

Dr. Barbara P. Mink

Education

B.S. Mathematics/Geology major, Duke University, Durham, NC
M.A.T. Mathematics major, Education minor, Duke University, Durham, NC
Ed.D. Higher Educational Administration, Duke University, Durham, NC
Post Doctoral Studies
Organization Effectiveness: Structure and Function of Organizations,
University of Texas at Austin

Experience

Board of Trustees, Austin Community College District
Initial publicly elected term 2000-2006;
Re-elected in 2006 for a second term 2006-2012

ACC Foundation Board Member, 2000-2002;
Board Vice Chair, 2002-2004;
Board Chair, 2004 - 2006

Austin Community College (ACC) District is a large, urban community college with seven campuses, over 65,000 college credit and non-credit students annually, a faculty of 1,400, and an annual budget of over \$120 million. ACC is governed by a publicly elected, nine-member Board of Trustees. Some of the projects I have taken the leadership on have been: review and revision of board policies concerning the vision, mission and values of the college; board policy on definition and parameters of shared governance; critical areas of and process for evaluation of the College President; Board development particularly in the areas of policy governance and board ethics. The work on review and revision of policies was accomplished through convening a series of college/community forums with wide representation from relevant stakeholders.

Dean, Human and Organization Development Graduate Program,
Fielding Graduate University, Santa Barbara, CA (1997 to 2001)

During my tenure as Dean some of the projects I advanced were: complete review and revision of the doctoral curriculum; managing the smooth transition of the retirement of founding senior faculty and the hiring of new faculty; establishing an inclusive program governance process with faculty/staff/student teams (curriculum, research, professional practice, faculty development, diversity and social justice, student development) and a coordinating executive team; development of comprehensive faculty manual and compensation structure; strategic program planning that utilized a team of faculty, students, staff and administrative members, alums, and nationally recognized persons in higher education planning and development; re-organizing the associate dean roles and filling three associate dean positions; establishment of faculty senate; establishing collaborative relationships with educational and professional organizations including the Highlander Center for Social Change, the Gestalt Institute of Cleveland, and the Human Resource Planning Society; review and clarification of research and scholarship and the role of the dissertation committee.

**Professor, School of Human and Organization Development,
Fielding Graduate University, Santa Barbara, CA (1978-present)
(Note: I am a founding faculty member of this program)**

The faculty role involves coordinating the study of mid-career students at the masters and doctoral levels in the areas of management and leadership, adult learning, organization theories, and systems design. Fielding Graduate University is accredited by the Western Association of Schools and Colleges (WASC) and makes graduate programs available nationally and internationally through a technologically based network of faculty, students, and graduates. The educational delivery program of the Fielding is designed to recognize the multiple responsibilities of study, work, family and community of the adult learner. Faculty are expected to: assist the students with learning program contract design; facilitate electronic seminars; conduct large and small group learning seminars at national sessions; conduct training in quantitative and qualitative research methodologies; chair doctoral research dissertations.

I have served as chair of approximately forty (40) doctoral dissertations (both Ph.D. and Ed.D. dissertations). A wide range of dissertation topics has included:

“Organizational Implications of the Infusion of Adult Learners in Independent Private Colleges”

“Linking Expectancy Theory to the Job Enrichment Model of Motivation”

“Existential Perspectives on Meaningful Work: Explorations with Executive Men”

“Dynamic Processes in Task-Oriented Italian Work Groups”

“Action Research in Community College Administration”

“Multiple Voices in a Shared Narrative by Professional Women of Color”

“Corporate Citizenship: Defining and Measuring Corporate Social Performance”

“A Sociological History of and Relevance of Post-Secondary Accreditation in the U.S.”

“The Dynamics of Organizational Alignment”

“A Formative Evaluation Study to Promote Visual Thinking in Adults”

“Preconditions Associated with Organizational Transformation”

**Director, Community College Leadership Concentration &
Professor, School of Educational Leadership and Change (ELC),
Fielding Graduate University, Santa Barbara, CA (2002 – present)**

As Director of this initiative, I work with doctoral students choosing higher education and work in community colleges as their emphasis area. My areas of expertise are: college organization and mission; instructional strategies and adult learning, community relations and planning, board policy governance.

**Visiting Professor, Innovation and Service Management Program,
Royal Melbourne Institute of Technology, Melbourne, Australia (1990 to present)**

Areas of teaching include: Organizational Studies, Consultation Models and Skills, Group Process, Action Research, and Research Design.

I was also a senior member of the Core Design Team that worked together for over four years to first propose and then develop the Graduate Certificate, Graduate Diploma, and Master’s Degree programs in Innovation and Service Management for the Royal Melbourne Institute of Technology (RMIT), Melbourne Australia.

President, SCG, Inc., Austin, TX (1977 – 1998)

SCG, Inc. is an international network of organizational researchers and business practitioners based in Austin, Texas. SCG's clients have included numerous profit and non-profit organizations in the fields of manufacturing, health care, communications technology, retail sales, higher education and government. My work was in the areas of organizational change and development and senior executive team development and included clients based in the U.S., Western Europe, Australia and Central America.

