



CLERK OF THE BOARD
COUNTY OF HUMBOLDT

825 FIFTH ST. EUREKA, CA 95501-1153
PHONE: 707-476-2384 FAX: 707-445-7299

**APPLICATION TO SERVE ON THE
GREAT REDWOOD TRAIL AGENCY BOARD**

APPLICANT NAME: Roger G. James, Ed.D.
MAILING ADDRESS: 3560 Coombs Dr., Arcata, CA 95521
TELEPHONE: Home: (707)845-6750 Work: Same Fax: _____
E-MAIL ADDRESS: rjames@gelinasjames.com
OCCUPATION: Organization consultant

PERSONAL REFERENCES:

1. Mary V. Gelinas, Ed.D. PHONE: (707)845-9012
2. Mike Wilson PHONE: (707)476-2393

PRIOR ADVISORY BOARD OR BOARD OF DIRECTORS EXPERIENCE? Yes

**PLEASE WRITE A BRIEF STATEMENT DESCRIBING WHY YOU ARE INTERESTED
IN SERVING ON THE PLANNING COMMISSION.**

The Great Redwood Trail is one of the most important initiatives in our state and I would love to help make it a reality. During the last several years, I have served as a member of the Bay Trail Working Group and Funding Committee. I have served on numerous Boards in the past and am currently a Board member of the following organizations: Food for People, Arcata Chamber of Commerce, Lost Coast Communications, and Brio Baking. As a consultant, I have worked with organizations in the business, not-profit, education, and government sectors to help them articulate and achieve their vision. I believe that my knowledge, skills, and experience would add considerable value to the Great Redwood Trail Agency Board

PLEASE ATTACH A CURRENT RESUME.

DATE: April 6, 2026 SIGNATURE: _____

I declare under penalty of perjury under the laws of the State of California that the above is true and correct.

Applications will be accepted via email at cob@co.humboldt.ca.us or by mail to Humboldt County Planning Commission, Clerk of the Board, 825 Fifth St., Suite 111, Eureka, CA 95501

For county use only.

DATE RECEIVED _____ DATE APPROVED _____ NOT APPROVED _____

2/1/2024

[REDACTED]

[REDACTED]

[REDACTED]

Roger G. James, Ed.D.

[REDACTED]
Arcata, CA 95521

Phone: [REDACTED]

E-mail: rjames@gelinasjames.com

Website: www.gelinasjames.com

EDUCATION

1985 Graduate, Columbia University Advanced Program in Organization Development and Human Resources Management

1978 Ed.D. in Organization Development, University of Massachusetts

1976 M.Ed. in Counseling, University of Massachusetts

1971 B.A. in Anthropology, Pomona College

PROFESSIONAL EXPERIENCE

Co-founder and Managing Director of Gelinas❖James, Inc. (1992—Present)

Co-leads an international consulting and training firm. Responsible for consulting, training, and developing training programs. Lead consultant on a number of large-scale organizational change initiatives. Developed, refined, and published successful approaches to collaborative, comprehensive and complex change.

Co-Director of Cascadia Center for Leadership (2002-2021)

Co-lead a leadership development program sponsored by the Humboldt Area Foundation in Arcata, California. Responsible for designing, conducting, and evaluating Cascadia programs. Leadership content areas include various leadership theories as well as knowledge, skills and tools in the following domains; (1) intrapersonal (e.g., Myers Briggs Type Indicator); (2) interpersonal (e.g., communication as a strategic leadership tool, handling difficult conversations); (3) group (e.g., designing and facilitating small and large group meetings, problem solving, decision-making); (4) organizational leadership (e.g., creating change collaboratively, change management); (5) inter-organizational and community (e.g., designing and leading complex change processes).

Adjunct Faculty, Alliant International University (formerly California School of Professional Psychology), San Francisco Bay Area (2003-2004)

Taught advanced seminars in Organizational Psychology Ph.D. program.

Director, Organizational Development and Senior Consultant, Pacific Gas & Electric (1981-1989)

Managed a group of organization development consultants. Also led large-scale consulting projects for PG&E and its subsidiaries.

Adjunct Professor, Masters Program in Human Resources and Organization Development, University of San Francisco (1982-1990)

Taught courses in organization development, consulting skills, and organization theory. Also served as thesis advisor for degree candidates.

Associate Director, Training Leadership Institute, Western Region, U.S. Office of Personnel Management (1979-1981)

Served as organization consultant with various agencies of the federal, state, and local governments. Also designed and conducted leadership development courses for agencies throughout the Western Region.⁴⁴

Director of Development, Centerforce, San Quentin, California (1978-1979)

Led organization and financial development efforts for Centerforce and the prison visiting organizations it supported in the Western United States.

PROFESSIONAL/COMMUNITY SERVICE AND HONORS

Board of Directors, Arcata Chamber of Commerce (2022-Present)

Board of Directors, Food for People (2023-Present)

Board of Directors, Brio Baking, Inc. (2019-Present)

Board of Directors, Lost Coast Communications (2010-Present)

Board of Directors, Tri-County Independent Living Center (2012-2015)

President, Board of Directors, World Shelters (2005-2015)

President, Board of Directors, Arcata Interfaith Gospel Choir (2009-2012)

Member, Humboldt Bay Trail Fund Working Group (2018-Present)

National Award for Consulting Excellence, American Society of Training and Development (1989)

Steering Committee Chair, Bay Area Organization Development Network (1984-1985)

Founding President, Bay Area Chapter, American Society for Quality Circles (1982-1983)

PUBLICATIONS

Roger has co-authored the following books, articles, and chapters with Mary Gelinas.

