Unified School District *
Florida State Department of Education
Western Nevada Education Center
Wasco Union School District * Mexican-American Project
California State Department of Education *
Newport - Mesa Unified School District *
Temple City Unified School District *
Los Angeles County Department of Education *
Orange County Department of Education *
University of Oregon
Sweetwater Union High School District * (Project Frontier,
Mexican-American Project)
Colorado State Department of Education
Arizona State Department of Education
Educational Training Resources Incorporated
South Bay School District *
Mesa (Arizona) School District
Spokane (Washington) Public Schools
Coppin State College
Whittier College
Hermiston (Oregon) Schools
National Center for Bilingual - Bicultural Education
School Board of Sarasota County, Florida
U.S. Office of Education

Riverside County, Office of the Superintendent of Schools *
National Institute of Education
National Cluster Coordinating Center (Differentiated Staffing)
Leadership Training Institute, University of Maryland/National
Center for Educational Technology US Office of Education
San Digoito High School District *
Education Service Center - Region 14 (Abilene, Texas)
Anaheim Union School District *
Fort Worth (Texas) School District - Bilingual Center
Pajaro School District *
Coachella Valley Unified School District *
Waterloo (Iowa) Schools
San Diego Community Colleges *
Florida State University
Pepperdine University
University of New Mexico School of Medicine & Indian Health Center
Piedmont Technical College (South Carolina)
Alabama State Department of Education
Valdosta State College (Georgia)
Archdiocese of Detroit
Chicago Public Schools
Cleveland Public Schools
University of California, School of Nursing
Virginia Commonwealth University
University of South Florida, College of Medicine, Department of Psychiatry
Fresno State University *
Mississippi State University
University of South Carolina
Association of Rectors of the Universities of Chile
Chilean Association for Educational Technology
Concordia University (Canada)
Simon Rodriguez University (Venezuela)
American College (Pennsylvania)
UNESCO - United Nations/National Library System of Venezuela
Utah State University
Turlock Public Schools*
Western Michigan University
Michigan State University
Clayton Junior College, Morrow, Georgia
Far West Laboratory for Educational Research and Development *
Simon Bolivar University, Caracas, Venezuela
University of Puerto Rico, College of Education
University of Virginia, Center for Continuing Education
Greater Detroit Metropolitan Educational Consortium
Academio Superior de Santiago (Chile)
Oakland County (Michigan) Public Schools

City of Berkley (Michigan) School District
University of Chile at Santiago
New Orleans Public Schools
The Pontifical Catholic University of Chile, Santiago
Instituto Profesional de Valdivia, Chile
University of Twente, Netherlands
University Consortium for Instructional Development and Technology
California State Department of Education, Div. of Special Education
National College of Education (Illinois)
Wayne County (Michigan) Intermediate School District
American Association of School Administrators (AASA)
National Academy for School Executives (NASE)
Anne Arundel County (Maryland) Schools
Howard County (Maryland) Schools
Universidad De Tarapacá (Arica, Chile)
Florida Department of Health and Rehabilitative Services
University of North Carolina at Wilmington
North Carolina Central University
Florida A & M University
Escuela Superior Politécnica del Litoral (ESPOL), Ecuador
National Technical Institute of Santo Domingo: Dominican Republic
California State University System, Office of the Chancellor
Lewisville-Porter (NY) Schools
Albany (NY) City Schools
Iowa State University
University of New Mexico
Morgan State University (Maryland)
Pensacola Junior College
Western Kentucky University
Heartland Chapter, NSPI/Ohio State University
East Windsor (NJ) Regional School District
American Association of School Administrators
Facultad de Medicina, Universidad Autónoma de Nuevo
León-Monterrey, Mexico
Niagara College (Canada)
Leon County (Florida) Schools
Florida Board of Regents, Executive Vice Chancellor
Universidad de Americas, Mexico City
University of Zulia, Maracaibo, Venezuela
Bay County (Florida) Schools
American Society for Curriculum & Development (ASCD)
Florida Department of Education, Program on School-based
Accountability/School Improvement
Network for Educational Development, St. Louis, Mo.
EastConn/Eastern Connecticut Regional Service Center
Averett College

