

# JACKIE L. HARTMAN

---

**Office:**

Department of Management  
211 Rockwell Hall  
College of Business  
Colorado State University  
Fort Collins, CO 80523  
(970) 491-5559

**Home:**

1100 Newsom Street  
Fort Collins, CO 80524

**E- mail:** Jackie.hartman@colostate.edu**Fax:** (970) 491-3522**Mobile:** (970) 214-8850

## EDUCATION

Ph.D. Human Resource Development, Emphasis on Organizational Communication, Colorado State University, December 1996, Dissertation: *The Communication of Organizational Protocol*.  
Master of Science, Kansas State University, Consumer Economics, 1983  
Bachelor of Science, Kansas State University, Business Education, 1980

## PROFESSIONAL TEACHING EXPERIENCE

**Associate Professor, 2006- present****Associate Professor, 2004****Assistant Professor, 1997 – 2003 (tenure track)****1990 – 1997 (non-tenure track)**

Department of Management, College of Business  
Colorado State University (CSU)

Courses Taught:      Managerial Communication Strategies, required graduate  
                                 Managerial Communication Strategies, required graduate distance  
                                 Organizational Communication Practices, graduate and  
                                 undergraduate  
                                 Leadership Communication, undergraduate  
                                 Business Communications and Report Writing, required  
                                 undergraduate  
                                 Fundamentals of Management, undergraduate  
                                 Organizational Protocol, undergraduate, independent study

**Instructor, 1987 - 1990**

Department of Management, College of Business  
Colorado State University

Courses Taught:      Business Communications and Report Writing, required  
                                 undergraduate  
                                 Fundamentals of Management, required undergraduate

## **Teaching Experience (continued)**

### **Instructor, 1981 – 1986**

Department of Management, College of Business  
Kansas State University

Courses Taught:      Administrative Data Applications  
                                 Administrative Support Services  
                                 Information Processing

### **Other Professional Teaching Experience:**

Spring 1999 – 2003; Executive MBA Program (CSU Campus Denver)

Spring 1997 – 2000; Human Resource Development Graduate Program (CSU Campus Denver)

Instructor, 1986; Continuing Education; Kansas State University

Instructor, 1981; University For Man; Kansas State University

## **Administrative Experience**

### **Faculty Athletics Representative, 2005-present**

The faculty athletics representative (FAR) is selected and appointed by the University's President as internal liaison between the Office of the President, the faculty, Department of Intercollegiate Athletics, and the University community to ensure that the academic integrity of the University is upheld in relation to the Athletics program. Externally, the FAR represents the University and its faculty and is part of the University team (which includes the President, Director of Athletics, Senior Woman Administrator) in its relationships with the NCAA and the Mountain West Conference.

The FAR works to foster the academic and athletics missions of the University and is also responsible for oversight and monitoring of student-athlete well-being and for the University's compliance with NCAA by-laws.

## **Administrative Experience Faculty Athletics Representative (continued)**

### **Major Responsibilities:**

#### **Student-Athlete Eligibility:**

Monitor eligibility of student-athletes, review academic performance and graduation rates, and serve on the Athletic Grant-In-Aid Oversight and Appeals Committee and as chair when student-athletes appeal financial support decisions

#### **Liaison to Student-Athletes:**

Advocate on behalf of student-athletes' well-being, serve as a liaison to the Student-Athlete Advisory Committee, monitor student-athlete surveys, monitor academic support services assuring compliance with academic integrity, and initiate student-athletes' nominations for awards including postgraduate scholarships

#### **Liaison to Faculty:**

Serve *ex-officio* on the Faculty Council Committee on Intercollegiate Athletics and serve as liaison to the faculty ensuring fair and equitable responses to missed class time in accord with established policy regarding student-athletes' participation in University-sanctioned events

#### **NCAA responsibilities:**

Conduct oversight along with Director of Athletics for investigating and reporting violations of NCAA rules, assist the President and Director of Athletics in determining the University's position on NCAA legislative proposals, assist Athletics and the Faculty Council Committee on Intercollegiate Athletics in completing NCAA-mandated reviews and certification, serve as signature authority on Certificates of Eligibility, Historical Reports, Certificates of Exemption, Hardship Reports, and waiver requests of 12-credit hour rule, and administer the NCAA Coaches Recruiting Certification examinations