**Associate Dean, Learning Resources and Staff Development,
Austin Community College, Austin, TX (1973-1977)**

Founding administrator responsible for supervising the Learning Resources Center (Library, Media Services and Testing Center) and in-service staff development programs for full and part-time instructors, counselors and administrators in a public community college. Trained instructors in: design of individualized learning modules; test construction; evaluation and revision of instructional programs; writing learning objectives; designing alternate learning strategies. Trained administrators in: planning; conflict management; problem solving; team building; decision-making. Trained counselors in: various methodologies of working with groups. Also, designed and taught individualized modularized college transfer mathematics courses and courses in instructional design for public school teachers.

Dean of Educational Development/Chairperson, Division of Mathematics and Applied Science, Mitchell College, Statesville, North Carolina (1971-1973)

Responsible for college institutional planning and staff development programs for full and part-time instructors and administrators. Coordinated: instructional development of faculty members; college-wide diagnostic study for long range planning (which included the transition of this private college to being part of the state supported community college system); administrative skill building program. As Division Chairperson, responsible for curriculum development, budgeting and scheduling division's activities.

Program Associate for Training, Junior and Community College Division, National Laboratory for Higher Education, Durham, North Carolina (1969-1971)

Developed materials and worked with college instructors in over 50 colleges in the continental US and Puerto Rico in the areas of: adult learning strategies; writing learning objectives; designing criterion tests; developing media support for instructional programs; evaluation of learning outcomes.

Statistician and Computer Programmer, Immunology Department, Duke Hospital, Durham, North Carolina (1968-1969)

Computer analyzed data from immunology laboratory to assist medical staff in making decisions related to organ transplants.

Mathematics Instructor, Gaston Community College, Gastonia, North Carolina (1967-1968)

Designed and taught college algebra courses for returning adult students.

Publications

Implementing Personalized Instruction. Kendall/Hunt Publishing Company, 1975.

"Focusing on Mastery and Individualized Instruction." *New Directions for Higher Education*, Winter 1977.

Confronting Student Attitudes. Media Systems Corporation, a subsidiary of Harcourt Brace Jovanovich, Inc., 1979 (With John E. Roueche and Oscar G. Mink.)

The Language of Mathematics. Prentice-Hall Publishing Company, 1979. (With Nelda Roueche.)

Assessing Student Opinion of the Learning Experience. Media Systems Corporation, a Subsidiary of Harcourt Brace Jovanovich, Inc., 1979. (With John E. Roueche and Oscar G. Mink.)

Developing and Managing Open Organizations: A Model and Methods for Maximizing Organizational Potential. Learning Concepts, Inc., 1979. (With Oscar G. Mink and James M. Shultz.)

Groups at Work. Educational Technology Publications, 1987. (With Oscar Mink and Keith Owen.)

Developing High Performance People: The Art of Coaching. Addison-Wesley, 1993. (With Keith Owen and Oscar Mink.)

Change at Work. Jossey-Bass Publishers, 1993. (With Pieter Esterhuysen, Oscar Mink, and Keith Owen)

Open Organizations: A Model for Effectiveness, Renewal, and Intelligent Change. Jossey-Bass Publishers, 1994. (With Elizabeth Downes, Oscar Mink, and Keith Owen.)

"College/Public School Alliances to Address State-wide Decline in Citizen Education Level" in Proceedings of the National Conference of the Adult Higher Education Alliance, October 2005.

"Shared Governance in Democracy's College: How a community college redefines shared governance" (article in development with Dr. Stephen Kinslow).

"Participative Cultural Change: A case study of the adult program at Regis University" (article in development with Dr. William Husson).

Additionally, I have been cited as a substantial contributor to the content of several works including:

Telecom Manager's Planning Guide and Workbook: Strategies for Continuous Improvement. Telecom-Australia, 1991.

Proceedings of the TQMI International Conference. Australia Total Quality Management Institute, 1991.

The Prelude: A Novel for Managers. Telecom Australia, 1993.

In addition to the above cited works during the course of my over thirty years of consulting and training with profit and non-profit organizations, I have written numerous comprehensive *training manuals* in the areas of: Team Development; Coaching and Mentoring; Organizational Change; Leadership Development; Stress Management; Reality Therapy; Transactional Analysis for Managers.

And...

Developed and published *instruments and surveys* to assess:

Work Values; Organizational Openness; Team Effectiveness; Internal and External Customer Satisfaction; Problem Solving; Employee Opinion of the Work Environment; Leadership Effectiveness.

Awards and Honors

Elected to Pi Mu Epsilon (national mathematics honorary).

Listed in: *Outstanding Educators of America*; *Who's Who in American Women*; and *Who's Who in the South and Southwest*.

Texas Senior Olympics Writing Competition: Gold Medal, Poetry Division, 1995, 1997. Gold Medal, Essay Division, 1996. Silver Medal, Poetry Division, 1997, 1998. Bronze Medal, Poetry Division, 1996, 1997.

Elected for two terms (through public election) to Board of Trustees, Austin Community College District, Austin, Texas -- Terms of office 2000-2006 and 2006-2012

Awarded *Visiting Scholar* plaque from The University of Texas-Austin for contributions to the development of community colleges, 2005.

