

CARL T. CAMDEN

WORK ADDRESS

Kelly Services, Inc.
999 W. Big Beaver Rd.
Troy, MI 48084

EDUCATION

1972-1975

B.S., Psychology
B.S., Communications
Southwest Baptist College
Bolivar, MO

1975-1977

M.A., Speech Communication
Central Missouri State University
Warrensburg, MO

1978-1980

Ph.D., Communication
Ohio State University
Columbus, OH
Dissertation: *“Word Recognition Processes: Evidence from Laboratory-Induced Slips of the Tongue”*

CURRENT POSITION

2006-Present

President, Chief Executive Officer, and Board Member
Kelly Services, Inc.
Troy, MI

PREVIOUS POSITIONS

12/2001 - 01/2006

President and COO
Kelly Services, Inc.
Troy, MI

04/1997 - 04/2001

Executive Vice President - Sales, Service, and Marketing
Kelly Services, Inc.
Troy, MI

05/1993 – 03/1997

Strategic Vice President, Marketing
Kelly Services, Inc.
Troy, MI

05/1993 – 03/1995

Strategic Vice President, Marketing
KeyCorp

Cleveland, OH

06/1989 – 05/1993 President
Wyse Advertising
Cleveland, OH

06/1988 – 05/1989 Executive Vice President, Strategic Planning
Wyse Advertising
Cleveland, OH

09/1986 – 06/1988 Co-Founder
North Coast Behavioral Research Group

05/1985 - 09/1986 Chairperson, Department of Communication
Cleveland State University
Cleveland, Ohio

09/1985 to 05/1988 Associate Professor
Cleveland State University
Cleveland, Ohio

09/1984 to 05/1987 Graduate Director
Cleveland State University
Cleveland, Ohio

09/ 1980 to 05/1985 Assistant Professor
Cleveland State University
Cleveland, Ohio

**OTHER PROFESSIONAL
POSITIONS**

Board of Trustees
The Conference Board
Washington, D.C.

Co-Chair
Committee for Economic Development
Washington, D.C.

Co-Chair
Education Subcommittee
Committee for Economic Development
Washington, D.C.

**OTHER PROFESSIONAL
POSITIONS (cont.)**

Member
Policy and Impact Committee
Committee for Economic Development

Chair of the Board of Directors
Federal Reserve Bank of Chicago, Detroit Branch

Labor Advisory Council
Federal Reserve Bank

Board of Directors
Detroit Regional Chamber

Board of Directors
Temp Holdings Co., Ltd.

Board of Directors
TopBuild

Director
American Staffing Association

Trustee
Detroit Medical Center

Member
Advisory Committee on Employee Welfare and Pension Benefits

Member
Business Roundtable

**SELECTED UNIVERSITY
SERVICE**

Board of Visitors, Duke University Fuqua School of Business

Board of Trustees, University of Detroit-Mercy

Advisory Board, Oakland University School of Nursing

Visiting Committee, Michigan Center for Theoretical Physics, University of Michigan

PROFESSIONAL HONORS AND AWARDS

- Excellence in Public Policy Award, Committee for Economic Development
- 25 Most Powerful People in Staffing, Staffing Industry Analysts
- The Staffing 100, Staffing Industry Analysts
- William L. Heartwell, Jr. Award, National Association of State Workforce Agencies (NASWA)
- Individual Citation Award, International Association of Workforce Professionals
- Men Who Empower Women, Rhonda Walker Foundation

PROFESSIONAL PRESENTATIONS (Sample)