#### **Mountain West Conference:**

Attend MWC Joint Council meetings, serve as chair of MWC Joint Council meetings on a rotation basis, serve on MWC standing committees, and serve as liaison to designated MWC championships

#### **Adviser:**

Serve as an adviser to the President on both internal (campus community) and external (e.g., Mountain West Conference, NCAA, and BCS) athletics issues, serve on search and screening committees for the Director of Athletics, serve as an adviser to the Director of Athletics and as liaison between athletics and the campus community (especially the faculty) and serve on search committees for athletics personnel, especially coaches and academic advisers

### **Management Department Chairperson, April 2005 – June 2006**

The Management Department is one of 5 departments within the College of Business at Colorado State University, a nationally recognized land grant university classified as a Carnegie One Research Institution. The Department guides students to become the managers of tomorrow by enriching our coursework with current business trends including sustainable enterprise, globalization, diversity in the workforce, social entrepreneurship, leadership communication and more.

The Department offers four certificates that can further enrich undergraduate programs and help students specialize their skills in an area of interest. Certificates, while not official academic programs, provide an additional knowledge base and greater visibility on student resumes. The Department of Management has two graduate degree programs, the Master of Management Practice and the Master of Social and Sustainable Enterprise.

#### **Major Responsibilities and Accomplishments:**

- Supervised 7 full-time tenured faculty, 6 full-time non-tenured faculty, 12 part-time faculty, one full-time and one-part-time administrative assistant
- Secured four employment lines and hired two full-time tenure-track faculty, two full-time clinical faculty, and secured full-time status for two part-time adjunct faculty
- Strengthened a weak work environment by establishing a team-oriented workforce focusing on share values and beliefs and re-established departmental credibility by fostering inter-departmental collaboration
- Developed a mission and focus of innovation with significant faculty input for which faculty focused their research
- Managed \$1.5 Million Budget
- Developed an alumni presence for alumni-student interactions
- Coordinated and developed four certificate programs: Supply Chain Management, Human Resource Management, Entrepreneurship, and Leadership Communication

## **Journal Publications**

- Thomas, G.F., Zolin, R., Hartman, J.L. (2009) The central role of communication in developing trust and the effect on employee involvement, *Journal of Business Communication*, 46(3), 287-310.
- Malette, P., Hartman, J.L., (2008). Impact of board structure and stock ownership on toxic releases by U.S. industrial manufacturing firms, *The Journal of Global Business Management*, 4(2), 282-291.
- Malette, P., Hartman, J.L., (2008). A framework for examining firm environmental performance, *Journal of Global Business Issues*, 2(2), 43-50.
- Hogler, R., Gross, M., Hartman, J.L., Cunliffe, A.L., (2008). Meaning in organizational communication: Why metaphor is the cake, not the icing, *Management Communication Quarterly*, 21(3), 393-412. Finalist for Best Paper Award at National Communication Association Org. Comm. Division & Top 10 most downloaded Sage publication for 19 months and most downloaded for 2 years.
- Kock, N. (Ed.) (2007). E-Collaborating using group decision support systems: conducting effective virtual meetings, *Encyclopedia of E-Collaboration*, Information Science Reference.
- Hartman, J. L. & LeMay, E. (2004). Managing presentation anxiety, *The Delta Pi Epsilon Journal*, XLVI (3), 145-154.
- Hartman, J. L. (2004). Using focus groups to conduct organizational communication research, *Journal of Business Communication*, 41(4), 402-410.
- Hartman, J. (2002). Physical communication: An organizational asset, *Measuring Business Excellence*, 6(4), 12-19
- Hartman, J., Lewis, J., & Sterkel Powell, K. (2002). Inbox shock: A study of electronic message volume in a distance managerial communication course, *Business Communication Quarterly*, 65(3), 9-28.
- Geroy G., Hartman, J., & Olson, J. (2002). Impact of virtual work environment on traditional team domains, *Performance Improvement Quarterly*, 15(3), 11-42.
- Hartman, J.L., & Lenk, M. (2001). Strategic communication capital as an intangible asset, *International Journal on Media Management*, 3 (3), 146-153.

