

Curriculum Vita

Karen E. Watkins

Lifelong Learning, Administration & Policy
College of Education
The University of Georgia at Athens
406 River's Crossing
Athens, GA 30602

Office: (706) 542-2241
Home: (706) 546-9688
Fax: (706) 542-4024
Cell: (706) 340-6791
E-mail: kwatkins@uga.edu

Education

Ph.D. in Educational Administration. The University of Texas at Austin, Austin, TX.

Received 1981.

M.A. in English and American Literature. University of Wisconsin, Madison, Wisconsin.

Received 1968.

B.A. (Cum Laude) in English and English Education. St. Olaf College, Northfield, Minnesota. Received 1967.

Academic Experience

Date	Position	Institution
2009--	Professor of Human Resource & Organization Development, Department of Lifelong Education, Administration & Policy	The University of Georgia at Athens
2004- 2009	Associate Dean for Research and External Affairs	The University of Georgia at Athens
2002—2003	Interim Associate Dean for Research and External Affairs	The University of Georgia at Athens
2001-2003	Director, School of Leadership and Lifelong Learning	The University of Georgia at Athens
2000-2001	Interim Director, School of Leadership and Lifelong Learning	The University of Georgia at Athens
1996-2000	Professor of Adult Education, and Director, Graduate Programs in Human Resource and Organization Development	The University of Georgia at Athens
1993-1996	Associate Professor of Adult Education, Department of Adult Education	The University of Georgia at Athens
1990-1993	Associate Professor and Director, Adult and Human Resource Development Leadership Program, Department of Educational Administration	The University of Texas at Austin

1983-1989	Visiting Lecturer (1983-1984) and Assistant Professor of Adult, Continuing and Higher Education and Human Resource Development Program (1985-1989), Department of Curriculum and Instruction	The University of Texas at Austin
1978-1983	Social Science Research Associate (V); Director, The National Institute for Staff and Organizational Development (NISOD); Consultant, Human Resource Development Graduate Program and coordinator, national conference "On the Cutting Edge."	The University of Texas at Austin
1968-1978	Associate Professor of English, Co-Director, Florida Competency-Based Articulation Project; Coordinator, interdisciplinary competency-based general education program; Assistant to the Director of the Humanities Division; and Organizational Development; Coordinator.	Miami-Dade Community College

Publications

A. Books

- Marsick, V. , & Watkins. K. (1999). *Facilitating learning organizations: Making learning count*. London: Gower Press.
- Watkins, K. , & Marsick, V. (Eds.). (1996). *In action: Creating the learning organization, Vol. 1*. Alexandria, VA: ASTD Press.
- Brooks, A., & Watkins, K. (Eds.). (1994). *The emerging power of action inquiry technologies: New directions in adult and continuing education series*. San Francisco: Jossey-Bass.
- Watkins, K. , & Marsick, V. (1993). *Sculpting the learning organization*. San Francisco: Jossey-Bass. [translated to the Japanese, 1994; Chinese, 2001]
- Watkins, K. (1991). *Facilitating learning in the workplace*. Geelong, Australia: Deakin University Press.
- Marsick, V. , & Watkins, K. (1990). *Informal and incidental learning: International Perspectives on Adult and Continuing Education*. London: Routledge.

B. Chapters

- Watkins, K. & Marsick, V. (Forthcoming). Informal learning in learning organizations.
- Marsick, V. , & Watkins, K. (Forthcoming). Assessing informal learning. In S. Billett, T. Halttunen & M. Koivisto, *Promoting, assessing, recognizing and certifying lifelong Learning: International perspectives and practices*. London: Springer.

- Marsick, V., Nicolaidis, A., & Watkins, K. (Forthcoming). Adult learning theory and application in human resource and organization development. In N. Chalofsky, T. Rocco & L. Morris (Eds.), *The Handbook of HRD: Theory and application*. San Francisco: Jossey-Bass.
- Drobnjak, M., McDowall, D., Stothard, C., Talbot, S., & Watkins, K. (2014). Lessons learned: Towards a learning organisation, in A. Ortenblad (Ed.) *Handbook of research on the learning organisation: Adaptation and context*. London?: Edward Elgar Publishing Pty Ltd.
- Marsick, V., Watkins, K., & Boswell, S. (2014). Schools as learning communities, in R. Huang, J. Spector & Kinshuk (Eds.), *Reshaping learning: Frontiers of learning technologies in a global context*², Dusseldorf: Springer-Verlag.
- Marsick, V., Watkins, K., & Lovin, B. (2012). Revisiting informal and incidental learning as a vehicle for professional learning and development. In Wise, C., Bradshaw, P. & Cartwright, M. (Eds.), *Leading professional practice in education* (pp.213-224). London: Sage Publications, The Open University.
- Watkins, K., Marsick, J., & Kim, Y. S. (2012). The impact of lifelong learning on organizations, In D. Aspin, J. Chapman, K. Evans & R. Bagnall (Eds.), *International handbook of lifelong learning* (2nd ed., pp.859-874). London?: Springer.
- Watkins, K., Marsick, J., & Faller, P. (2012). Transformative learning in the workplace: Leading learning for self and organizational change. In E. Taylor & P. Cranston, *Transformative learning handbook* (pp. 373-387). San Francisco: Jossey-Bass.
- Castenell, L., Watkins, K., & DeMarrais, K. (2012). Swimming against the tide: Reflections on leadership for change. In O. Welch, *Turnaround Leadership: Deans of Color as Change Agents*. New York, NY: Peter Lang Publishing, Inc.
- Marsick, V.J., Watkins, K. E., & O'Connor, B. N. (2011). Researching workplace learning in the United States. In M. Melloch, L. Cairns, K. Evans & B. O'Connor (Eds.), *The SAGE handbook of workplace learning* (pp.198-209). UK: Sage.
- Marsick, V.J., Watkins, K. E., & Lovin, B. (2010). Revisiting informal and incidental learning as a vehicle for professional development. In C. Kanes (Ed.), *Elaborating professionalism: Studies in practice and theory* (pp.59-76). Dordrecht: Springer.
- Watkins, K., & Marsick, V. (2010). Group and organizational learning. In C. Kasworm, A. Rose & J. Ross-Gordon (Eds.), *Handbook of adult and continuing education (2010 ed.)*. (pp.59-68). Newbury Park, CA: Sage
- O'Neil, J., Watkins, K., & Marsick, V. (2010). Increasing Hang Time. In J. Raelin, *The leaderful fieldbook* (pp.19-25). Boston: Davies-Black.
- Marsick, V., Watkins, K., & Lofton, B. (2010). Revisiting informal and incidental learning as a vehicle for professional learning and development. In C, Kane (Ed.), *Elaborating professionalism: Studies in practice and theory* (pp.59-78). London: Springer.
- Watkins, K., & Cseh, M. (2009). Competence development in the United States of America: Limiting expectations or unleashing global capacities. In K. Illeris, *International perspectives on competence development* (pp. 7-17). London: Routledge Press.
- Watkins, K. (2009). Philosophical metaphors for HRD theory and practice, In R. Swanson & E. Holton, *Foundations of human resource development (2nd ed., pp.77-90)*. San Francisco: Berrett-Koehler.
- O'Neil, J., Watkins, K., & Marsick, V. (2010). Action learning and the learning organization. In Dilworth, L., Boryshuk, Y., & Mumford, A. *Action learning and its applications* (pp.154-165). New York: Palgrave Macmillan.
- Watkins, K., & Marsick, V. (2008). Trends in workplace learning in the United States. In P. Jarvis (Ed.), *The Routledge international handbook of lifelong learning* (pp.129-138), London: Routledge Press.
- Marsick, V., Watkins, K., Callahan, M., & Volpe, M. (2009). Informal and incidental learning in the workplace. In M. Smith (Ed.), *Handbook of research on adult development and learning* (Chapter 20). London: Routledge Press.

- Dickens, L., & Watkins, K. (2006). Action research: Reinterpreting Lewin. Reprinted in J. Gallos (Ed.) (2006), *Organization development: A Jossey-Bass reader* (pp.185-201). San Francisco: Jossey-Bass.
- Marsick, V., & Watkins, K. (2005). The learning organization. In L. English (Ed.), *International encyclopedia of adult education* (pp. 355-360). London: Palgrave Macmillan.
- Ellinger, A., Marsick, V., & Watkins, K. (2005). Case study research. In R. Swanson & E. Holton (Eds.), *Research in organizations handbook*. (pp. 327-350). San Francisco: Berrett-Koehler.
- Watkins, K. (2002). Forward. In F. Sofo (Ed.), *HRD perspectives, roles, and practice choices* (pp. viii-ix). Canberra: Australia.
- Marsick, V., Watkins, K., & Wilson, J. (2002). Informal and incidental learning in the new millennium: The challenge of being rapid and/or accurate. In M. Pearn (Ed.), *Individual differences and development in organisations: A Handbook in the psychology of management in organizations* (pp. 249-266). West Sussex: Wiley.
- Marsick, V., & Watkins, K. (2000). Envisioning new organizations for learning. In D. Boud & J. Garrick (Eds.), *Understanding learning at work* (pp. 199-215). Sydney: Publishers. Reprinted in F. Reeve, M. Cartwright, & R. Edwards (Eds.). (2002). *Supporting lifelong learning* (pp.34-50). New York, NY: RoutledgeFalmer .
- Marsick, V., O'Neil, J., & Watkins, K. (2001). Action learning. In J. Waclawski & A. Church (Eds.), *Organization development: A data-driven approach to organizational change* (pp. 177-202). San Francisco: Jossey-Bass.
- Marsick, V., & Watkins, K. (2001). Informal and incidental learning. In S. Merriam. & R. Caffarella (Eds.), *Update on adult learning: New directions in adult and continuing education* (pp. 25-34). San Francisco: Jossey-Bass.
- Watkins, K., & Wilson, J. (2001). Chris Argyris: The reluctant adult educator. In P. Jarvis (Ed.), *Twentieth century thinkers in adult and continuing education* (pp. 139-205). Revised Edition. London: Routledge.
- Watkins, K. (2000). Aims, roles, and structures for human resource development. In W. Ruona & G. Roth (Eds.), *Philosophy in of human resource development* (pp. 54-59). San Francisco: Berrett-Koehler.
- Williams, S. W., Watkins, K., Daley, B. Courtenay, B., Davis, M., & Dymock, D. (2000). Cross-cultural reflection on work-based learning: An application of research, teaching, and learning using the case method. In H. Klein (Ed.), *Creative teaching* (pp. 11 - 20). Madison: Omni Press.
- Cseh, M., Watkins, K., & Marsick, V. (2000). Informal and incidental learning in the workplace. In G. Straka (Ed.), *Concepts of self-directed learning* (pp. 59-74). Bremen: Waxmann.
- Marsick, V., Volpe, M., & Watkins, K. (1999). Theory and practice of informal learning in the knowledge era. In V. Marsick & M. Volpe (Eds.), *Informal learning on the job: Advances in Developing Human Resources* (pp. 80-95). San Francisco: Berrett-Koehler.
- Watkins, K. (1998) Foundations for HRD in a knowledge era. In B. Stewart & H. Hall (Eds.), *Beyond tradition: Preparing HRD educators for tomorrow's workforce* (pp. 55-70). Columbia, MO: University Council for Workforce & Human Resource Education.
- Watkins, K., & Sechrest, T. (1998). Adding value: Program financing for program planners. In P. Cookson (Ed.), *Program planning for the training and continuing education of adults-* (pp. 423-454). Malabar, FL: Krieger.
- Marsick, V., & Watkins, K. (1997). Organizational learning. In L. Bassi & D. Russ-Eft (Eds.), *What works: Assessment, development, and measurement* (pp. 65-86). Alexandria, VA: ASTD Press.
- Marsick, V., & Watkins, K. (1997). Incidental learning. In P. Burgoyne & M. Reynolds (Eds.), *Management learning: Integrating perspectives in theory and practice* (pp. 295-311). London: McGraw-Hill.
- Swanson, B. L., Marsick, V., & Watkins, K. (1997). Using qualitative methods in HRD. In R. Swanson & E. Holton (Eds.), *Human resource development research handbook: Linking research and practice* (pp. 88-113). San Francisco: Berrett-Koehler.