SUTA Dumping Prevention Act of 2004: hearing before the Subcommittee on Human Resources of the Committee on Ways and Means, U.S. House of Representatives, One Hundred Ninth Congress, June 14, 2005; HR Executive Summit, Rome, 2008; City Club of Cleveland, 2008; Federal Reserve Bank, Detroit, Health Care Reform, 2009; World Health Care Congress, 2009; Kent State University, Diversity, 2009; Oakland University, Diversity, 2009; Cleary University, Changing World of Work, 2010; University of Michigan, Various Topics, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016; American Chamber of Commerce, Hamburg, Germany, 2010; Ciett Keynote, Sao Paulo, Brazil, 2010; Committee for Economic Development, Early Childhood Education, 2010; eBay Thought Leadership Forum, 2010; Staffing Industry Analysts Executive Forum, Keynote, 2011; American Chamber of Commerce, Sydney, Australia, 2011; Association for Corporate Growth, Detroit, 2011; Committee for Economic Development, Keynote – Post-Secondary Education in the U.S., 2011; TechServe Alliance, Detroit, 2011; Troy Chamber of Commerce, 2011; Columbia University, 2013; American Association of Presidents of Independent Colleges and Universities, “What Next for the Economy?”, 2013; Birmingham Men’s Club, “The Invisible Man”, 2013; University of Michigan-Dearborn, 2013; Detroit Regional Chamber, 2013; Harding University, 2013; Hong Kong Baptist University, 2013; CareerBuilder Sales Conference Keynote, Chicago, 2013; The Roosevelt Institute, “The Next American Economy”, 2014; Detroit Athletic Club, 2014; OESA Annual Conference, “The Talent Crisis”, Detroit, 2014; Committee for Economic Development, “Rethinking the American Dream: Post-Secondary Education in the U.S.”, Denver CO, 2014; Tuck School of Business, Dartmouth College, “Creating Competitive Advantage”, 2014; Harvard Extension School, “The Mindset of Success”, 2015; Deloitte CEO Leadership Forum, Detroit, 2015; The Engagement Institute, “The Free Agent Nation”, 2015; Auburn Hills Chamber of Commerce, 2016; Guest Lecturer, University of Michigan ICOS, 2016;

PRESS / BOOK REFERENCES (SAMPLE)

Interviewed by/Quoted in: Business Week, The New York Times, Huffington Post, Bloomberg, CNBC, McKinsey Quarterly, Harvard Business Review, and numerous others.

Sample Book Mentions:

- The Integrity Dividend: Leading by the Power of Your Word
- How to Be a Positive Leader: Small Actions, Big Impact
- Time to Start Thinking: America in the Age of Descent
- Benefits for the Workplace of the Future
- Life Expectancy: It's Never Too Late to Change Your Game

Appendix

Selected list of academic publications, awards and presentations attached

Publications:

"Personality and Situational Influences upon Verbal Slips: A Laboratory Test of Freudian and Prearticulatory Editing Hypotheses," Human Communication Research, Spring 1979, 195-202. (Motley, Camden & Baars)

"Syntactic Criteria in Prearticulatory Editing: Evidence from Laboratory Induced Slips of the Tongue," Journal of Psycholinguistic Research, 1981, 18 (5), 503-522. (Motley, Baars & Camden)

"Gender Differences in Interruption Behavior: A Dominance Perspective," International Journal of Women's Studies, 4 (2), 1981, 135-142. (Kennedy & Camden)

"Toward Verifying the Assumptions of Artificially Induced Verbal Slips: A Direct Test of the Output Error and Editing Issues", Human Communication Research, 1981, 8, 3-15. (Motley, Camden & Baars)

"Cognitive Encoding Processes: Evidence for a Graphemically Based Short Term Memory," Human Communication Research. 1982, 8, 327-337. (Camden, Motley & Baars).

"Synonymous Rhymes: Stimuli for Psycholinguistic Research," Catalog of Selected Documents in Psychology, 1982, 12, 5. (Camden & Motley)

"Covert Formulations and Editing of Anomalies in Speech Production: Evidence from Experimentally Elicited Slips of the Tongue," Journal of Verbal Learning and Verbal Behavior, 1982, 21, 578-594. (Motley, Camden & Baars).

"A New Look at Interruptions," Western Journal of Speech Communication, 1983, 47, 45-58, (Kennedy & Camden)

"Job Application Forms" A Hazardous Employment Practice," Personnel Administrator, 1983, 28, 31-32 & 64. (Camden & Wallace)

"Manager Communicative Style and Productivity" A study of Male and Female Managers," International Journal of Women's Studies, 1983, 6, 3, 258-269. (Camden & Witt)

"Experimental Verbal Slip Studies: A Review and an Editing Model of Language Encoding," Communication Monographs, 1983, 58, 79-101. (Motley, Baars & Camden)

"Formulation Hypothesis Revisited: A Reply to Stemberger," Journal of Psycholinguistic Research, 1983, 12, 561-566. (Motley, Baars, Camden)

"Polysemantic Lexical Access: Evidence from Laboratory-induced Double Entendres," Communication Monographs, 1983, 58, 193-205. (Motley, Camden & Baars).