## **Journal Publications (continued)**

- Jankovich Hartman, J., Ogden, B., & Geroy, G. (2001). Electronic communication training: Reconciling gaps created by the virtual office, *Performance Improvement Quarterly*, 14(1), 11-25.
- Menon, Anil; Menon, Ajay; Chowdhury, J., & Jankovich, J. (Spring, 1999). Evolving paradigm for environmental sensitivity in marketing programs: A synthesis of theory and practice, *Journal of Marketing Theory and Practice*, 7(2), 1-15.
- Sterkel Powell, K., & Jankovich, J. (1998). Student portfolios: A tool to enhance the traditional job search, *Business Communication Quarterly*, 61(4), 72-82.
- Jankovich, J., & Sterkel Powell, K. (1997). An implementation model for a communication across-the-curriculum program, *Business Communication Quarterly*, 60(2), 9-19.
- Geroy, G.D., Jankovich, J., Hyden, T., & Wright, P. (1997). HRD and microenterprise: socio-economic capacity building in LDC's, *Empowerment in Organisations*, 5(3), 65-75.
- Geroy, G., & Jankovich, J., & Wright, P. (1997). Research design decisions: An integrated quantitative and qualitative model for DMR's, *Performance Improvement Quarterly*, 10(3), 22-36.
- Geroy, G., & Jankovich, J. (1996). Is monitoring employees' e-mail an invasion of privacy? *Performance and Instruction*, 35(3), 18-19.

## **Articles In-Process**

- Optimizing Millennials' Communication Styles*, submitted to *Business Communication Quarterly*, J.L. Hartman and J. McCambridge, January 2010
- Millennials—The Next Generation of Leaders*, research collected, J.L. Hartman and J. McCambridge, Target: *Journal of Business Education*
- To Brand or Not to Brand*, manuscript complete, J.L. Hartman, A. Renz, and D. Lehman
- Branding a University Alumni Association*, data collected, J.L. Hartman, P. Mallette, R. Iman
- Cultural Protocol and the use of Qualitative Research to Access the Alignment the Cultural Protocol and the Use of Qualitative Research to Access the Alignment of Communication Systems*, ready for submission, J. L. Hartman, Target: *Management Communication Quarterly*
- Business Communication Process Model*, submitted to *Business Communication Quarterly*, J.L. Hartman, M. Gould, and S. Gould

## **Proceedings**

- Hartman, J. L. & Wang, N. (2004). Work environment: An organization's intangible asset, *Association for Business Communication Refereed Proceedings*, Cambridge, MA
- Hartman, J. L. & Butler, C. (2003). Vulnerability assessments: Communication cannot be overlooked, *Association for Business Communication Refereed Proceedings*, Albuquerque, NM
- Hartman, J. L., & Lenk, M. L. (2003). Reporting strategic communication as an intangible asset, *Western Decision Sciences Institute Refereed Proceedings*, Hawaii, (accepted and withdrawn due to retracted travel expenditures)
- Hartman J. L., Lewis, J., & Switzer J. (2002). Corporate branding: A new term for strategic communication? *Western Decision Sciences Institute Refereed Proceedings*, 695-698, Las Vegas
- Lewis, J., & Hartman J. L. (2002). Undergraduate business student perceptions of team-based assignments, *Western Decision Sciences Institute Refereed Proceedings*, 412-414, Las Vegas
- Jankovich Hartman, J., Geroy, G. D., & Hopkins, W. (2001). Leadership capacity in the virtual workplace: constraints and prescriptions, *Western Decision Sciences Institute Refereed Proceedings*, 515-517, Vancouver.
- Adams, S., Francis, G. J., Jankovich, J., & Menon, A. (1997). Managerial and strategic implications of customer loyalty: A basic framework, *Western Decision Sciences Institute Refereed Proceedings*, 179-181, Hawaii.
- Geroy, G. D., & Jankovich, J. (1996). Expanding formative experiences: A critical dimension of leadership development, *Academy of Human Resource Development Refereed Proceedings*, 25-1, Minneapolis.
- Sterkel Powell, K., & Jankovich, J. (1995). Updating the business communication curriculum to satisfy stakeholders' accreditation needs, *Academy of Business Administration Refereed Proceedings*, 110-114, London.
- Sterkel Powell, K., & Jankovich, J. (1993). Communication across the curriculum at Colorado State University, *Academy of Business Administration Refereed Proceedings*, 111-115, Las Vegas.