- Marsick, V., & Watkins, K. (1997). Case study research methods. In R. Swanson & E. Holton (Eds.), *Human resource development research handbook: Linking research and practice* (pp. 138-157). San Francisco: Berrett-Koehler.
- Watkins, K. (1997). Of course organizations learn! In R. Rowden (Ed.), *Workplace learning: Debating five critical questions of theory and practice* (pp. 89-96). New directions in adult and continuing education series. San Francisco: Jossey-Bass.
- Watkins, K., Valentine, T., Ellinger, A., Cseh, M., Bellinger, L., Barnas, C., & Blum, D. (1997). Using managers as trainers: Impact of a large scale change effort at a fortune 10 company. In H. Preskill & L. Dilworth (Eds.), *Cutting Edge of HRD* (pp. 8-19). Washington, D.C.: ISPI Press.
- Watkins, K. (1996). Workplace learning: Changing times, changing practices In F. Spikes (Ed.), *Workplace learning: New directions in adult and continuing education*. San Francisco: Jossey-Bass.
- Watkins, K., & Marsick, V. (1996). What have we learned? In K. Watkins & V. Marsick (Eds.), *In action: Creating the learning organization* (Vol. 1, pp. 265-284). Alexandria, VA: ASTD Press.
- Marsick, V., & Watkins, K. (1996). A framework for the learning organization. In K. Watkins & V. Marsick (Eds.), *In action: Creating the learning organization* (Vol. 1, pp. 3-12). Alexandria, VA: ASTD Press.
- Watkins, K., & Shindell, T. (1994). Learning and transforming through action science. In A. Brooks & K. Watkins (Eds.), *The emerging power of action inquiry technologies: New directions in adult and continuing education series* (pp.43-55). San Francisco: Jossey-Bass.
- Watkins, K., & Brooks, A. (1994). A framework for using action technologies. In A. Brooks & K. Watkins (Eds.), *The emerging power of action inquiry technologies: New directions in adult and continuing education series* (pp.99-111). San Francisco: Jossey-Bass.
- Brooks, A., & Watkins, K. (1994). A new era for action technologies: A look at the issues. In A. Brooks & K. Watkins (Eds.) *The emerging power of action inquiry technologies: New directions in adult and continuing education series* (pp.5-16). San Francisco: Jossey-Bass.
- Watkins, K., & Marsick, V. (1993). Sculpting the learning organization: Consulting using action technologies. In L. Zachary & S. Vernon (Eds.), *The adult educator as consultant: New directions for continuing education series* (Page). San Francisco: Jossey-Bass.
- Watkins, K., & Willis, V. (1991). Theoretical foundations of "Models for HRD Practice": A critique. In N. Dixon & J. Henkelman (Eds.), *The academic guide* (pp. 89-105). Arlington, VA: American Society for Training and Development.
- Marsick, V., & Watkins, K. (1991). Paradigms for critically reflective teaching and learning. In M. Galbraith (Ed.), *Facilitating adult learning: A transactional perspective* (pp. 75-102). Malabar, FL: Krieger.
- Watkins, K. (1989). Business and industry. In P. Cunningham and S. Merriam, (Eds.) *Handbook of adult and continuing education* (pp. 422-435). San Francisco: Jossey-Bass.
- Watkins, K. (1989). Five metaphors: Alternative theories for human resource development. In D. Gradous (Ed.), *Systems theory applied to human resource development* (pp. 167-184). Alexandria, VA: American Society for Training and Development.
- Watkins, K. (1988). Paradoxes of staff development in a research hospital. In V. Marsick, (Ed.) *Enhancing staff development in diverse settings: New directions in continuing education series* (pp. 23-36). San Francisco: Jossey-Bass.
- Acebo, S., & Watkins, K. (1988). Community college faculty development: Designing a learning organization. In V. Marsick (Ed.), *Enhancing staff development in diverse settings: New directions in continuing education series* (pp. 49-62). San Francisco: Jossey-Bass.
- Watkins, K. (1988). Supporting women's reentry to the workplace. In L. Lewis (Ed.), *Addressing the needs of returning women: New directions in continuing education series* (pp. 49-64). San Francisco: Jossey-Bass.
- Marsick, V., & Watkins, K. (1987). Approaches to studying learning in the workplace. In V. Marsick (Ed.), *Learning in the workplace* (pp. 171-198). London: Croom Helm.

- Mink, O., & Watkins, K. (1982). A model for achieving a better fit between academia and the world of work. In L. Gentilman, *Academic programs and the world of work* (pp. 88-93). Washington, DC: American Society for Training and Development Press.
- Mink, O., & Watkins, K. (1981). Implementing a competency-based curriculum. In *Models and concepts for T&D/HRD academic programs* (pp. 217-226). Washington, DC: American Society for Training and Development Press.

C. Articles

- Watkins, K. & Marsick, V. J. (2014). Adult education & human resource development: Overlapping and disparate fields. *New Horizons in Adult Education and Human Resource Development*, 26, (1) 42-54.
- Watkins, K. (2013) Build a learning dashboard, *The HR Review*, Issue 12, May-June, 16-20.
- Watkins, K. E., & O'Neil, J. A. (2013). The dimensions of the learning organization questionnaire (the DLOQ): A nontechnical manual. *Advances in Developing Human Resources*, 15(2), 1-15.
- Akram, M., Watkins, K., & Sajid, A. (2013). Measuring the learning culture of high and low performing high schools in Pakistan. *Literacy Information and Computer Education Journal (LICEJ)*, 4(4).
- Watkins, K. E., & Dirani, K. M. (2013). A meta-analysis of the dimensions of a learning organization questionnaire: Looking across cultures, ranks, and industries. *Advances in Developing Human Resources*, 15(2), 148-162.
- Wofford, G., Ellinger, A., & Watkins, K. E. (2013). Learning on the fly: Exploring the informal learning process of aviation instructors. *Journal of Workplace Learning*, 25(2), 79-97.
- Watkins, K., Lysø, I., & DeMarras, K. (2011). Evaluating executive leadership programs: A theory of change approach. In S. Lynham & K. MacDonald, *Data for decision-making: Three instances of inquiry for improved action*. *Advances in Developing Human Resources*, 13, 208-239.
- Watkins, K., Milton, J., & Kurz, D. (2009). Diagnosing the learning culture in public health agencies. *International Journal of Continuing Education and Lifelong Learning*. 2(1), 53-62.
- Watkins, K. (2009). Addressing the talent gap through organizational capacity development. *Journal of Korean HRD Research*, 4 (1), 17-34.
- Marsick, V., & Watkins, K. (2007). Tensions surrounding informal learning in the workplace. *Revue française de pédagogie* 160(3), 29-38.
- Watkins, K. (2006). Trends in human resource development: Creating graduate programs from a learning organization perspective. *Journal of Korean HRD Research*, 1, 1-17.
- Watkins, K. (2005). Rethinking workplace learning in a knowledge economy. *International Journal of Adult and Continuing Education: Andragogy Today*, 8(4), 147-164.
- Watkins, K. (2005). What would be different if higher educational institutions were learning organizations? *Advances in Developing Human Resources*, 7(3), 414-421.
- Yang, B., Watkins, K., & Marsick, V. (2004). The construct of the learning organization: Dimensions, measurement, and validation. *Human Resource Development Quarterly*, 15(1), 31-56.
- Watkins, K., & Marsick, V. (2003). Summing up: Demonstrating the value of an organization's learning culture. *Advances in Developing Human Resources*, 5(2), 129-131.
- Marsick, V., & Watkins, K. (2003). Demonstrating the value of an organization's learning culture: The dimensions of the learning organization questionnaire. *Advances in Developing Human Resources*, 5(2), 132-151.
- Milton, J., Watkins, K., Studdard, S., & Burke, M. (2003). The ever-widening gyre: Factors affecting change in adult education graduate programs in the United States. *Adult Education Quarterly*, 54(1), 23-41.
- Sta Maria, R., & Watkins, K. (2003). Perception of learning culture and concerns about the innovation on use of innovation: A question of level of analysis. *Human Resource Development International*, 6(4), 491-508.