Collaborative Change: Improving Organizational Performance (San Francisco: Jossey-Bass Publishers, 1998)

Collaborative Organization Design—Workbook (Gelinas❖James, Inc., 1998)

Collaborative Organization Design—Leaders' Guide (Gelinas❖James, Inc., 1998)

Consulting Skills—Bringing Our Authentic Selves Forward (Gelinas❖James, Inc., 1997)

The Collaborative Teams Series—Skills for Leaders, Skills for Members, Facilitation Skills (Gelinas❖James, Inc., 1996)

"Guiding Successful Transition Journeys" (*OD Practitioner*, Vol. 33 (3), 2001)

"Organization Purpose: Foundation for the Future" (*OD Practitioner*, Vol. 31 (2), 1999)

"Here are 12 Benchmarking Blunders to Avoid" (*Healthcare Benchmarks*, Vol. 6 (6), 1999)

Interview on "The 12 Deadly Sins of Change" (*For The Record*, Vol. 11 (11), 1999)

"Can You Manufacture Change" (*US Industry Today*, Vol. 2 (3), 1999)

"Nine Steps To Achieving Collaborative Change" (*Assisted Living Focus*, April 1999)

"The Challenge of the New Millennium: Creating a World in which Our Descendants Can Thrive" (*OD Practitioner*, Vol. 30 (4), 1998)

"Improving How We Manage Change" (*At Work*, July/August, 1998)

"Creating Real and Lasting Change Through Collaborative Organization Design" (*OD Practitioner*, Vol. 29 (3), 1997)

"An Interview with Mary Gelinas and Roger James" (*Vision/Action*, Spring, 1997)

"Leading and Transforming Organizations" (*Redesigning Healthcare*, Boland Healthcare, Inc. 1996)

Commentary on "The Empowerment Effort That Came Undone" (*Harvard Business Review*, Vol. 73 (1), 1995)

"Creating Profound Change Through Collaborative Organization Design" (*Vision/Action*, September 1992)

"Response to 'Spirit At Work'" (*OD Practitioner*, Vol. 21 (2), 1989)

PRESENTATIONS

"Corporations: A Key to Evolving Democracy" (with Mary Gelinias, Barbara Simonetti, and Susan Partnow at National Conference on Dialogue and Deliberation, 2014

"Riding the Waves of Change: Tips and Tools" (with Mary Gelinias) at Consumer Cooperative Management Association, 2002

"Making Your Vision Real: Leading Organizational Change" (with Mary Gelinias) at Consumer Cooperative Management Association, 2002)

"Guiding Successful Transition Journeys" (with Mary Gelinias) at National Organization Development Network Conference, 2001

"Change Change: A New Approach to Consciously Managing Organizational Change" (with Dave Nicoll, Ph.D.) at The Best in the West Conference, 2001

"Is This Where We Were Going? A Dialogue Among Senior Practitioners" (with Juanita Brown, Ph.D., Barry Grossman, Ph.D., James Kouzes, Dave Nicoll, Ph.D., and Bev Scott) at The Best in the West Conference, 2001

"Your Role as a Training Director Before, During and After Organizational Redesign" (with Mary Gelinias) at National Training Directors' Forum Conference, 1995

"Integrated Change at Vanderbilt University Hospital and Clinic"
(with Mary Gelinias, Marilyn Dubree, RN, MSN and Wendy Baker, RN, MS) at the Association for Quality and Participation National Conference, 1994

"Developing the Foundation for Successful Organization Design"
(with Mary Gelinias) at American Management Association National Conference, 1994

"Developing the Foundation for Successful Organization Design" (with Mary Gelinias) at American Management Association's Human Resources Conference, 1994

"Creating Profound Change Through Collaborative Organization Design" (with Mary Gelinias) at National Organization Development Network Conference, 1993

"American Business at the Crossroads: Lessons from Indigenous People" (with Mary Gelinias at National Organization Development Conference, 1993)

"The Art and Science of Collaborative Organization Design" (with Mary Gelinias) at Ecology of Work National Conference, 1991

"Creating Profound Change Through Collaborative Organization Design" (with Mary Gelinias) at National Organization Development Network Conference, 1991

"Mutual Accountability in Evaluation Organization Change Efforts" (with Eddie Reynolds) at National Organization Development Conference, 1986

"Productivity Improvement and Cost Reduction: An Employee Involvement Approach" at International Association of Quality Circles National Conference, 1983)

A PARTIAL LIST OF CURRENT AND FORMER CLIENTS

- Advanced Micro Devices (AMD)
 - Area 1 Agency on Aging
 - Blanchard Training and Development
 - C40 Cities Climate Leadership Group
 - Carrier Corporation
 - Charles Schwab
 - Chevron Research and Technology Company
 - City of Eureka
 - The Coca-Cola Company
 - College of the Redwoods
 - Contra Costa County
 - Duke University
 - Everytown for Gun Safety
 - Genentech
 - Humboldt Area Foundation
 - Humboldt Bay Harbor, Recreation, and Conservation District
 - Humboldt County Children and Families Commission
 - Humboldt State University
 - Intel
 - Kaiser Permanente
 - Kokatat
 - Levi Strauss & Co.
 - NOAA Fisheries
 - Northcoast Co-operative
 - Pacific Gas & Electric Co.
 - Saint Anthony Foundation
 - Schatz Energy Research Center
 - Vanderbilt University Medical Center
 - U.S. Geological Survey
 - Western Digital
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