## **Presentations**

- Hartman, J.L. (2007). Professionalism Expectations in Business Communication Classes, *The Association for Business Communication National Conference*, Washington, D.C.
- Hartman, J.L. (2006). Academic Plagiarism vs. Corporate Benchmarking, *The Association for Business Communication National Conference*, San Antonio, TX.
- Hartman, J. L. (2004). Work environment: An organization's intangible asset, *The Association for Business Communication National Conference*, Cambridge, MA.
- Hartman, J. L. (2003). Vulnerability assessments: Communication cannot be overlooked, *The Association for Business Communication National Conference*, Albuquerque.
- Hartman, J. L. (2002). Branding a communication plan: A marketing and organizational communication partnership. *The Association for Business Communication National Conference*, Cincinnati
- Hopkins, W., Hartman, J. L., & Hopkins, S. (2002). Integrating culturally distant members into groups: The role of choice, competency, and trust. *Academy of Management National Annual Meeting*, Denver
- Hartman, J. L., Lewis, J., & Switzer J. (2002). Corporate branding: A new term for strategic communication? *Western Decision Sciences Institute Annual Meeting*, Las Vegas
- Lewis, J., & Hartman J. L. (2002). Undergraduate business student perceptions of team-based assignments. *Western Decision Sciences Institute Annual Meeting*, Las Vegas
- Hartman, J. L., Sterkel Powell, K., & Lewis J. (2001). Characteristics of teacher-student communication in the distance-learning environment. *The Association of Business Communication National Conference*, LaJolla, CA.
- Hartman, J. Geroy, G., & Hopkins, W. (2001). Leadership capacity in the virtual workplace: Constraints and prescriptions. *Western Decision Sciences Institute Annual Meeting*, Vancouver.
- Hartman, J., & Lewis, J. (2001). Strategies for conducting business communication within a technology-mediated environment. *Western Decision Sciences Institute Annual Meeting*, Vancouver.
- Hartman, J., Sterkel Powell, K., & Lewis, J. (Fall 2000). Are students fed up with classroom technology? *The Association of Business Communication National Conference*, Atlanta, GA.



## **Presentations (continued)**

- Jankovich, J. (Spring 2000). The physical communication inventory: A tool to enhance organizational communication. *The Association of Business Communication West Regional Conference*, Tucson, AZ,
- Jankovich, J., & Sterkel Powell, K. (Fall 1999). Characteristics of teacher-student communications in the distance-learning environment. *The Association of Business Communication National Conference*, Los Angeles, CA,
- Jankovich, J., & LeMay, E. (Fall 1998). Communication audits really do lead to external funding/training opportunities. *The Association for Business Communication National Conference*, San Antonio, TX.
- Jankovich, J., & LeMay, E. (1997). Presentation fears. *The Association of Business Communication National Conference*, Washington, D.C.
- Tucker, M., Sterkel Powell, K., Jankovich, J., & LeMay, E. (1997). Distance education. *The Association of Business Communication National Conference*, Washington, D.C.
- Adams, S., Francis, G.J., Jankovich, J., & Menon, A. (1997). Managerial and strategic implications of customer loyalty: A basic framework. *Western Decision Sciences Institute Conference*, Hawaii.
- Jankovich, J., & Sterkel Powell, K. (Fall 1996). Student portfolios: A tool to enhance the traditional job search. *The Association for Business Communication National Conference*, Chicago, IL.
- Menon, Anil; Menon, Ajay, Chowdhury, J., & Jankovich, J. (Summer, 1999). Environmentally-based marketing programs: A strategic approach to enhancing marketing performance. *The American Marketing Association's Summer Educator's Conference*.
- Geroy, G., & Jankovich, J. (Spring 1996). Expanding formative experiences: A critical dimension in leadership development. *Minneapolis Academy of Human Resource Development*, MN.
- Jankovich, J., & LeMay, E. (Fall 1995). A study of preparing teams for collaborative writing. *The Association for Business Communication National Conference in Orlando*, FL.
- Jankovich, J., & Sterkel Powell, K. (Fall, 1995). A model for implementation of a communication-across-the-curriculum program. *The Association for Business Communication National Conference*, Orlando, FL.