- Hernandez, M., & Watkins, K. (2003) Translation, validation, and adaptation of the Spanish version of the Dimensions of the Learning Organization Questionnaire. *Human Resource Development International*, 6(2), 187-196.
- Daley, B., Watkins, K., Williams, S., Courtenay, B., Davis, M., & Dymock, D. (2001). Exploring learning in a technology-enhanced environment. *Educational Technology & Society*, 4(3), 126-138.
- Williams, S., Watkins, K., Daley, B., Courtenay, B., Davis, M., & Dymock, D. (2001). Facilitating cross-cultural online discussion groups: Implications for practice. *Distance Education*, 22(1), 151-167.
- Selden, G., & Watkins, K. [2001] Learning organizations: What impact do they really make? *Troy State University Business and Economic Review*, 25(2), 8-12.
- Watkins, K. (2001). Learning by changing: Action science and virtual organization development. *Adult Learning*, 11(3), 20-22.
- Quigley, A., & Watkins, K. (2001). Poking and prying with purpose. *Adult Learning*, 11(3), 3.
- Ellinger, A., Watkins, K., & Bostrom, R. (2000). Managers as facilitators of learning organizations: A rejoinder to Dirx's invited reaction. *Human Resource Development Quarterly*, 11(4), 403-409.
- Watkins, K., & Cervero, R. (2000). Organizations as contexts for learning: A case study in certified public accountancy. *Journal of Workplace Learning*, 12(5), 187-194.
- Marsick, V. and Watkins, K. (1999). Looking again at learning in the learning organization: A tool that can turn into a weapon! *Learning Organization*, 6(5), 207-211.
- Dickens, L., & Watkins, K. (1999). Action research: Reinterpreting Lewin. *Journal of Management Learning*.
- Watkins, K., & Dickens, L. (1999). Letters to Robert Putnam, Victoria Marsick and Judy O'Neil, Response to the Letters section. *Journal of Management Learning*.
- Ellinger, A., Watkins, K., & Barnas, C. (1999). Responding to new roles: A qualitative study of managers as instructors. *Journal of Management Learning* 30(4), 387-412.
- Watkins, K., & Marsick, V. (1999). Sculpting the learning community. *NASSP Bulletin*, 83(604), 78-87.
- Ellinger, A., Watkins, K., & Bostrom, R. (1999). Managers as facilitators of learning in learning organizations. *Human Resource Development Quarterly* 10(2), 105-124.
- Watkins, K., Ellinger, A., & Valentine, T. (1999). Understanding support for innovation in a large scale change effort: The manager-as-instructor approach. *Human Resource Development Quarterly*, 10(1), 63-78.
- Gustafson, K., & Watkins, K. (1998). Return on investment (ROI): An idea whose time has come - again? *Educational Technology*, 38(4), 5-6.
- Watkins, K., & Callahan, M. (1998). Return on knowledge assets: Investments in educational technology. *Educational Technology*, 38(4), 33-40.
- Watkins, K. (1997). Invited reaction on selected alternative training techniques. *Human Resource Development Quarterly*, 8(4), 295-299.
- Marsick, V., & Watkins, K. (1996). Adult educators and the challenge of the learning organization. *Adult Learning*, 7(4), 18-20.
- Watkins, K. (1995). Changing managers' defensive reasoning about work/family conflicts. *Journal of Management Development*, 14(2), 77-88.
- Watkins, K., & Golembiewski, R. (1995). Rethinking OD for the learning organization. *International Journal for Organizational Analysis*, 3(1), 86-101.
- Watkins, K. (1995). The case for learning. *Human Resource Development Quarterly*, 6
- Watkins, K. (1994). On being both academic and relevant. *Human Resource Development Quarterly*, 5(4), 297-300.
- Marsick, V., & Watkins, K. (1994). The learning organization: An integrative vision for HRD. *Human Resource Development Quarterly*, 5(4), 353-360.
- Watkins, K., & Marsick, V. (1992). Building the learning organization: A new role for human resource developers. *Studies in Continuing Education*, 14(2), 115-129.
- Watkins, K., & Marsick, V. (1992). Toward a theory of informal and incidental learning in organizations. *International Journal for Lifelong Learning*, 7(4), 287-300.

- Marsick, V., & Watkins, K. (1992). Continuous learning in the work place. *Adult Learning*, 3(4), 9-12.
- Watkins, K. (1992). Many voices: Human resource development from different disciplines. *Adult Education Quarterly*.
- Marsick, V., & Watkins, K. (1992). The learning organization. *Organizational Relations News*, 5(1), 1.
- Watkins, K., & Marsick, V. (1991). Informal and incidental learning. *Journal for Research on Learning in the Workplace*, Inaugural Issue.
- Watkins, K. (1990). Tacit beliefs of human resource developers: Producing unintended consequences, *Human Resource Development Quarterly*, 1(3) 263-275.
- Watkins, K. (1990). A common body of knowledge is nonsense in a field in search of itself, *Human Resource Development Quarterly*, 1(2), 181-185.
- Watkins, K., & Marsick, V. (1989). Paradoxes human resource developers face. *Journal of Management Education and Development*, 20(1) 47-55.
- Mink, O., Rogers, R., & Watkins, K. (1989). Creative leadership: Discovering paradoxes of innovation and risk. *Journal of Contemporary Educational Psychology*, 14, 228-240.
- Watkins, K., Rogers, R., & Morrow, D. (1989). Incidental and reflective learning in the workplace: An action science study of adult children of alcoholics. *ERIC Clearinghouse on Counseling and Personnel Services*, ED 309-340.
- Watkins, K., & Croft, C. (1986). Assessing interpersonal skills of adult educators. *Lifelong Learning*, 9(6), 15-17, 28.
- Watkins, K. (1986). When co-workers clash. *Training and Development Journal*, 40(4), 26-27.
- Watkins, K. (1985). Teaching in the workplace. *Baylor Educator*, 10(1) 34-40.
- Watkins, K. (1985) Combat training. *Training*, 22(8), 76-77.
- Svinicki, M., & Watkins, K. (1984). Ethical considerations in faculty development, part one: The big questions. *Journal of Staff, Program and Organizational Development*, 2(2), 48-52.
- Watkins, K., & Svinicki, M. (1984). Ethical considerations in professional development, part two: A case analysis tool. *Journal of Staff, Program and Organizational Development*, 2(3), 68-72.
- Armes, N., & Watkins, K. (1983). The shadow side of teaching. *Community College Review*, 11 (2), 13-19.
- Estes, N., & Watkins, K. (1983). Implications of the microcomputer for educational administrators. *Educational Leadership*, 41(1), 28-29.
- Roueche, J., & Watkins, K. (1983). What makes great teaching in community colleges? *Education Digest*, 48(6), 54-57.
- Roueche, J., & Watkins, K. (1982). A commitment to great teaching. *Community and Junior College Journal*, 53(1), 22-25.
- Watkins, K. (1981). Managing change: Roles and stages of concern of administrators for three types of higher educational innovations. *Community and Junior College Quarterly*, 6(4), 403.
- Roueche, J., & Watkins, K. (1980). Increasing teaching effectiveness. *Community College Frontiers*, 8(2), 14-17.

D. Book Reviews

- Watkins, K. and Mott, V. (1995). [Review of the book Knowledge for action]. *Human Resource Development Quarterly*, 4 (2), 227-230.
- Watkins, K., & Shindell, T. (1994). [Review of the book Empowerment through experiential learning]. *International Journal for Lifelong Education*, 12 (1), 73-75.
- Watkins, K. (1988). [Review of the book Action science]. *Adult Education Quarterly*, 39 (1), 53-57.
- Watkins, K. (1988). [Review of the book Educating the reflective practitioner]. *Lifelong Learning*, 12 (3), 24-25.

E. Instrument Development

Watkins, K., & Marsick, V. (1997). Dimensions of the learning organization questionnaire. Warwick, RI: Partners for the Learning Organization [now translated into multiple languages including Spanish, Malay, Korean, Chinese, Dutch, has been used in research in Korea, Australia, England, Ireland, Turkey, Italy, Slovenia, Malaysia, Spain, Peru, Brazil; in education, business, psychology, health care, etc]. We have received hundreds of inquiries to use the *Dimensions of the Learning Organization Questionnaire [DLOQ]*. In 2006, I received a grant from the University of Michigan Public Health Training Center to survey public health agencies in Michigan using an adapted form of the survey. Currently, the Australian Army is using it to assess the learning culture, administering it to 5,000 individuals.

F. Published Proceedings and Conference Papers

Proceedings

- Watkins, K. (2014). Improving knowledge performance: Creating a learning culture. Proceedings of the III EDO Conference, Barcelona, Spain.
- Watkins, K., O'Neil, J., Marsick, V., Ward, R. (2014). Transforming through Action Learning: An Analysis of Critical Incidents of Experienced Managers' Learning, Proceedings of the 11th Annual Transformative Learning Conference, New York, NY.
- Ruona, W. & Watkins, K. (2014). A conceptual framework and signature pedagogy to develop scholar practitioners and leaders of change. *Proceedings of the 4th International Conference on Professional Doctorates*, Cardiff, Wales.
- Watkins, K. & Nicolaidis, A., Ruona, W. (2014). Emerging dimensions of rigor in the action research dissertation. *Proceedings of the 4th International Conference on Professional Doctorates, Cardiff, Wales*.
- Watkins, K. & Marsick, V. (2014). Re-cognizing informal learning in the workplace. Proceedings of the 2014 Academy of Human Resource Development Conference of the Americas.
- Federici, R., Hybertson-Lyso, I., and Watkins, K. (2013). Measuring change from school leadership education and development: exploring the relationship of organizational learning and individual self-efficacy. *Proceedings of the European Conference on Educational Research 2013*, Istanbul, Turkey.
- Ruona, W., Watkins, K., Bierema, L., Dirani, K., Hill, R., Hill, J., Nicolaidis, A., * & Sandmann, L. (2013). Educating the Scholar Practitioner: UGA's New Doctor of Education in Adult Education and Human Resource and Organization Development Leadership, *Proceedings of the International Conference on Doctoral Education*, Tampa, FL.
- Dirani, K., Watkins, K., and Marsick, V. (2013). Analyzing the Learning Culture across Cultures and Contexts. *Proceedings of the 2013 Academy of Human Resource Development Conference of the Americas*.
- Watkins, K., & Nicolaidis, A. (2012). Testing a theory of change model for evaluating the impact of action learning programs. *Proceedings of the 2012 Adult Education Research Conference*, Saratoga Springs, NY.
- Akram, M., Watkins, K., & Sajid, A. (2012). Measuring the learning culture of high and low performing high schools in Pakistan. *Proceedings of the Canadian International Conference on Education*, Ontario, Canada.
- Watkins, K., Lysø, I., & DeMarras, K. (2011). Evaluating executive leadership programs: A theory of change approach. Proceedings of the 12th International HRD Conference in Europe, XX (X).
- Watkins, K., Marsick, J., Faller, P., & Hill, J. (2011). Transformative learning and leadership for change: An emerging model. Athens, Greece: *Proceedings of the 9th International Conference on Transformative Learning*, 746-752.
- Wofford, G., Ellinger, A., & Watkins, K. (2010). Exploring the informal learning process of aviation instructors. Academy of Human Resource Development Conference of the Americas. Academy of Human Resource Development, Knoxville, TN