Professional Organizations

Organization Renewal, Inc.

Organization Development Network (past member of Board of Directors)

Human Resources Planning Society (Member of Board of Directors, 2001-2004)

International Hospitality Council

Texas Association of Community College Trustees and Administrators (Vice President, 2004-2005; President 2005-2006)

Envision Central Texas (Member of the Board of Directors and Co-Chair of the Economic Development Committee)

CAPCOG (Member of the Board of Directors)

Selected Past Long Term Consulting Projects

Prepared national health research organization to offer general organization development training to a broader client system. (2 years)

Chair of developmental task force for long and short range planning for the arts in three western states. Included: establishment of goals and objectives; budget development; personnel assignments; team development. (3 years)

Directed federally funded national health services project in which materials utilized in physician assistant and dental assistant training programs in the military were re-designed for and then field-tested in medical/dental facilities across the US. (3 years)

Facilitated steering team that converted a private two-year college into a publicly funded community college. (2 years)

External consultant to the internal executive steering team in a heavy equipment manufacturing company to transform an international industry from a centralized to a regional structure. (5 years)

Developed materials and trained over 250 internal change consultants in the behavioral science aspects of change management as it relates to Total Quality Management for an international telecommunications corporation in Australia. Monitored action research change team projects targeted at bottom line improvement. (5 years)

Developed firm wide educational program aimed at senior partners in an international accounting firm to become career-learning coaches in addition to their responsibilities as project managers. (3 years)

Conducted community development seminars with various NGO's (non-governmental organizations) through Save the Children Federation. (2 years)

Consulting Clients

My first consulting assignment was in 1970. Since that time I have consulted in a substantive way (not merely short term workshops) with such organizations as: Alcoa, American Television and Communications Corporation, Arthur Andersen, BHP Steel, California Legislative Analyst Office, Catholic Health Organization, First Data Corporation, IBM, Intel Corporation, Johnson and Johnson, Joy Mining/Manufacturing Corporation, Mellon Bank, Nova Scotia Power and Light, Regis University, Royal Australian Air Force, Royal Melbourne Institute of Technology, Save the Children Foundation, Telecom-Australia (now Telstra, the Australian national phone company), Time-Life.

Professional Presentations

I have been very active in this area for my entire professional career. During the period I was President of SCG, Inc., I made an average of two professional presentations a month to various groups. These included speeches to national conventions and regional associations as well as seminars presented to groups within a particular organization. I

would estimate that in my professional career so far that I have presented to at least 25,000 different professionals.

Some recent presentations have included:

“Leadership Success Factors” (Keynote Address), Executive Women in Texas Government 15th Annual Conference, November 2001, Austin, TX.

“The Community Briefing Program and Community College Foundation Development”, Network of California Community College Foundations Annual Symposium, October 2002, San Diego, CA.

“Providing Access to Educational Opportunities in Rural Communities: The Role of an Urban Community College”, Rural Community College Alliance National Conference, October 2003, Memphis, TN.

“No One to Waste: A Board Members Perspective”, Texas Association of Community College Trustees and Administrators Annual Conference, November 2002, Austin, TX.

“A Partnership of Business and Community Colleges to Meet Workforce Needs of the Nonprofit Sector”, Community College Futures Assembly, February 2003, Orlando, FL.

“Adult Learners in the 21st Century”, St .Edward’s University Adult Learning Seminar, April 2004, Austin, TX

“Developing Effective Alliances”, National Drug Endangered Children Conference, June 2004, Denver, CO.

“Community Colleges Achieve the Dream”, Texas Association of Community College Trustees and Administrators Conference, October 2004, Austin, TX.

“Serving a Culturally Diverse Community: Connecting All Students to College”, Association of Community College Trustees Leadership Congress, September, 2005, Seattle, WA.

“Linking Mater Planning, Budget Development and Effectiveness Measures”, Association of Community College Trustees Leadership Congress, September 2005, Seattle, WA.

“College/Public School Alliances to Address State-wide Decline in Citizen Education Level”, Adult Higher Education Alliance National Conference, October 2005, Boston, MA.

“21st Century Community Colleges: A Trustee’s Perspective”, Texas Association of Community College Trustees and Administrators Conference, October 3005, Austin, TX.

I have also been selected to present at: the October 2006 Annual Conference of the Adult Higher Education Alliance (keynote address); and the October 2006 Annual Convention of the Association of Community College Trustees.

Personal Information

Travel: All of the 50 United States, Canada, Mexico, Guatemala, Puerto Rico, Italy, France, Belgium, Switzerland, and all regions and major cities in Australia.

Languages: French (moderate level of speaking and reading); beginning Sign Language.

Community Service: President of North Acres Neighborhood Association, Volunteer with Pioneer Farms (Austin Living History Museum); Registered Girl Scout Volunteer (with First Aid and CPR certifications), Host Home for visiting international educational and civic leaders through the International Hospitality Council; Sector Representative to Austin Neighborhoods Council; Board Member of Envision Central Texas (regional planning council); Lifetime Member of Austin Area Urban League