



Barbara L. Kaufman, Ph.D.
President
ROI Consulting Group, Inc.

For over 27 years, Dr. Barbara Kaufman, President of ROI Consulting Group, Inc., has worked as an executive, educator and executive coach to help individual leaders and teams increase their leadership effectiveness and organizational capacity. As a trusted advisor to leaders in higher education and the non-profit sector, Dr. Kaufman combines executive experience with researched-based, pragmatic guidance in the area of leadership effectiveness. Areas of expertise include:

leadership effectiveness at the individual and team levels, executive coaching, high performing teams, performance assessment for senior administrators, executive on-boarding, shared governance, succession planning, board development and related topics.

In the area of performance assessment, Dr. Kaufman has designed the comprehensive performance review process for presidents and chancellors in two complex systems in higher education. She has over twenty-five years of experience in performance reviews related to executive coaching for senior leaders in the non-profit sector. Dr. Kaufman believes that a performance review process should be a learning experience and a chance to understand the leader's strengths and an opportunity to reevaluate what the leader may need to do differently to excel in his or her role. Her assessment approach is qualitative based on a belief that open-ended questions offer more insight into strengths and weaknesses than numeric ratings provide. The performance criteria, assessment process, including interview questions, as well as professional development recommendations are customized to meet client needs.

Clients:

Her clients include a wide range of organizations, including colleges and universities in seven systems of higher education across the country. A partial list of clients includes The California State University – Office of the Chancellor and campuses, Bill & Melinda Gates Foundation, LA County Natural History Museum – President and senior leadership team, University of California System President and campuses, University of Texas System Chancellor and campuses, University of Nebraska System (president, senior leadership team, board and the flagship at Lincoln), Northwestern University, University of Houston, University of Tennessee – Knoxville, Scripps Women's College and Yale.

Volunteer Activities:

Dr. Kaufman is a committed volunteer who contributes time and resources to professional development organizations. Currently, she is on the board of the Coachella Valley Symphony, dedicated to providing scholarships to young emerging musicians and to support diversity among youth and adult musicians who perform for the symphony. She is also a member of Eisenhower Health's Circle of Stars, a women's philanthropic group. She is an advisor to and past president of Leadership California, a non-profit organization devoted to educational programs and furthering the advancement of women leaders in business, government, education and other public and private arenas. She serves on Leadership California's Executive Advisory Board and also served as past president. Additionally, Dr Kaufman is the recipient of the prestigious Leadership California Leader award for her program design and board development efforts. In her teaching capacity, she is also on the faculty of the Western Association of College and University Business Officers (WACUBO) and is certified by the Connected Leadership Institute in the use of the Leadership Achieving Styles model.

Education:

Dr. Kaufman received her Ph.D. in Education, with an interdisciplinary focus in leadership and non-verbal behavior from Claremont Graduate University (CGU). She served as the Leader-in-Residence at the Institute for Advanced Studies in Leadership, located at the Peter Drucker School of Management (CGU), where she earned her Master's in Executive Management. Dr. Kaufman periodically serves as an adjunct professor at CGU, where she teaches courses in leadership and talent management. She is also a certified master instructor in the use of the Connective Leadership Achieving Styles Model.

Selected Publications:

Barbara's publications include: The Power of Self-Directed Leadership Development in an Era of Disruptive Change (August 2014) A Proactive Approach to Preventing Train Wrecks, Landmines, and Derailment (November 2013, University Business) The Importance of Collective Leadership: Building and Maintaining High-Performing Teams (September 2013, Academic Leadership) Executive Onboarding: The Unwritten Rules of Success (November, 2012, University Business) Collaboration at the Heart of Successful Change Initiatives (September 2012, Academic Leader) Anatomy of Dysfunctional Working Relationships (March, 2012, Business Strategy Series. Overachieving Leaders: When an A Is Not Good Enough (March 2012, Business Strategy Series. Leadership Strategies: Building Your Sphere of Influence (Nov/Dec 2011, Business Strategy Series). Speaking Truth to Power (June 2011, Leadership Excellence). Don't Stop Thinking About the Future: Surviving budget cuts to keep professional development and the institutional mission moving forward (February 2011, University Business). Landmines Ahead: Why smart, newly appointed leaders derail (Summer 2010, University Business). Working with Consultants: Look before you leap (December 2008, University Business). Reining in Those "Maverick" Trustees (July-August 2007, AGB, Trusteeship). Organizational Champions (July/August 2006, Board Member). The Helping Hand (March 2006, University Business). The Leader as Change Agent (March 2005, University Business). En Route to Executive Retention (January 2005, American Society of Association Executives, January 2005). The Juggling Act (July 2004, University Business).