- Watkins, K. (2009). Navigating the perfect storm: Rethinking workplace learning in a financial Tsunami. *Proceedings of the 2009 International Conference on Adult and Elder Education: Workplace Change and Adult Learning*. National Chung Cheng University: Taiwan.
- Watkins, K., & Milton, J. (2009). Action science as transformative learning. *Proceedings of the Eighth International Transformative Learning Conference*, Hamilton, Bermuda.
- Watkins, K. E. (2008). Addressing the Talent Gap through organizational capacity development (pp. 21-42). Seoul: Chung Ang University.
- Watkins, K. E., Milton, J., & Kurz, D. (2008). Diagnosing the learning culture in public health agencies (vol. 9). Lille: University Forum for Human Resource Development.
- Marsick, V., Watkins, K., Callahan, M., & Volpe, M. (2006). Reviewing theory and research on informal and incidental learning. In F. M. Nafukho (Ed.), *Proceedings of the Academy of Human Resource Development* (pp. 794-800). Baton Rouge, LA: Academy of Human Resource Development. [Refereed]
- Milton, J., Watkins, K., & Daley, B. (2005). Virtual OD: Facilitating groups online. In M. E. Morris & F. M. Nafukho (Eds.), *Proceedings of the Academy of Human Resource Development* (pp. 1287-1294). Estes Park, CO: Academy of Human Resource Development. [Recipient of the Cutting Edge Award for best papers—AHRD, 2006]
- Milton, J., Watkins, K., D'Abundo, M., & Daley, B. (2004). Facilitating learning online: Modeling the skills for reflective practice. In T. Sork (Ed), *Proceedings of the 45th Adult Education Research Conference* (pp. 363-368). Victoria, British Columbia: University of Victoria.
- StaMaria, R., & Watkins, K. (2001). Perception of learning culture and concerns about the innovation on use of innovation: A question of level of analysis, In O. A. Aliaga (Ed.), *Proceedings of the Academy of Human Resource Development*, (pp. 871-878). Tulsa, OK: Academy of Human Resource Development. [Refereed]
- Milton, J., & Watkins, K. (2001). Dimensions of group learning in cyberspace. In L. West, N. Miller, D. O'Reilly, & R. Allen (Eds.), *Proceedings of the Standing Conference on University Teaching and Research on the Education of Adults*, (pp. 274-277). London: University of East London.
- Bierema, L., Cseh, M., Ellinger, A., Ruona, W., & Watkins, K. (2001). HRD on the margins: exploring resistance to HRD in adult education. In J. Dirx (Ed.), *Proceedings of the 42nd Adult Education Research Conference* (pp. 51-62). East Lansing, MI: Michigan State University.
- Williams, S., Watkins, K., Daley, B., Courtenay, B., Davis, M., & Dymock, D. (2001). Facilitating cross cultural online discussion groups: Issues and challenges. In J. Dirxx (Ed.), *Proceedings of the 42nd Adult Education Research Conference* (pp. 417-422). East Lansing, MI: Michigan State University.
- Dymock, D., Daley, B., Williams, S. Courtenay, B., Davis, M., & Watkins, K. (2002). Lifelong learning and learning online. *Proceedings of the Open and Distance Learning Association of Australia (ODLAA)*, Sydney, Australia. September 24-27, 2001.
- Milton, J., Watkins, K., Studdard, S., & Burch, M. (2000). The ever-widening gyre: Factors affecting change in adult education graduate programs. In T. J. Sork, V. Chapman, & R. St. Clair (Eds.), *Proceedings of the 41st Adult Education Research Conference* (pp. 273-277). Vancouver, BC: University of British Columbia.
- Watkins, K., Marsick, V. et al. (2000). Shaping a learning vision: Life histories of learning organization facilitators. In K. P. Kuchinke (Ed.), *Proceedings of the Academy of Human Resource Development* (pp. 205-212). Baton Rouge, LA: Academy of Human Resource Development.
- Marsick, V., Volpe, F. M., Brooks, A. K., Cseh, M., Lovin, B., Vernon, S., Watkins, K., & Ziegler, M. (2000). Informal learning research. In K. P. Kuchinke (Ed.), *Proceedings of the Academy of Human Resource Development* (pp.149-165). Baton Rouge, LA: Academy of Human Resource Development.
- Cseh, M., Watkins, K. E., & Marsick, V. J. (1999). Re-conceptualizing Marsick and Watkins' model of informal and incidental learning in the workplace. In K. P. Kuchinke (Ed.), *Proceedings of the Academy of HRD* (pp. 349-355). Baton Rouge, LA: Academy of Human Resource Development.

- Adams, R. J., Watkins, K. E., & Valentine, T. (1999). Developing an instrument to measure the use of play-based training methods in healthcare education. In K. P. Kuchinke (Ed.), *1999 Proceedings of the Academy of HRD* (pp. 569-573). Baton Rouge, LA: Academy of Human Resource Development.
- Milton, J., Davis, M., & Watkins, K. E. (1999). Virtual learning communities: Creating meaning through dialogue and inquiry in cyberspace. In K. P. Kuchinke (Ed.), *1999 Proceedings of the Academy of HRD* (pp. 1165-1173). Baton Rouge, LA: Academy of Human Resource Development.
- Ellinger, A., & Watkins, K. (1998). Updating the critical incident technique after forty-four years. In R. Torraco (Ed.), *1998 Proceedings of the Academy of Human Resource Development* (pp.). Baton Rouge, LA: Academy of Human Resource Development.
- Selden, G., Watkins, K., Valentine, T., & Marsick, V. (1998). Action imperatives that impact knowledge performance and financial performance in the learning organization: An exploratory model. In R. Torraco (Ed.), *1998 Proceedings of the Academy of Human Resource Development*, (pp. 573-588). Baton Rouge, LA: Academy of Human Resource Development.
- Yang, B., Watkins, K., & Marsick, V. (1998). Examining construct validity of the Dimensions of the Learning Organization questionnaire. In R. Torraco (Ed.), *1998 Proceedings of the Academy of Human Resource Development* (pp. 83-90). Baton Rouge, LA: Academy of Human Resource Development. [Recipient of the Cutting Edge Award for best papers—AHRD, 1998]
- Preskill, H., & Russ-Eft, D. (1998) Interactive panel discussion: What position should AHRD take in developing guidelines for ethics/integrity in HRD? Watkins, K. Ethics in Teaching HRD. In R. Torraco (Ed.), *1998 Proceedings of the Academy of Human Resource Development* (pp. 364-366). Baton Rouge, LA: Academy of Human Resource Development.
- Watkins, K., Selden, G., & Marsick, V. (1997). Dimensions of the learning organization in family run firms. In R. Torraco (Ed.), *1997 Proceedings of the Academy of HRD* (pp. 383-389). Baton Rouge, LA: Academy of Human Resource Development.
- Watkins, K., Yang, B., & Marsick, V. (1997). Measuring Dimensions of the Learning Organization. In R. Torraco (Ed.), *1997 Proceedings of the Academy of HRD* (pp. 543-546). Baton Rouge, LA: Academy of Human Resource Development.
- Watkins, K., & Bellinger, L. (1996). Partnering for research: The Ford Design Institute/UGA research project. In E. Holton (Ed.), *1996 Proceedings of the Academy of HRD* (pp. 839-843). Austin, TX: Academy of Human Resource Development.
- Watkins, K., Valentine, T., Ellinger, A., Cseh, M., Bellinger, L., Barnas, C., & Blum, D. (1996). Theoretical, conceptual, and methodological issues surrounding a large scale change effort: The Ford Motor Company/UGA manager as instructor research project. In E. Holton (Ed.), *1996 Proceedings of the Academy of HRD* (pp. 831-838). Austin, TX: Academy of Human Resource Development. [Recipient of the Cutting Edge Award for best papers—AHRD, 1996]
- Ellinger, A., Watkins, K., & Barnas, C. (1996). Issues in using managers as instructors: The qualitative perspective. In E. Holton (Ed.), *1996 Proceedings of the Academy of HRD* (pp. 345-352), Austin, TX: Academy of Human Resource Development.
- Watkins, K., Valentine, T., Ellinger, A., Blum, D., Bellinger, L., & Barnas, C. (1996). Why use professional instructors? Managers as instructors are better! *1996 Proceedings of the International Society for Performance & Instruction*.
- Watkins, K., & Marsick, V. (1995). The case for learning. In E. Holton (Ed.), *1995 Proceedings of the Academy of HRD*. Academy of Human Resource Development, Austin, TX.
- Marsick, V., Watkins, K., O'Neil, J., Dixon, N., & Catalanello, R. (1994). Portrait of a learning organization: Stories from early adopters. *1994 Adult Education Research Conference Proceedings*, 247-252.
- Watkins, K. (1994). The learning organization: An integrative vision for HRD. In E. Holton (Ed.), *1994 Academy of HRD Proceedings* (pp. 111-116). Austin, TX.
- Watkins, K., & Marsick, V. (1993). Auditing the learning organization. *1993 Adult Education Research Conference Proceedings*.