Lake County (IL) Educational Service Center
Mendocino (CA) Office of Education
Southern Regional Education Board
Ben Hill County Schools (Georgia)
American Association of School Administrators (AASA)--National Academy
of School Executives (NASE)
State Education Improvement Partnership
Council of Chief State School Officers
Southeast Regional Education Board (SREB)
Ministry of Education of Argentina--National Institute of Educational
Technology
Technical University of Dresden (Germany)
New Jersey Institute of Technology/Newark College of Engineering
Valencia Community College
U.S. Department of Education
INACAP (Chile)
National Open University of Venezuela
Simon Bolívar University, Venezuela
Boise State University
Gallaudet University
Prairie View A&M University
Universidades Tecnológicas (Mexico) – Coordinator General
Old Dominion University, College of Engineering
East Carolina University – Office of the Provost
New Zealand Universities Academic Audit Unit
Edison Community College
Universitat Jaume I (Spain)
State University of New York--Office of the Vice Chancellor & Chief of
Staff
Nova Southeastern University
University of Northern Colorado
University of Sonora
Excelsior College
Instituto Tecnológico de Sonora--Sonora Institute of Technology (Mexico)
Mexican Higher Education Research Association
Autonomous University of the Yucatan
Beijing Normal University

* California

Business, Military, Government, Industrial:

Instructional Materials Division, Litton Industries, Anaheim, CA
Pacific Telephone Company, Los Angeles, CA
Wallis Engineering
Lear Motors
Programmed Instruction Incorporated

Astrodata Corporation
Douglas Aircraft Company, Aircraft Division
Scott, Foresman & Company
Metametrics Corporation
Regional Insurance Center
National Education Program Associates
C/U Associates
Arthur Young and Company
Heinkel & Associates (System Planning and Development Corporation)
T Corporation
U.S. Navy, Office of the Chief of Naval Education and Training
Combat Arms Training Board, U.S. Army (Battelle)
U.S. Naval Personnel Research and Development Center, Training Support
Center, (VOLT)
Systems Corporations of America
U.S. Army, Training and Doctrine Command
Potomac Research, Incorporated
Canadian Banking Association
University Associates
Society for Applied Learning Technology
Children's Mental Health Center (Houston, Texas)
City of Miami - Office of the City Manager
Sarasota Memorial Hospital, Sarasota, Florida
U.S. Navy, Navy Equipment Center, Orlando, Florida
Texas Instruments/Corporate
RCA, Service Division
Texas Instruments, Equipment Division
A.A.T., Inc./Unicorn Airways
The College Board
Bank of Montreal
U.S. Veteran's Administration (St. Louis, and Salt Lake City)
AT&T Communications
Esposito Garden Service
The DeFeo Group
Chamber of Commerce, Tallahassee, Florida
U.S. Department of Agriculture, U.S. Forest Service
M & M - Mars
Florida State University, Florida Center for Public Management
Fireman's Fund Insurance Company
Electronic Data Systems (EDS)
US Postal Service
Department of Defense/U. Central Florida Institute for Simulation & Training
Centers for Disease Control
Garrison Associates
IBM
Florida Power & Light

Nuclear Regulatory Commission/DDL OMNI Engineering
Chase Manhattan Bank
Oak Ridge Associated Universities/US Department of Energy
Florida Department of Health & Rehabilitative Services, Office of the
Deputy Secretary
Niagara Wires (Division of Niagara-Lockport)
Wine Country/Northern California NSPI
The Los Alamos National Laboratory
National League of Cities
Parke Davis/Louis Scott Associate
U.S. Veteran's Administration, Regional Medical Education Center,
Northport, NY
U.S. Defense Contractor Audit Agency (Memphis, TN)
International Quality & Productivity Center
Berrett-Koehler Publishers, Inc.
Association of State & Territorial Public Health Laboratory Directors
Detroit Chapter, International Society for Performance Improvement
Boatmen's Bancshares
American Society for Training & Development
Moran (Marine)Towing
Sun Microsystems
Institute for International Research
Peruvian Institute of Business Administration
US Treasury Department, Internal Revenue Service/Systems Consultants
Florida Power & Light
Samsung/Learning Systems Institute
Central Statistical Office (U.K.)
Equifax
Bell Canada
World Bank
Florida Department of Corrections
Massachusetts Marine Academy
Florida Criminal Justice Executive Institute
Accounting Firms Associated, Inc.
Public Health Foundation - Women, Infants, and Children Program*
National Security Agency/ISPI
Microsoft
Shell Oil (Western E&P)
Jossey-Bass Publishers
Ship-owners Claims Bureau/American Club
March of Dimes
Refinor Corporation (Argentina)
Andersen Consulting (World Headquarters)
Bank of Boston (Argentina)
Pasa Petrochemical, S. A. (Argentina)
Perez Companc S. A. (Argentina)