## **Presentations (continued)**

Jankovich, J., & LeMay, E. (Spring 1995). The effects of team preparation or lack thereof on collaborative writing. *The Association for Business Communication Western Regional Conference*, Palm Springs, CA.

Sterkel Powell, K., & Jankovich, J. (Fall 1994). Business communication profiles: An effective tool for AACSB curriculum enhancement. *The Association for Business Communication National Conference*, San Diego, CA.

Sterkel Powell, K., & Jankovich, J. (1993). Communication across the curriculum at CSU: First stage results. *The Association for Business Communication Conference*, San Francisco

Jankovich, J., & LeMay, E. (1992). Presenting across the curriculum. *The Association for Business Communication Conference*, San Diego, CA.

Powell, K., & Jankovich, J. (1991). Using computer text-analysis software in the business communication program. *The Mountain Plains Management Conference*, Fort Collins, CO.

Powell, K., & Jankovich, J. (1990). A comparison of writer's workbench and grammatik text-analysis programs for classroom use. The Association for Business Communication Conference, Denver, CO.

Jankovich, J. (1990). Business and technical writing for corporate consultation. Panel Discussion: *The Modern Language Association Conference*, Kansas City, MO.

## **Working Papers**

Powel, K., & Jankovich, J. (1990). A comparison of writer's workbench and grammatik text-analysis programs for classroom use. *The Modern Language Association Conference*, Kansas City, MO.

Geroy, G., Jankovich, J., Hyden, T., & Wright, P. (1996). HRD and microenterprise. Working Paper: *University of New Brunswick, University Research Report*.

## **Books**

Hartman, J.L. & Ogden, B (2007). *Applications in Business Communication, 2 ed.*, Thomson Learning.

Hartman, J.L., & Ogden, B. (2006). *Applications in Business Communication*, Thomson Learning.

Hartman, Ogden, Sterkel-Powell (2003). *Business Communication Workbook*, Thomson Learning.

Jankovich Hartman, J., & LeMay, E. (2001). *Presentation Success: A Step-by-step Approach*, Cincinnati: South-Western.

Hartman, LeMay, Sterkel-Powell (2001). *Business Communication Workbook*, Thomson Learning.

Jankovich, J., & LeMay, E.A. (1997). *The Best Guide to Effective Presentations*, New York: McGraw-Hill.

## **Research/Instructional Grants**

Summer Research Grant, Funded by CSU Management Dept. (\$1500) 2007

Summer Research Grant, Funded by Colorado State University College of Business (\$5,000), 2001

Summer Research Grant, Funded by Colorado State University College of Business (\$5,000), 2000

Summer Research Grant, Funded by Colorado State University College of Business (\$5,000), 1999

Summer Research Grant, Funded by Colorado State University College of Business Department of Management (\$1,500), 1999

Principal Investigator with E. LeMay, "Communication Training," Funded by Schlumberger-Dowell, Sugar Land, TX (\$6,041.95), 1998

Summer Research Grant, Funded by Colorado State University College of Business (\$5,000), 1998

College of Business Communication Lab Team Member, Funded by Eastman Kodak (\$75,000), 1997-1998

Principal Investigator with Jim Van Leuven, "Communication Across the Curriculum," Funded by the Colorado Commission for Higher Education," (\$7,482), 1997

Principal Investigator with E. LeMay, "Communication Audit," Funded by Schlumberger-Dowell, Sugar Land, TX (\$9,610), 1997

Co-developed with K. Powell, "Student Portfolios," Funded by College of Business, Colorado State University, 1995