"Interruptions and Nonverbal Gender Differences," Journal of Nonverbal Behavior, 1983, 8, 91-108. (Kennedy & Camden)

"White Lies in Interpersonal Communication: A taxonomy and Preliminary Investigation," Western Journal of Speech Communication, 1984, 48, 389-325. (Camden, Motley & Wilson)

"Convergent Validity of Three Communication Data Collection Techniques" An Analysis of Black American English Grammatical Usage," Western Journal of Speech Communication, 1985, 49, 166-176. (Camden, Mims & Motley)

"Nonlinguistic Influences on Lexical Selection: Evidence from Double Entendres," Communication Monographs, 1985, 52, 124-135. (Motley & Camden)

"Barthes' The Fashion System: An Exploration at the Recipient Level," in Semiotics 1984: edited by John Deely, University Press of America, 471-489, 1985. (Verba & Camden)

"Manager Communicative Behavior and Nurse Morale," Human Communication Research, 1986, 12, 551-562. (Camden & Kennedy)

"Congruity and Predictability between Two Measures of Nonstandard Dialect Usage on Four Grammatical Forms," Journal of Speech and Hearing Disorders, 1986, 51, 42-52. (Mims & Camden)

"Communication and Consciousness: Applications in Marketing," Western Journal of Speech Communication, 1986, 50, 64-73. (Camden & Verba)

"Writing with Flesh: A Semiotic Interpretation of Research Findings on Body Image Attitudes and Behaviors in the U.S.," in Umiker-Sebeok, J. (Ed.), Marketing and Semiotics, 1987, (Verba & Camden)

"Facial Expression of Emotion: A Comparison of Posed Expressions," Western Journal of Speech Communication, 1988, (Motley & Camden)

"Computer Office Systems and Organizational Communication: A Case Study," Office Systems Research Journal, 1988, 7, 5-12. (Hill & Camden)

"Not-For-Profits Appear to Lack P.R. Sophistication," Public Relations, Review, 1988, 31-43.

"Formulation Hypothesis Revisited: A Reply to Stemberger,"
Journal of Psycholinguistic Research, 1983, 12, 561-566.
(Motley, Baars, Camden)

Grants Awarded

"Short Term Memory Codes," Graduate Student Alumni Research Grant, The Ohio State University, 1980.

"Cognitive Encoding Processes," Class II Research Award, Cleveland State University, 1981.

"Development of Improved Focus Group Analysis Techniques," Grant from Marketing and Systems Division of Wyse Advertising, Cleveland, OH, 1982.

"Program for Public Communication: Feasibility Study Grant Proposal," Grant from TRW, 1987.

Papers Read:

"Personality Influences Upon Outcomes of Speech Errors: A Direct Test of Freudian and Prearticulatory Editing Explanations of Laboratory Generated Verbal Slips," presented at Speech Communication Association, Minneapolis, MN, 1978. (Motley, Camden & Baars)

"The Political Communication of Strategic Nuclear Policy," presented at Eastern Communication Association, Philadelphia, PA, 1979. (Camden & Martin) ERIC #ED 172 277

"Syntactic Criteria in Prearticulatory Editing: Evidence from Laboratory Induced Slips of the Tongue," presented at Speech Communication Association, San Antonio, TX, 1979. (Motley, Camden & Baars)

"Praise and Organizational Behavior: The Productivity Crisis," presented at International Communication Association, Mexico, 1980. (Camden & Alexander)

"On Verifying the Assumptions of Artificially Induced Verbal Slips: The Output Error and Editing Issues," presented at Speech Communication Association, Anaheim, CA, 1980. (Motley, Camden, Baars, Zahn & Mura)

"Word Recognition Processes: Evidence from Laboratory Induced Slips of the Tongue," presented at Western States Communication Association, San Jose, CA, 1981. (Camden & Motley)

"Interruptions as an Index of Communication Dominance," presented at Western States Communication Association, San Jose, Ca, 1981. (Camden & Kennedy) ERIC #ED 198 598

"Toward a Critique of Psycholinguistic Editing and Other Assumptions of Artificially Induced Verbal Slips Studies," presented at International Communication Association, Minneapolis, MN, 1989. (Motley, Camden & Baars)