- Watkins, K., & Marsick, V. (1993). The learning organization. *Proceedings of the 1993 Lifelong Learning Conference*. National University Research Institute.
- Watkins, K. (1991). Work family leave and the learning organization. In the *Proceedings of the International Conference on Learning Across the Lifespan*, Stockholm, Sweden.
- Watkins, K., & Mink, O. (1990). Distance coaching and technology. In N. Estes, J. Heene & D. Leclercq (Eds.), *Proceedings of the Seventh Annual Conference in Education and Technology* (pp. 64-67).
- Watkins, K., & Marsick, V. (1990). Toward a theory of informal and incidental learning. In *Proceedings of the 1990 Adult Education Research Conference* (pp. 249-254).
- Watkins, K., & Rogers, R. (1989). Facilitating reflective workplace learning for adult children of alcoholics. In C. Coggins (Ed.), *Proceedings of the Adult Education Research Conference* (pp. 320-325).
- Watkins, K. (1989). Technology, training, and obsolescence. In J. Collins, N. Estes, W. Gattis, & D. Walker (Eds.), *Proceedings of the Sixth Annual Conference in Education and Technology* (pp. 53-56).
- Watkins, K. (1989). Action science as critical theory: Human resource developer as organizational empowerer and meaning-maker. In *Proceedings of the Commission of Professors of Adult Education Conference*.
- Rogers, R., & Watkins, K. (1989). Reflective learning about the workplace: An action science study with adult children of alcoholics. In J. Gilley (Ed.), *Proceedings of the 1989 HRD Professors Network* (pp. 57-61).
- Watkins, K. (1989). A common body of knowledge is nonsense in a field in search of itself. In J. Gilley (Ed.), *Proceedings of the 1989 HRD Professors Network* (pp. 69-74).
- Watkins, K., & Rogers, R. (1988). Argyris and Schon: A critical learning perspective on organizational learning. In S. Dewitz, B. Carlin, R. Cude & M. Bright (Eds.), *Proceedings of the Third Annual Texas Conference on Organizations*, pp. 63-65.
- Watkins, K., & Rogers, R. (1988). Emancipatory research on adult children of alcoholics in the workplace. In C. Oaklief & B. Zelenak (Eds.), *Proceedings of the Commission of Professors of Adult Education Conference* (pp. 81-86).
- Watkins, K. (1988). Innovative approaches to curriculum design: Adult learning and development and instructional strategies for adult learners at The University of Texas at Austin. In C. Oaklief & B. Zelenak (Eds.), *Proceedings of the Commission of Professors of Adult Education Conference* (pp. 78-80).
- Watkins, K. (1988). What adults really want in software design. In J. Collins, N. Estes, D. Walker, & W. Gattis (Eds.), *Proceedings of the Fifth Annual Conference in Education and Technology* (pp. 557-560).
- Watkins, K. (1988). An investigation of social learning constructs of human resource developers using Argyris' action mapping technique. In M. Lukacs (Ed.), *Proceedings of the Combined AERC, CASAE, SCUTREA* (pp. 438-441).
- Watkins, K., & Mink, O. (1987). Integrating action science into a graduate curriculum in adult education and human resource development. In *Proceedings of the Commission of Professors of Adult Education Conference*, Washington, D.C.
- Watkins, K. (1987). Shooting yourself in the foot: Unintended consequences of organizational learning norms. In K. Sutcliffe, D. Hudson, & C. Miller (Eds.), *Proceedings of the Second Annual Texas Conference on Organizations* (pp. 46-47).
- Watkins, K., & Wiswell, A. (1987). Incidental learning in the workplace. In H. Copur (Ed.), *Proceedings of the Association of Human Resources Management and Organizational Behavior* (pp. 183).
- Watkins, K. (1986). Individual factors that effect information transfer. In *Proceedings of the First Annual Texas Conference on Organizations* (pp. 37-38).
- Watkins, K., Cameron, C., & Marsick, V. (1986). Academic preparation of adult educators and human resource developers: Is there a nexus? In L. Lewis & J. Niemi (Eds.), *Proceedings of the 1986 Annual Conference* (pp. 24-26).

- Marsick, V., & Watkins, K. (1986). Building theory from practice. In L. Lewis & J. Niemi (Eds.), *Proceedings of the 1986 Annual Conference* (pp. 44-45).
- Marsick, V., & Watkins, K. (1986). Theoretical constructs. *Proceedings of the HRD Professors' Invitational Preconference*, ASTD National Conference.

Refereed Papers, Keynotes, and Invited Presentations

- Watkins, K. (2013) "AHRD 2033: Aspiring Visions." 2013 Academy of Human Resource Development Conference of the Americas
- Watkins, K. (2013). Book launch-keynote speaker- Darryl Dymock, Extend your use-by date: Why retirement age is just a number, Brisbane, Australia.
- Watkins, K., "Journeying Creatively toward an Uncertain Future—a Tribute to Alan Knox" Festschrift, The University of Wisconsin at Madison, June, 2013
- Watkins, K. (2012). Assessing a learning culture. Defense Sciences Symposium, Adelaide, Australia
- Watkins, K. (2010). Research agendas for HROD. 2010 Academy of Human Resource Development Conference of the Americas. Academy of Human Resource Development, Knoxville, TN.
- Watkins, K. (2010). Rethinking HROD in a financial tsunami. 2010 Academy of Human Resource Development Conference of the Americas. Academy of Human Resource Development, Knoxville, TN.
- Watkins, Karen E (April, 2010). Building a learning culture. Defense Science & Technology, DOD, Sydney, Australia.
- Watkins, Karen E (April, 2010). Building a learning culture. DSTO Black Box lecture series. Defense Science & Technology, DOD, Fishermen's Bend, Victoria, Australia.
- Watkins, Karen E (April, 2010). Building a learning culture. Australian Defence Forces Research Networking Forum. DOD, Canberra, Australia.
- Watkins, Karen E (April, 2010). Building a learning culture. Defense Science & Technology, Edinburgh, South Australia
- Watkins, Karen E (April, 2010). Building a learning culture: An action learning perspective. Adelaide, AU: The University of Flinders, Australia
- Watkins, K. E. & Marsick, V. J. (2009). Using action technologies in HRD research, instruction, and practice. Professional development workshop, Annual Conference, Academy of Human Resource Development, Feb. 19, 2009.
- Watkins, K. E. (2009). Instilling a learning culture: Creating an enhanced capacity to change, keynote speaker, Fielding Graduate School of Educational Leadership and Change National Session
- Watkins, K. Miller, G., Peters, J., and Sandman, L. (2009). Pathways of engagement: Lessons from lived experience. National Outreach Scholarship 2009 Conference, Athens, GA.
- Watkins, K. & Marsick, V. (2006). Rethinking workplace learning in a dynamic knowledge economy. Presentation to Asian Academy of Human Resource Development, Malaysia.
- Watkins, K. (2005). Designing graduate human resource development programs. Presentation to International Conference on Human Resource Development at Chung Ang University. Seoul, Korea.
- Watkins, K. (2005). Rethinking workplace learning in a knowledge economy. Keynote presentation to the International Adult and Continuing Education Association of Korea. Seoul, Korea.
- Watkins, K. (2005). Sculpting the learning organization: Lessons in the art and science of systemic change. Keynote presentation to the Councils of Professors of Instructional Supervision. Athens, GA.
- Watkins, K. (2005). In memoriam: Oscar Gorton Mink. Presentation to the Academy of HRD. Estes Park, Co.
- Swanson, R., Watkins, K., Ruona, W., et al. (2005). Issues in creating doctoral programs in HRD. An innovative session presented to the Academy of HRD. Estes Park, CO.
- Watkins, K. (2005). Sculpting the learning organization. Keynote Presentation at the Midwest Research to Practice Conference. Milwaukee, WI.

- Watkins, K. (2005). Career anchors in adult and continuing education. Keynote presentation for the Graduate Student PreConference of the Midwest Research to Practice Conference. Milwaukee, WI.
- Watkins, K. (2004). OD at UGA: A case study. Academy of Human Resource Development, Austin: Tx.
- Watkins, K. (2004). Defining HRD. Academy of Human Resource Development, Austin: TX.
- Watkins, K.. (2003, April). Teaching action research at UGA. Presented at Academy of Management annual meeting, Denver, CO.
- Ruona, W., Swanson, R., & Watkins, K.. (2003,-). What would be different if we finally took an organizational learning perspective?. Presented at 2003 Academy of Human Resource Development annual conference, Minneapolis, MN. [invited].
- Dirxx, J., Swanson, R., & Watkins, K. (2002). Theoretical perspectives of HRD. Presentation at 2002 Academy of Human Resource Development annual conference, Honolulu.
- Short, D., Sleazer, C., Swanson, R., & Watkins, K. (2001). Debate on learning and performance. Academy of Human Resource Development, Tulsa.
- Watkins, K. (2001) Leadership for the Learning Community College, National Association of Community College Leaders, Athens, GA
- Palmer, G., & Watkins, K. (1999, May). Cultural diversity and the learning organization. African-American Preconference of the Adult Education Research Conference, Dekalb, IL.
- Davis, M., Watkins, K. & Milton, J. (1998). Reflective technologies: An analysis of teaching/learning practices in computer mediated communication. Paper presented at Networked Lifelong Learning Conference, University of Sheffield, UK
- Davis, M., Watkins, K., & Milton, J. (1998). Reflective technologies: An analysis of cross-cultural issues in computer mediated communication. Paper presented at the International Federation of Training and Development Organizations, Dublin, Ireland.
- Watkins, K., & Ellinger, A. (1998). Building learning organizations: New roles for managers and human resource developers. Paper presented at the International Federation of Training and Development Organizations, Dublin, Ireland.
- Watkins, K. (1998, December). Measuring organizational learning and performance: Findings from the Dimensions of the Learning Organization Questionnaire. Keynote presentation to 6th Annual International Conference on Post-compulsory Education and Training, Griffith University, Queensland, Australia.
- Watkins, K. (1998, November). Building learning organizations: New roles for human resource developers. Invited presentation at the University of Technology, Sidney, Australia.
- Watkins, K. (1998, October). Measuring dimensions of the learning organization. Invited presentation to the regional conference on Transitions: From training to performance improvement. Raleigh, N.C.
- Watkins, K., Ellinger, A., & Valentine T. (1997). An empirically derived outcome model of a large scale change effort: The manager as instructor approach. Paper presented at the annual meeting of the American Educational Research Association, Chicago.
- Watkins, K. (1997). The problem of action research. Paper presented at the annual meeting of the Academy of Management, Boston.
- Watkins, K. (1997). Research trends in HRD. Paper presented at the annual meeting of the University Continuing Education Association.
- Watkins, K. (1997). Foundations for HRD in a knowledge era. Paper presented at the annual meeting of the University Council for Research in vocational Education, Reno, NV.
- Watkins, K. (1997). Informal learning in the workplace: The foundation of the learning organization. Invited keynote presentation to the annual conference on Self-Directed Learning in the Workplace, Montreal.
- Watkins, K. (1996, March). 1996 Presidential Address Academy of Human Resource Development national conference, Minneapolis, MN.