## **Research/Instructional Grants (continued)**

- Co-developed with K. Powell, *College of Business Communication Skills Inventory*. Funded by the College of Business, Colorado State University, 1994
- Co-developed with K. Powell, *Classroom Equipment Grant to Enhance Student Presentation Skills*. Funded by Colorado State University (\$11,000), 1993
- Co-developed with M. Tucker and K. Powell, *Transformational Leadership and Effective Communication as Performance Predictors in Looking Glass, Inc. Simulation*. Submitted to Center for Creative Leadership, 1993 (unfunded)
- Co-developed with K. Powell, *Communication Profiles Video*. Funded by the College of Business, Colorado State University, 1993
- Co-developed with K. Powell, *Communication Across The Curriculum*. Funded by the College of Business, Colorado State University, 1992
- Co-developed with E. LeMay, *Effective Business Presentations Video*. Funded by the College of Business, Colorado State University, 1991

## **Honors and Recognitions (2000-present)**

- Nominated for *Best Teacher Award* by Colorado State University Alumni Association, 2001, 2004, 2007, 2008
- The Gladys Eddy Award for Dedication to the Undergraduate Experience, 2007
- CSU Honor's Professor Nomination 2007
- Most Influential Professor as cited by graduating seniors, 2006, 2007, 2008, 2009
- College of Business Professor of the Year 2005-06
- Golden Key Honorary Member Award 2005
- College of Business Excellence in Service Award 2003-04
- Who's Who Among America's Teachers, awarded 2004 (select 5% of nation's teachers)
- Rose Award for Teaching, Mortar Board, 2003
- Beta Gamma Sigma Best Teacher, College of Business, 2002, 2004, 2006, 2007
- Elected Western Regional Vice President Association for Business Communication, 2002, 2006
- The Graduate Discovery Program Exceptional Service Award, 1999 & 2000

## **Professional Affiliations**

- Academy of Management (member)
- Association for Business Communication (member)
- Delta Sigma Pi (honorary faculty member)
- Phi Kappa Phi (honor society member)
- Delta Pi Epsilon (member)
- Association for Professional Communication Consultants (member)
- Golden Key Honour Society (Honorary Member)

## **Professional Activities (2000-present)**

Kansas State University Alumni Association Board of Directors Chairperson, 2008-09  
Kansas State University Alumni Association Board Member, 2004-2010  
Kansas State University Presidential Search Committee, 2008-09  
Kansas State University Wildcat Victory Campaign, 2008-09  
Association for Business Communication Vice President, 2003 –present  
Association for Business Communication Board of Directors, 2003- present  
Future Vision 2010, Invited Speaker 2005  
Colorado Women in Technology, Invited Speaker, 2004  
College of Political Knowledge Faculty Member, Colorado State University Continuing Education Career Enhancement Series, 2002  
Agriculture and Rural Leadership Series, Effective Communication Seminar, 2002  
Western Decision Sciences Institute Organizational Communication Track Chair, 2001-2003  
Western Decision Sciences Institute Organization Communication Session Chair, 2001-2002  
Western Decision Sciences Institute Proceedings Editor, 2000  
*Principles of Business Communication*, Graduate Discovery Internship Program, Colorado State University, 1995-2000  
Western Decision Sciences Institute Business Policy and Strategy Track Reviewer, 1999  
*Communication Do's and Taboo's*, Employment Law Seminar, Denver, CO, 1998  
*Effective Listening*, American Business Women's Association, 1998  
*Communication Across the Curriculum Workshop*, Colorado Commission for Higher Education, 1998  
*Business/Social Protocol*, Management Club, 2005, 2006  
*Business/Social Protocol*, Delta Sigma Pi, 1997, 2003, 2004

## **Instructional Development at Colorado State University (2000-present)**

Developed Rubric and Assessment Process for College's Communication Goals  
Developed *Strategic Communication in Organizations*, a 16-week senior level undergraduate course  
Developed and Implemented *Managerial Communication Strategies* an 8-week graduate course  
Developed and Implemented *Managerial Communication Strategies*, an 8-week graduate distance course  
Developed and Implemented *Organizational Protocol*, an Elective Course for Graduating Seniors  
Developed and Administered *Communication Across the Curriculum Program* for the College of Agriculture at Colorado State University  
Co-developed the *Communication Across the Curriculum Program* at Colorado State University implementing communication in all disciplines within the College of Business  
Developed and produced a series of six communication profile videos derived from interviews with members of the business community; videos were developed for each discipline in the College of Business including: Accounting, Computer Information Systems, Finance, Management, Marketing, and Business Communication  
Developed and produced *Effective Presentations Video*