American Airlines Group/Blue Cross-Blue Shield of Texas/ISPI
Boeing/Microsoft/ISPI
American Evaluation Association/Evaluators Institute
Milliken
Pew Charitable Trusts
US Department of Veterans Affairs-Veterans Benefits Administration
First Union Bank/First University
International Society for Performance Improvement
US Coast Guard, Reserve Training Center.
Tricon Global Industries (Taco Bell, Pizza Hut, KFC)
MB&A (Argentina)
U S Army Training Support Center
State of Ohio/State Union Employees
Florida Department of Environmental Protection
Flight Safety – Daytona Beach
Florida Office of Tobacco Control
Train – Koeln – Germany
US Army Training & Doctrine Command/Comtech
US Coast Guard Headquarters/Department of Homeland Security
McGraw-Hill – Life Long Learning Division
Detroit Chapters of ASTD and ISPI
Foundation for Exportation (Argentina)
Conciencia (Argentina)
City of Tallahassee (Florida) City Manager’s Office
International Society for Performance Improvement
Deutsche Bank – World-Wide Compliance
St. Louis Chapter of ISPI and the HRD Network
Prevention First (Illinois)
Boeing (Leadership Center)
Guatemalan Management Association
Co-Sphere (Mexico)
American Strategic Management Institute
City of Tallahassee Commissioners
Republic of Panama, Minister of Tourism and president/cabinet
World Bank
ISPI-EMEA, Macedonia
Co-Sphere (Mexico)
Guatemalan Special Education Association
Association of Strategic Planners
ASTD-Charlotte
TIAA-CREF
Deltex/CoSphere (Mexico)
Tze-Chiang Foundation of Science and Tecnología, Globalization of Human
Capital (SGHC) Summit. (Taiwán),
Tiawan Civil Service Development Institute
ASTD/ATD-Tallahassee

ASTD/ATD. Arlington, Va
Massachusetts Municipal Conflict Resolution Needs Assessment Study
Korean Standards Association
Talent Development Institute for Local Government, Taichung, Taiwan.
Korean Department of Labor, HRD.

Australia:

Royal Australian Society for Public Administration
Australian Institute of Training and Development (AITD)
Department of Sport and Recreation, Western Australia
Phil Hanford & Associates (Brisbane, Australia)
Australian Institute of Management, Western Division
EdBiz (Australia)
Management Technology Education
UNISYS of Australia
Change Point (Australia)
Action Bus Company
Port Adelaide City Commission
Andersen Consulting
Curtin University of Technology (Perth)
Bond University
Center for Strategic Leaders
MIM Holdings Ltd.
Metropolitan College of TAFE (Perth)
Queensland Department of Employment & TAFE
Queensland Department of Forestry/Primary Industries
Queensland Department of Water Resources/Primary Industries
Victorian Department of Community Services
Management Consortium – Australia
Box Hill Institute of TAFE
Brisbane City Council
Sydney Water Board
MTE
Lend-Lease
Hydro-Electric Commission (Tasmania)
Public Service Commission of Tasmania - Executive Development
City Council of Port Adelaide/Enfield
PICS

Australian Commonwealth Agencies:

Customs Office
Department of Education
Office of the Attorney General (Sydney)
Taxation Office
Public Service Board

Department of Health
Veteran's Administration
Community Services & Health
Public Service Commission
Bureau of Statistics
Treasury
Australian Department of Defence

- Defence Center Melbourne
- Defence Science & Technology Organization (DSTO)
- Inspector General
- Corporate Support
- Army

Public Service and Merit Protection Commission

Northern Territory (Australia) Agencies

Human Resources Development Division/Office of
the Commissioner for Public Employment
Department of Health & Community Services
Department of Labour & Administrative Services
Department of Lands and Housing
Department of Education
Department of Transport & Works
Department of Law
Department of Police & Fire

New Zealand

Bankers' Institute of New Zealand
New Zealand Organisation for Quality
Otago Polytechnic (NZ)
Management Consortium NZ
Wellington (NZ) Police/Policing 2000
New Zealand Army
Wellington (NZ) City Council
Hugh Oakley-Brown Associates
Navigate
LeaderSkill
New Zealand Society for Training & Development
New Zealand Government Agencies:
Ministry of Health - Manawatu-Wanganui Area Health Board
Ministry of Health
Ministry for the Environment
State Services
Department of Prime Minister and Cabinet
Department of Science and Technology
Treasury
New Zealand Universities Academic Audit Unit