- Watkins, K. (1995, December). Sculpting the learning organization. Presentation to the New York State Leadership Classroom.
- Watkins, K. (1995, September). Team learning and the learning organization. Presentation at the International Conference on Work Teams, Dallas, TX.
- Watkins, K. (1995, May). Sculpting the learning organization. Pre-conference workshop, Adult Education Research Conference, Tampa, FL.
- Watkins, K. (1995, January). Sculpting the learning organization. Presentation at the Professional Convention Management Association annual meeting, Atlanta
- Watkins, K. (1994). Are you ready for the learning organization. Presentation to the Atlanta ASTD chapter.
- Watkins, K. (1994, December). Sculpting the learning organization. UNICEF Executive Development program, New York City
- Watkins, K. (1994, November). Sculpting the learning organization. Organization Development Network, Minneapolis, MN.
- Watkins, K. (1994, October). Sculpting the learning organization. Organization Change Alliance, Atlanta, GA.
- Watkins, K. (1994, September). The learning organization. Keynote presentation to the American Colleges of Veterinary Science, Prince Edward Island, Canada.
- Watkins, K. . (1994, August). Leadership for continuing education. GAEA Leadership Institute, Callaway Gardens, GA.
- Watkins, K. (1994, August). The learning organization. South Carolina Society for Human Resource Management, Greenville, SC.
- Watkins, K. (1994, July). Building learning organizations through action reflection learning. Leadership in International Management conference, Princeton, NJ.
- Watkins, K. (1994, July). Action learning and action science. Defense Systems Management College, Fort Belvoir, VA.
- Watkins, K. (1994, June). Group motivation. Institutes for Organization Management. National Chamber Foundation, Georgia Center.
- Watkins, K. (1994, May). HRD: The next generation. Gainey Conference center, The University of St. Thomas, MN.
- Watkins, K (1994). Executive Development Center Staff, Detroit, MI.
- Watkins, K. (1994, April). Program design. Georgia State Trainer's Conference, Unicoi, GA.
- Watkins, K. (1994, March). Sculpting the learning organization. National Transit Institute. Rutgers University, Princeton, NJ
- Watkins, K. (1994, February). Informal and incidental learning.). National Teleconference.
- Watkins, K. (1993, November). The global corporation: Education and training programs in North America. Keynote presentation to the Sixteenth International Seminar on Schooling, Berlin Germany.
- Marsick, V., & Watkins, K. (1993, Feb). The learning organization. Keynote speaker to Lifelong Learning: Improving Academic Quality during a Retrenchment Era, San Diego.
- Watkins, K., Brooks, A., & Scheurich, J. (April, 1993). Changing gender relations in organizations: A dialogue. Paper presented to the Eighth Annual Texas Conference on Organizations, Lago Vista, TX.
- Marsick, V., Watkins, K., & Dechant, K. (1992, May). Action learning and the learning organization. Keynote presentation to the Action Learning Conference, Teacher's College of Columbia University, New York, NY.
- Watkins, K. (1992, September). Creating a learning organization: Breakthrough strategies to make it happen. Keynote presentation to the Annual Meeting of Canadian Human Resource Planners, Frederickton, New Brunswick.
- Watkins, K. (1992). Validity in action research. Invited presentation to Action Science Invitational Conference, George Washington University, Washington, D.C.

- Watkins, K. (1991). Critical reflection on our future. Keynote presentation to the Commission of Professors of Adult Education, American Association of Adult and Continuing Education, Montreal, CA.
- Watkins, K. (April, 1991). Work/family policies in management development. Paper presented to the American Educational Research Association.
- Watkins, K. (April, 1991). Validity in action research. Paper presented to the American Educational Research Association.
- Watkins, K. (1990). Structuring HRD for strategic renewal. Paper presented at Texas Conference on Organizations, Lago Vista, TX.
- Watkins, K., & Marsick, V. (1990). Toward a theory of informal and incidental learning. Greensboro, NC: Center for Creative Leadership.
- Marsick, V., & Watkins, K. (1989). Informal and incidental learning. Research presentation to McLagan International, St. Paul, Minnesota.
- Watkins, K., Rogers, R., & Morrow, D. (1989). Incidental and reflective learning in the workplace: An action science study of adult children of alcoholics. Paper presented at the American Educational Research Association, San Francisco.
- Watkins, K., chair (1989). Transforming organizations through organizational development. Paper presented at the Texas Conference on Organizations, Lago Vista, TX.
- Watkins, K., & Rogers, R. (1988). Argyris and Schon: A critical theory perspective on organizational learning. Paper presented at the meeting of the Texas Conference on Organizations, Lakeway, TX.
- Watkins, K. (1988). The great debate: Should human resource development academic programs be based on a common body of knowledge, skills, and attitudes? Keynote Presentation to the American Society for Training and Development Professors' Conference, Dallas, Texas.
- Watkins, K. & Marsick, V. (1987). Four critical paradoxes HRD practitioners face. Keynote presentation to the American Society for Training and Development Professors' Preconference, Atlanta, Georgia.
- Watkins, K. (1987). Shooting yourself in the foot: Unintended consequences of organizational learning norms. Paper presented at the Texas Conference on Organizations.
- Marsick, V., & Watkins, K. (1987). Learning and development in the workplace. Paper presented at the Critical Theory Preconference, Adult Education Research Conference, WY.
- Marsick, V., & Watkins, K. (1986). Theoretical constructs for learning and development in the workplace. Paper presented at The American Society for Training and Development HRD Professors' Conference, St. Louis, MO.
- Watkins, K. (1986). Information capacity and adult learning. Paper presented at the Texas Conference on Organizations, Lakeway, TX.
- Mink, O., & Watkins, K. (1985). Extending training's impact. Invited presentation to The Work in America Institute Conference on Training for New Technologies, New York.
- Watkins, K. (1985). Teaching at the graduate level. Presentation for new faculty orientation at The University of Texas at Austin.
- Svinicki, M., & Watkins, K. (1984). Ethics in professional development. Paper presented at the National Conference of the Professional and Organizational Development Network, Asilomar, CA.
- Hansen, D., Watkins, K., & Wharton, W. (1978) New roles for faculty and students: How can administrators help? A panel presentation to the Council for The Advancement of Experiential Learning, Toronto, Canada.

Other Media

- Produced by the University of Adelaide. (1998). What can CPE learn from the learning organization? An Interview with Karen Watkins [Video].

Dissertation

Watkins, K. (1981). *Managing Change: Roles and Stages of Concern of Administrators for Three Types of Higher Educational Innovations*. Unpublished doctoral dissertation, The University of Texas, Austin.

Other Publications

Endorsement. For Mezirow, J., Taylor, E. and Associates. (2009). *Transformative learning in practice: Insights from Community, Workplace, and Higher Education*. San Francisco: Jossey-Bass.

Endorsement.. For Bloomberg, L. and Volpe, M. (2008). *Completing your qualitative dissertation*. Los Angeles, CA: Sage.

Endorsement, book jacket: *Marketing Training and HRD*. Sage Publications.

Endorsement, book jacket: Preskill, H, and *Evaluative Inquiry for the learning organization*. Sage Publications.

G. Reports and Monographs

Technical Reports

Suggs, C., Demarrais, K. P., Watkins, K. E., Horne, A. M., & Kate, S., R., K. (2011). *Critical Contributions: Philanthropic Investment in Teachers and Teaching*. Athens, Georgia and Atlanta, Georgia: UGA and Kronley, Inc.. kronley.com/criticalcontributions.php

Watkins, K., Demarrais, K., & Nikolaidis, A.(2011). *A Theory of change evaluation of executive development*. Review of Aspire Executive Development Program Cohort 2, Covidien, Inc.

Watkins, K. (2010). External review of two programs, College of Business, St. Edward's University, Austin, TX

Watkins, K., & Demarrais, K. (2010). *A Theory of Change Evaluation of Executive Development*. Review of Aspire Executive Development Program, Covidien, Inc.

Chou, V., Hagedorn, L., Sapona, R., & Watkins, K. E. (2011). *Review of FIU College of Education Academic Programs*.

Watkins, K. (2006). External Review of HRD Curricula, Chung Ang University, Seoul, Korea.

Watkins, K. External Review of Adult Education Program, University of Milwaukee.

Watkins, K. External Review of Adult Education Program, University of Alaska.

Watkins, K. (2004) Review of Workforce, Adult and Community Education Department, The University of Minnesota

Watkins, K. (2004) Review of Adult Education Program, University of Alaska

Watkins, K. and Milton, J. (2003) Review of Career and Technical Education grant program, United Arab Emirates

Watkins, K. (2002) Review of Adult Education Program, Florida State University.

Watkins, K. & Cervero, Ronald M. (1999). The effect of organizational context on learning opportunities and experiences of a certified public accountant. A research report presented to the Georgia State Board of Auditors on behalf of Century Business Services.

Watkins, K., & Adair, S. (1992). Judicial education/adult education project evaluation: Final report. Washington, D.C.: State Justice Institute.