"Cognitive Encoding Processes: Evidence for a Graphemically Based Short Term Memory," presented at International Communication Association, Minneapolis, MN, 1981. (Camden & Motley)

"Communication and Consciousness: A Psychoanalytic Perspective," presented at Eastern Communication Association, Pittsburgh, PA, 1981. (Camden) ERIC #ED 202 061

Editing of Potential Anomalies in Speech Output: Evidence from 'Partial' Spoonerisms," presented at Speech communication Association, Anaheim, CA, 1981. (Motley, Camden & Baars)

"Nonverbal Behaviors Associated with Interruptions," presented at Women Studies Research Forum. Columbus, OH, 1981. (Kennedy & Camden)

"The Function of Nonverbal Gender Differences in Turn Transition Behavior," presented at Western States Communication Association, Denver, CO, 1982. (Camden & Kennedy)

"Sexual Double Entendres as Evidence of Polysemantic Lexical Access," presented at International Communication Association, Boston, MA, 1982. (Motley, Camden, Baars & Mattson)

The Case for Deception in Interpersonal Communication," presented at Interpersonal; Communication and Beyond Conference, Colorado Springs, C). 1982. (Camden, Motley & Wilson)

Polysemantic Lexical Access: Evidence from Laboratory-induced (via ROPJ) Double-entendres." Paper presented at Speech Communication Association, Louisville, KY, 1982. (Motley, Camden, Baars & Mattson)

"Deception in Interpersonal Communication: The White Lie." Presented at Western States Communication Association, Albuquerque, NM, 1983. (Camden, Motley & Wilson)

"Manager Communicative Style and Productivity: A Study of Male and Female Managers," Presented at Western States Communication Association, Albuquerque, NM, 1982. (Camden & Witt)

"Gender Differences in Nonverbal Behavior," Presented at 7th Annual Midwest Nursing Research Society Conference, Iowa City, IA, 1983. (Kennedy & Camden)

"The Social Implications of Lying," Presented at International Communication Association, Dallas, TX, 1983. (Camden, Motley & Wilson)

"Experimental Verbal Slip Studies: A Review and Modified Language Encoding Model," Presented at International Communication Association, Dallas TX, 1983, (Motley, Camden & Baars)

"A Test of Weick's Model in a Health Care Organization," presented at International Communication Association, Dallas, TX, 1983. (Dobos, Camden, Courtright & Woodall)

"Mechanism for Avoiding Overt Errors in Speech: The Case for Sentential Violations of Semantic Rules", Presented at Speech Communication Association, Washington, D.C., 1983. (Motley, Baars & Camden)

"Comparison of a Sentence Completion Test and Spontaneous Conversation as Measures of Nonstandard Dialect Grammatical Usage," Presented at American Educational Research Association, New Orleans, LA. 1984. (Mims & Camden)

"Convergent Validity of Three Communication Data Collection Techniques: An Analysis of Black English Grammatical Usage," Presented at Western States Communication Association, Seattle, WA, 1984. (Camden, Motley & Mims)

"Manager Communicative Style and Nurse Morale." Presented at 8th Annual Midwest Nursing Research Society Conference, Iowa City, IA, 1984. (Kennedy & Camden)

"The Ivory Tower Comes to Madison Avenue: Semiotics, Psycholinguistics, Empiricism and Marketing--A Study in Applied Anthropology." Presented at the Society for Applied Anthropology, Toronto, Canada, 1984. (Camden & Verba)

"Nonlinguistic Influences on Lexical Selection: Evidence from Double Entendres," Presented at Speech Communication Association, Chicago, IL, 1984. (Motley & Camden)

"Manager Communication Style: A Comparison of Men and Women Managers," Presented at Ninth Annual American Semiotics Conference, Bloomington, IN, 1984. (Verba & Camden)

"External discriminant validity as related to Black English grammatical variants," presented at the American speech and Hearing Association, San Francisco, CA, 1984 (Mims & Camden)

"Gender and Communication Research: The Organizational Perspective," presented at Western States Communication Association, Fresno, CA, 1985. (Camden)

"A Psychoanalytic Perspective on Communication and Consciousness," presented at the Western States Communication Association, Fresno, CA, 1985. (Camden & Verba)

"Different Strokes for Different Folks: Participant Observation in Organizational Communication Research," presented at the International Communication Association, Honolulu, HA, 1985. (Abelman & Camden)