### **Instructional Development at Colorado State University (continued)**

Developed a communication resource guide for the College of Business faculty

Developed and implemented an on-going series of three *Communication Across the Curriculum Faculty Workshops*

Adapted the *Grammatik Text-Analysis Software Program* for use in Business Comm. classes

Authored a *Grammatik Text-Analysis User's Guide* to accompany software

Developed and presented on-going text-analysis student workshops

### **Department and College of Business Service (2000-present)**

Business Communication AACSB Assurance of Learning Goal Coordinator 2007 - present

Business Communication Core Course Coordinator, 20 + sections annually, 2000 - present

Transfer Credit Evaluator for Business Communication, (CSU) 1999-present

MBA Strategic Comm. Lead Professor, coordinate adjuncts for 450 + students 1998 – 2009

Faculty Council Executive Committee 2006-2008 (College) (CSU)

Grievance Panel 2006-2008 (College) (CSU)

Sexual Harassment Panel 2006-2008 (CSU)

Ram Welcome (College) (CSU) 2005, 2006, 2007

OB/HR Search Committee, 2007 (hired two faculty members)

Technology Committee, 2007-2008

Graduation Announcer, (CSU) 1995-2008

Management Department Workload Policy Committee, 2007

OB/HR Curriculum Re-design Committee, 2007

Scholarship Committee 2002, 2003, 2004, 2005 (College)

Operations Management Search Committee Member 2004-2005

MBA Lead Week – Class of 2000, 2001, 2002, 2003, 2004, 2005, & 2006 (college)

### **University Service (2000-present)**

Management Department Faculty Council Member 2004-2005, 2006-07, 2007-08

Faculty Athletics Representative to the NCAA (CSU) 2005-present

Faculty Advisor to the Student Athlete Advisory Committee (CSU) 2005- present

Chair of the Grant-in-Aid Oversight and Appeals Committee—Athletics (CSU) 2002-present

Financial Aid Committee –Athletics (CSU) 2002-present

Assistant Director of Academic Services, Athletic Department, Search Committee, 2009

Mountain West Conference Academic Summit Committee 2008-09

President's Commission on Women and Gender Equity 2007-2009

Mountain West Conference Joint Council Strategic Plan Task Force, 2007

Director of Academic Services, Athletic Department, Search Committee, 2007

Faculty Representative to the CSU Alumni Association Board of Directors, 2007

Awards Committee (CSU & Mountain West Conference) 2006

Faculty Council Committee for Intercollegiate Athletics Chairperson, (CSU) 2002-2005

Faculty Council Committee for Intercollegiate Athletics, (CSU) 1999-present

University's Student Disciplinary Panel Member, (CSU) 2002-present

## **University Service (continued)**

Strategic Planning Committee—Culture, Connection, and Community Task Force (CSU)  
NCAA Self-Study Student – Welfare Committee Coordinator 2004  
Athletic Director Search Committee, (CSU) 2003, 2006  
Preview – New Student Orientation: Parent/Faculty Panel Discussion, (CSU) 2003  
Athletic Marketing Rights Proposal and Selection Committee, (CSU) 2003  
Director of Residence Hall Dining Services Search Committee (CSU) 2002  
Athletic Department Women’s Golf coach Search Committee, (CSU) 2002  
Athletic Department Women’s Basketball Search Committee, (CSU) 2002  
Athletic Department Women's Golf Coach Search Committee, (CSU) 2000  
College of Agriculture Seminar – Effective Communication, (CSU) 2000, 2001, 2003, & 2004  
Colorado State University Activities Board Representative, (CSU) 1989-2004

## **Consulting/Service/Entrepreneurial Activities**

As a consultant, I provide executive coaching, conduct needs assessments and research, and perform corporate training.

Kansas State University Alumni Association, 2008-09, *Research and Training*: Conducted a Branding Initiative including focus groups and online surveys, analyzed findings, and conducted staff training.

Innovative Livestock Services, 2008, *Needs Assessment*: ILS is a united group of feedyards located in Kansas and Nebraska. ILS began in 1999 and has a combined feeding capacity in excess of 115,000 head, making it one of the largest cattle feeding groups.