Watkins, K. (1990). Between public policy and private sector implementation: Managers' meaning making. Austin, TX: Policy Research Institute

Watkins, K., & Rogers, R. (1989). Final report of the emancipatory research project on adult children of alcoholics in the workplace. Austin, TX: Hogg Foundation for Mental Health.

- Watkins, K., & McDaniel, R. (1982). Managerial roles and stages of concern of managers during innovation implementation, working paper. Austin, TX: College of Business, The University of Texas.
- Watkins, K., & Wharton, W. (1978). Final report on communication and math competencies for community college transfer students. Tallahassee, FL: State Department of Education.
- Watkins, K., Wharton, W., & Peterson, G. (1978). Final report of the Florida competency-based articulation project. Tallahassee, FL: State Department of Education.

Monographs

- Suggs, C., deMarrais, K., Watkins, K., Horne, A., Swett, K., & Kronley, R. (2011). *Critical contributions: Philanthropic investment in teachers and teaching*. Athens, GA: University of Georgia and Kronley Associates. <<http://kronley.com/criticalcontributions.php>>
- Watkins, K. (1982). Improving presentation and discussion skills. New York: Media Systems.
- Watkins, K., & Derby, N. J. (1981). *A survival kit for instructors during change*. New York: Media Systems.
- Herrscher, B., & Watkins, K. (1980). *Competency-based education: An overview*. New York: Media Systems.
- Watkins, K. (1978). Toward learner-centered instruction: Risking change for professional growth. New York: Media Systems.

Curriculum Manuals

- Watkins, K. (1992, 1986). *Action science notebook*. Austin, TX: The University of Texas.
- Watkins, K. (1984). Implementing change: A sourcebook for adult educators and human resource developers. Austin, TX: The University of Texas.
- Watkins, K. (1982). *How to write a competency-based training module*. Austin, TX: Organization and Human Resource Development.
- Watkins, K. (1982, 1987). *The delivery of training*, Austin, TX: Organization and Human Resource Development. (Republished for student use, The University of Texas at Austin, revised for incorporation into correspondence course through College of Continuing Education)
- Zion, C., Sutton, C., Goodman, A., Glinn, S., Diehl, P., & Watkins, K. (1973). *Miami-Dade Community College staff development handbooks*, Volume I-V.
- Watkins, K. (1968). *Occupational adjustment program*. Oregon, WI: Oregon School for Girls.

H. Editorships and Editorial Service

- Watkins, K., Dirani, K., & Marsick, V., Co-Editors, Special issue: The DLOQ after 10 years, *Advances in Developing Human Resources*, 15(2), May, 2013
- Watkins, K. and Marsick, V., Co-Editors, Special issue: Summing up: Diagnosing the learning culture. *Advances in Developing Human Resources*, 5(2), May, 2003.
- Quigley, A. & Watkins, K., Co-Editors, Special issue on action research, *Adult Learning*, 2001
- Editorial Board, *Journal of Workplace Learning*, 2001-2005.
- Editorial Board, *Journal of Management Learning*, 1999-2005.
- Reviewer, Human Resource Development International, 1999-present
- Reviewer, Human Resource Development Quarterly, 1988-2005.
- Reviewer, Organizational Development Journal, 1998-2001.
- Reviewer, International Journal of Training and HRD, 1999.
- Gustafson, K., & Watkins, K., Guest Co-Editors, (1998). *Educational Technology*, 8(4).
- Reviewer for *Sage, Inc.* 1998.
- Invited reviewer, International Journal for Organizational Analysis, 1998.

Invited reviewer, *Qualitative Studies in Education*, 1998, 1999.
 Editorial Board, *Human Resource Development Quarterly*, 1997-1998.
 Reviewer, *Public Service and Outreach Journal*, 1997.
 Brooks, A., & Watkins, K. (Eds.) *Academy of HRD Proceedings*, 1994.
 Reviewer for *Jossey-Bass, Inc.*, 1990, 1991, 1992, 1993, 1994.
 Reviewer, *Adult Education Quarterly*, 1988-1996.
 Reviewer, National Center for Research in Vocational Education, 1993.
 Reviewer for *the 1990 Handbook chapters*, for Jossey-Bass and the American Association of Adult and Continuing Education, 1988.
 Chair, committee to select editor of *Adult Education Quarterly*, 1988.
 Chair, committee to select editor of *Adult Education: Outlines of a Field of Study and Practice*, 1988.
 Watkins, K. (1979-1983). *Innovation Abstracts*, Volume I-V, series editor Austin, TX: Program in Community College Education, ED 196 492.

I. Newsletters

Watkins, K. (1995, Spring). The Academy of HRD: Retrospective and prospective musings. Forum, the Academy of HRD newsletter.
 Watkins, K. (1994, March). Moving toward the learning organization: A new vision for transportation trainers. National Transit Directors' Newsletter.
 Watkins, K. (1979-1983). Editor and creator of *Innovation Abstracts*¹.
 Watkins, K. (1983). Showcasing exemplary practice. *Innovation Abstracts*, 5(35).
 Watkins, K. (1982). On being part-time. *Innovation Abstracts*, 4(4).
 Watkins, K. (1982). Traveling with an infant, Solo--for the Traveling Woman.
 Watkins, K. (1981). Information overload. *Innovation Abstracts*, 2(28).
 Watkins, K. (1980). Vulnerability in college teaching. *Innovation Abstracts*, 2(4).
 Watkins, K. (1979). Writing an abstract. *Innovation Abstracts*, 1(2).
 Watkins, K., & Armes, N. (1981). *Distributing Innovation Abstracts*, ED 196 510.
 Archer, P., & Watkins, K. (1979). The *Innovation Abstracts* staff development model. ED 196 491.

Research and Training Grants

2009 Analysis of Philanthropic Investment in Teacher Quality, Ford Foundation. Awarded \$150,000 [co-PI with Horne, DeMarrais]
 2007 Supporting district-level leadership and organizational development within Northeast Georgia RESA, Northeast Georgia Regional Education Services Agency, \$50,195
 2006 Building Organizational Capacity in Public Health Agencies: Diagnosing the learning culture, U. of Michigan [CDC sub-award], Principal Investigator, \$7,136
 2004 Life in the Wild, Bell South Foundation, \$25,000 [with S. Glass-co-principal investigator]
 2000-2001 Healthy Workplaces, NIH, co-principal investigator, \$1.3 million
 1997-2003 Houle Scholars Project, Kellogg Foundation, \$2.8 million (co-principal investigator)
 1998 ISPI Research Grant, Construct validation for knowledge and performance measures of the learning organization. Co-principal investigator, \$2,000.
 1997 Using Facilitate.com for web-based group work, UGA Office of Instructional Development, \$5,000.
 1995-97 Designing an Urban Forestry Curriculum Guide, USDA Forestry Service, \$33, 911

¹ This publication was an abstract of significant theory, research, and practice in the teaching of adults in community colleges. I wrote and received grants from Exxon, the Fund for the Improvement of Postsecondary Education, renewal funding from Kellogg, and the Piper Foundation to enhance the quality and the dissemination of this publication during this period.

- 1994-95 Effectiveness of Managers as Instructors, Ford Motor Company, \$40,790)
- 1992 Evaluation & Needs Assessment for Tx Municipal Courts, University of Georgia, State Justice Institute, \$3600
- 1991 (with Brooks, Mink) Action Research Project, Texas Instruments. \$25,000
- 1991 Evaluation, Judicial Education grant, University of Georgia, State Justice Institute, \$9600
- 1990 Policy Research Grant, Between public policy and private sector implementation: Managers' meaning making, awarded \$5,000.
- 1990 University Research Institute, Action science study of Brooks AFB simulation, awarded \$3500.
- 1990 -1988 Committee on Attendance at Meetings of Learned Societies (CAMLs) for presentation in England, awarded \$650, 1988, \$1000 for presentation in Belgium, 1990, awarded \$392 for presentation in Chicago.
- 1989 Research and Development Project for Motorola, Inc., Empowerment for supervisors: an action science study, awarded \$20,800.
- 1988 Proposal to Hogg Foundation for Mental Health for study of Emancipatory Research on Adult Children of Alcoholics in the Workplace, awarded \$5,046.
- 1987 Proposal to Department of Curriculum and Instruction to complete data entry and analysis for study of incidental learning practices in one community college, awarded part-time Research Assistant and IBM computer.
- 1987 Research grant as part of selection as promising young scholar in adult education for Kellogg Foundation project "Future Directions in Continuing Education," \$2,000 for research on adult learning practices of community college educators.
- 1987 Conducted organizational learning and decision-making audit of community college
- 1986 Proposal to the College of Education Dean's office to revise the adult education and human resource development doctoral emphasis, awarded \$10,000.
- 1985 Proposal to University Research Institute (with Jim Yates and Bert Wiswell) for study of methodology appropriate for assessing incidental learning practices in the workplace, awarded \$3,500.
- 1983-1984 Proposal to the Exxon Education Foundation, wrote proposal for a special series of Innovation Abstracts to feature Exxon products; awarded \$27,500.
- 1982 Proposal to the Minnie Stevens Piper Foundation (through its subsidiary, Ingenio Oil Company) to support publication of a poster featuring a community college artist/teacher and announcing NISOD theme: Celebrating Teaching Excellence; awarded \$4,000.
- 1982 Proposal to St. Edward's University to conduct external evaluation; awarded \$6,000.
- 1981- Proposal to the Fund for the Improvement of Post-secondary Education for a dissemination and networking project to share federally funded innovations with community colleges; awarded \$43,000 for two years.
- 1981- Proposal to South Central Community College to serve as assisting agency; awarded \$17,000.

Awards and Distinctions

Inducted into the Academy of Human Resource Development Scholar Hall of Fame, 2014

Recipient of the Russell Yeany Research Award, College of Education, The University of Georgia, 2014

Selected as a participant in the *Thought Leader Co-Inquiry Project*, Teacher's College, 2009

Selected for inclusion in special volume of Organization Development classics for article identified as the most cited article: Dickens, L., & Watkins, K. (1999). Action research: Reinterpreting Lewin. *Journal of Management Learning*.