"Manager Communication Style and Nurse Morale," presented at the International Communication Association, Honolulu, HA, 1985. (Camden & Kennedy)

"Awareness and Preference for Usage of Black English Grammar," presented at the American Speech-Language-Hearing Association, Washington, D.C., 1985. (Mims & Camden)

"Manager Communicative Style and Nurse Morale," presented at the Western States Communication Association, Phoenix, AZ, 1986. (Camden & Kennedy)

"Computer Office Systems and Organizational Culture: A Case Study," presented at International Communication Association, Chicago, IL, 1986. (Himm & Camden)

"A Network Analysis of Electronic and Face-to-Face communication," presented at International Communication Association, Chicago, IL, 1986. (Courtright, Camden, & Hill)

"Facial Expression of Emotion: A comparison of intentional and unintentional displays," presented at Speech Communication Association, Chicago, IL, 1986. (Motley, Camden, Boyd, Richards, Reuter, & Reed)

"Identifiability of Facial Expressions of Emotions: A comparison of posed and natural behaviors," presented at American Association for the Advance of Science, Philadelphia, PA, 1986. (Motley & Camden)

"Corporate Image Advertising and the Federal Government: A cognitive information processing model," presented at the 20th Communication and Cognition Conference, Ghent, Belgium, 1987. (Camden, Verba, and Sapin)

"The Communication needs of a Local Not-for-Profit in Relation to Local Community Resources," presented at AEJMC, PR division, at Portland, OR, 1988

Related Publications

"Most Area Employers Ask Illegal Questions on Job Forms," The Plain Dealer, 5/11/81. p. B-3. (Camden & Barnard)

"Conversation Corner-How to conduct a Workshop," Visa Views, 2/82, 3(2), 3(2), 2-3. (Camden)

"Potential Employers Still Asking No-Nos," The Plain Dealer, 10/14/82, p. A-33 (Camden)

"Gender Research and the News Media," ORWAC NEWS, (Newsletter for the Organization for Research on Women and Communication), June 1983, p. %. (Camden)

"Warning--Avoiding Product Liability Law Suits: What Does Your Package Insert Communicate?" Food and Drug Packaging, October, 1986, p. 104. (Camden & Wargo)

Service to Discipline:

Publications:

Journal Referee, Journal of Broadcasting, 1980-1984

Consulting Editor, Journal of Communication Therapy,

Journal Referee, Journal of Women's Studies in Communication, 1982-1988

Book Reviewer, Random House, Stephen Lucas', Public Speaking, 1982.

Book Review, Random House, Author Unknown, Introduction to Human Communication Theory, 1984.

Conventions:

Chair of "Gender Reversal: Being the Other Gender in Tootsie and Victor/Victoria" WSCA Convention, 1984, Seattle, WA, 1984;
Sponsors: Mass Communication and ORWAC Division.

Critic of Competitive Papers Panel; WSCA Convention, 1985, Fresno, CA, 1985; Sponsors: ORWAC Division

Critic of Top Three Papers Panel; WSCA Convention, 1986, Tucson, AZ, 1986; Sponsors: Language Behavior Interest Group

Instructor -- Communication Based Focus Group Interviews, 1988, SCA Convention, New Orleans, LA

Professional Offices:

Vice President, Organization for Research on Women and Communication, 1984

President, Organization for Research on Women Communication, 1985

Awards and Honors:

- 1975 Who's Who is America's Colleges and Universities
- 1976 Outstanding Graduate Student, Speech Communication Department, Central Missouri State University
- 1978 Top Three Paper, Language Science Division, Speech Communication Association
- 1980 Top Three Paper, Language Science Division, Speech Communication Association
- 1980 Emery Award as Outstanding Graduate Student in Communication Department, Ohio State University
- 1981 Top Three Paper, Language Behavior Division, Western States Communication Association
- 1981 Top Three Paper, Language Science Division, Speech Communication Association
- 1982 Jaycee's Outstanding Young Men of America
- 1983 Top Three Paper, Language Behavior Division, Western States Communication Association
- 1983 Top Four Paper, Information Systems Division, International Communication Association
- 1984 Top Three Paper, Language Science Division, Speech Communication Association
- 1988 Finalist, B. Aubrey Fisher Article Award of The Western Journal of Speech Communication