Exponential Engineering, 2007- present, *Needs Assessment, and Corporate Training*: Since 1993 EE Company has specialized in professional electric power engineering services providing consulting to rural electric associations, municipalities, independent and commercial facilities, architect engineering firms, government entities and private citizens.

Avago, 2007, *Corporate Training*, Avago Technologies is an HP Spinoff serving 40,000 international customers and is the leading supplier of analog interface components for communications, industrial and consumer applications.

OCI, 2005-2006, *Needs Assessment and Corporate Training*: OCI (Options & Choices, Inc.) is an Information Management Solutions provider in Cheyenne Wyoming that helps companies make better-informed decisions about their employee benefit and risk management programs. OCI has designed and delivered integrated health and productivity solutions to Fortune 1000 companies since 1984.

Miner & Miner Software Engineering, 2003-2005, *Executive Coaching, Needs Assessment, and Corporate Training*: Telvent's enterprise GIS group is a world leader in the development and implementation of geographic information system (GIS) software for utilities. Telvent's ArcFM™ Solution and extended services assist electric, gas, water and waste water utilities in increasing productivity, lowering costs, and improving services by allowing them to effectively manage spatial information. The enterprise GIS group within Telvent has its history dating back in 1946 when it was initially founded as Miner and Miner, Consulting Engineers.

## **Consulting/Service/Entrepreneurial Activities (Continued)**

Agilent, 2002, *Corporate Training*, Agilent is an HP spinoff that is an international organization measurement company advancing electronics, communications, life sciences and chemical analysis .

Cache La Poudre High School Advisory Board Member, 1994-2001, *Needs Assessment*

Colorado State University Apartment Life, 2001, *Training*

Colorado State University Housing Services, 2000, *Training*

Colorado State University Apartment Life, 2000, *Training*

Colorado State University Business and Financial Services, 1999, *Needs Assessment and Training*

U.S. Fish and Wildlife Management Assistance Team, 1998, *Needs Assessment and Training*

Colorado State University Admissions, 1997, *Training*

Wal-Mart Distribution Center, 1996, *Training*

Cooperative Extension Western Region, 1996, *Training*

Wyoming Cooperative Extension, 1996, *Training*

Washington State Department of Transportation 1993-1995, *Executive Education Training Program*

Colorado State University Cooperative Extension 1995, *Training*

Hanifen, Imhoff, Inc. 1994, *Training, Stocks and Bonds Brokers, Denver CO*

Colorado Department of Transportation 1990-1992, *Training*

Colorado Forestry Department Field Coordinators 1988, *Training*



**J.L. Hartman**  
**Management Consulting Bio**

In 1988, I initiated my entrepreneurial pursuits as a consultant. I specialize in strategic management, organizational communication, and executive development. I have served corporate and government clients, small and large organizations. As a consultant I assist organizations obtain solutions by:

- Increasing their knowledge
- Growing their business
- Improving decision-making
- Branding and enhancing organizational image
- Achieving high standards of professional practice
- Communicating effectively and strategically
- Assessing organizational protocol
- Developing human resources
- Improving organizational climate
- Performing strategic analysis

I have worked with government, corporate, and non-profit clients in various industries including, high-tech, engineering, utilities, transportation, agriculture, software development, transportation, forestry, financial, food and beverage and many more.

As a consultant, I serve in various capacities. I provide training, one-on-one and to large groups. At times I only conduct needs assessments allowing the organization to determine their desired course of action. However there are occasions when I'm hired to conduct a needs assessment and suggest a course of action. An expanded form of my consultancy is to conduct a needs assessment, strategize several possible directions, assist in determining the best course of action, train constituents based on the desired course of action and assist in determining performance measures. In addition, I conduct executive coaching which typically results in an on-going relationship intended to guide executives in management decision-making and personal growth.

As a consultant, I have faced the challenges all entrepreneurs encounter:

- Creating a profitable business model
- Generating business
- Maintaining relationships
- Obtaining contractors to assist in projects
- Developing a positive revenue stream that flows to the bottom line

I have viewed these challenges as opportunities resulting in a successful consulting enterprise.