Selected as one of Top Ten Papers in 2005, 2004, 1998, 1996 Conference Proceedings

Inducted into the International Adult & Continuing Education Hall of Fame, 2003

Selected as Distinguished Graduate of the Community College Leadership Program and the College of Education, The University of Texas at Austin, 2001

Selected 1999 Outstanding HRD Scholar by the Academy of Human Resource Development.
Selected as one of 60 scholars from around the world as a participant in the UNESCO and AARP sponsored Colloquium "Learning Never Ends--Education in the 50+ Years" held at the United Nations, September, 1999
Chaired 1997, 2000 Malcolm S. Knowles AHRD Dissertation of the Year winners.
Received 1994 Dugan Laird award for outstanding contributions to scholarship in HRD, Greater Atlanta chapter of American Society for Training and Development.
Chaired 1993 ASTD Dissertation of the Year award winner.
Selected as "Promising Young Scholar in Adult Education" for Kellogg Project on Future Directions in Continuing Education, awarded \$2000 for research, 1987.
Nominated for Teaching Excellence Award, 1984, 1989.
Recipient of the Research and Writing Award from the National Council for Staff, Program, and Organizational Development, 1984.
Dissertation of the Year, Presented by the Council of Universities and Colleges, American Association of Community and Junior Colleges, 1982.
Election to Phi Kappa Phi, national education honor society, 1980, 1981.
Sid Richardson Fellowship, 1978, 1979, 1981.
Selected as Master Teacher, Miami-Dade Community College, 1972.
Oscar Mayer Scholarship, 1964.

Professional Organizations and Professional Service

Academy of Human Resource Development Foundation, President, 2013-
Academy of Human Resource Development, Founding Member, President-Elect, 1993, President, 1994, 1995, 1996, Immediate Past President, 1996, 1997.
International Adult and Continuing Education Hall of Fame, Board Member, 2003-present
American Association for Adult and Continuing Education, member, Commission of Professors, elected to Board, 1987-1989; secretary-treasurer, 1989-1991. Chair, Human Resource Development Task Force of Commission of Professors of Adult Education, 1985-1987.
American Society for Training and Development, Human Resource Development professors special interest area, 1983-1988, Elected to Board, 1988-1990, Chair-elect, 1990, Chair, 1991, Past Chair, 1992, member, Learning Organization Awards Selection Committee, 1997.
National Council for Staff, Program, and Organizational Development, Chair, Publications Committee, 1983-1984.
Member, American Educational Research Association, 1988-1993, 1996-.
Member, Academy of Management, 1990-1993, 1996-. Council for the Advancement of Experiential Learning,
Associate Member. Professional and Organizational Development Network.
Member, Publications Standing Service Unit of the American Association of Adult and Continuing Education, 1988.
University Representative, University Council for Research in Human Resource Development.

Guest Faculty

University of New Brunswick, MBA program (2013)
Defense Science & Technology Unit, Australian Army, Adelaide, Australia (2012)
Flinders University, Adelaide, Australia (2010)
NTU, Trondheim, Norway (2010)
St. Edwards University, Austin, TX (2010)
National Chung Cheng University, Chiayi, Taiwan (2009)

Dalian University of Technology, Dalian, China (2009)
Tsinghua University, Beijing, China (2009)
Chang Ang University, Seoul, Korea, November (2005)
Soongsil University, Seoul, Korea, November (2005)
Danish University of Education, Copenhagen (2002)
University of Alaska, Yukon Island, AK (July, 2001)
Empire State College, Elmira, New York (August, 2000)
University of Technology, Sydney, Australia (1998, December)
Griffiths University, Brisbane, Australia (December, 1998)
University of Manchester, Manchester, England. (1998, October).
Teacher's College, Columbia University, (1998, April and 1994, June).
Benedictine University. (1998, Feb).
Northern Illinois University. (1998, Feb).
The University of Texas at Austin. (1995, March).
Georgia State School Superintendents' Professional Development Program. (1995, June, July,).
University of Edmonton. (1994, August).
The University of Wisconsin at Madison. (1993, Summer).
National-Louis University, Evanston, Illinois. (1993, October).
The University of Calgary, Calgary, Canada. (1992, March).

Dissertation Supervision

Dissertation Committee (Chair)

Complete [The University of Georgia]

- Jason Aldrich [2013] Career rock climbing: Facilitating career adaptability
- Deanne Colins [2013] Measuring noncognitive behaviors and characteristics in allied health program admissions processes
- Terrie Buckner [2012] Engaging moments: Adult educators reading and responding to emotion in the classroom
- Catherine Tait [2004] Officers as mentors within the national guard context.
- Jackie Wilson [2001] Defensive routines and theories-in-use of hotel managers: An action science study.
- Miguel Hernandez [2000] The impact of the learning organization on the transfer of tacit knowledge process and performance improvement within private manufacturing firms in Columbia, Penn State
- Rebecca Sta Maria [2000] Dimensions of the learning organization and stages of concern as determinants of use of an innovation in Malaysian government agencies, Senior Administrator, INTAN, Malaysia, *AHRD Dissertation of the Year*
- Rebecca Adams [1999] Are we having fun yet? The use of play-based training methods and healthcare educators' flow experiences, Appalachian State University
- Mary W. Callahan [1999] Bridging professional cultures: Creating environments for learning
- Maria Cseh [1998] Managerial learning and the transition to a free market economy in Romanian private companies, Assistant Professor of HRD, Oakland University
- Andrea Ellinger [1997] Managers as facilitators of learning in learning organizations, Assistant Professor of Adult Education and HRD, Pennsylvania State University, Harrisburg, *AHRD Dissertation of the Year*
- Khairuddin Idris [1999] Organizational learning experiences of Malaysian firms moving toward globalization, Universiti Putani, Malaysia
- Susan McHargue [1999] Dimensions of the learning organization as predictors of performance in non-profit organizations, Education Officer, Salvation Army
- Gary Selden [1998] Family businesses as learning organizations, Assistant Professor of Management, Kennesaw State University

Complete [The University of Texas]

- Albert Wiswell "A descriptive and analytic study of formal and informal workplace learning practices of HRD professionals" (Professor of Adult Education & Human Resource Development at Virginia Polytechnic)
- Renee Rogers "Reflective learning about the workplace: An action science study with adult children of alcoholics" (Senior Vice President of Human Resources, Sulzer Orthopedics, and Lecturer, Department of Educational administration, The University of Texas at Austin)
- Tommy Daniels "Identifying critical leadership competencies of manufacturing supervisors in a major electronics corporation" (management development specialist, Texas)
- Jim Bell "Tutoring in a writing center" (English instructor, Canada)
- Iris Hicks "Forgotten voices: Women in HRD" (Communications Faculty, Baylor University)
- Peyton Underwood-Bender "On the shoulders of giants" (Consultant, Dallas, TX)
- Tom Broersma "Organizational learning and aircrew performance" (Organization Development Consultant) *1992 ASTD Dissertation of the year*

Mary Jackle "Contingent employment in nursing: Factors affecting career choice" (Dean of Continuing Education for Nursing, The University of Texas Health Science Center at San Antonio)
Nancy Girard "Memory after anesthesia and postoperative education" (Nursing faculty, The University of Texas Health Science Center at San Antonio)
Shirley Menard "Informal and incidental learning among vietnam nurses" (Nursing faculty, The University of Texas Health Science Center at San Antonio)
Roger Manning "The relationships among gender, gilligan's moral orientations, & salary" (Dean of Continuing Education, Midland-Odessa Community College University of Texas)

Dissertation Committee (Co-Chair)

Complete [The University of Texas]

Tom Shindell [with Oscar Mink] "Modeling Argyris' action science" (Assistant Professor of HRD, Northeastern Illinois University)
Bonnie Blackburn Turner, [with Oscar Mink] "Legal issues in training," (Corporate Human Resources Director, South Bend, IN)
Gwen Carter [with Oscar Mink] "Finding their way back: Informal and incidental learning of stroke survivors" (Special Education instructor, Travis County Public Schools)
Wendy Andreen [with Annie Brooks] "A strategic decision making model for Workplace literacy programs," (Consultant, Houston, TX)
Bob Ryan, [with Brian Graham-Moore] "Gainsharing at Austin public transportation" (Assistant Professor of Management, Incarnate Word, San Antonio, TX)
Linda Dickens [with Oscar Mink] [1998] "An action research study at a high technology organization" (Director, HRD research institute for organizational learning, The University of Texas at Austin)
Doris Adams [with Nancy Dixon] "Learning styles in groups (Associate Professor of Human Resource Development, Trinity University, Vermont)
Dan Plunkett [with Oscar Mink] (Management and organization development specialist, Partners health care systems)
Abel Lam [with Annie Brooks, AEHRDL] "The educational thought of James Yen"
Loren Skudlarek [with Oscar Mink, AEHRDL] (Health care administrator, Minnesota)
Betsy Aylin [with Guy Manaster, Educational Psychology] "Evaluation study of District Attorney's Office, a critique of the professions" (Organizational development Specialist, Advanced Micro Devices)
Barry Bales [with Mike Thomas, Educational Administration] "Learning Organization Competencies of Public Administrators" (Associate Dean of the LBJ School for Public Administration)
Susan Neal [with Oscar Mink, Educational Administration, 1999] "Organization Development Consultation Process: Effective strategies of the contracting stage" (Consultant, Center for Creative Leadership Texas at Austin)
Doris Adams [with Nancy Dixon] Learning styles in groups (Associate Professor of Human Resource Development, Trinity University, Vermont)
Dan Plunkett [with Oscar Mink] (Management and organization development specialist, Partners health care systems)
Abel Lam [with Annie Brooks, AEHRDL] "The Educational Thought of James Yen"
Loren Skudlarek [with Oscar Mink, AEHRDL] health care administrator, Minnesota
Betsy Aylin [with Guy Manaster, Educational Psychology] "Evaluation study of District Attorney's Office, a critique of the professions" (Organizational development Specialist, Advanced Micro Devices)
Barry Bales [with Mike Thomas, Educational Administration] "Learning Organization Competencies of Public Administrators" (Associate Dean of the LBJ School for Public Administration)

Susan Neal [with Oscar Mink, Educational Administration, 1999] “Organization Development Consultation Process: Effective strategies of the contracting stage” (Consultant, Center for Creative Leadership)