

DALLAS D. EVERHART

CURRICULUM VITAE

EDUCATION

Doctor of Philosophy, 2008

University of Northern Colorado, Greeley, CO
College of Education and Behavioral Sciences
School of Educational Research, Leadership, and Technology
Higher Education and Student Affairs Leadership

Dissertation: *Making meaning of new traditional graduate student's selection of educational leadership master's degree programs.*

Research interests: Leadership, management, marketing, finance, customer service, conflict management, higher education funding, new traditional students, communications, teamwork, strategic operations and distance education.

Masters of Business Administration, 1981

Western State College aka Western State Colorado University, Gunnison, CO

Bachelor of Arts, Business Administration and Psychology, 1979

Western State College aka Western State Colorado University, Gunnison, CO

EXPERIENCE

eStratOp (formerly Everhart + Associates, LLC)

Consulting, Coaching & Strategic Operating Plans, 2004 to Present

Improve employee and organizational performance by delivering workshops, coaching and consulting in the areas of communications, teamwork, strategic operations, leadership, management and finance. Clients include public and private sector organizations facing change and culture issues. Client base is two thirds long term engagements focused on professional development at the individual and organizational levels. Long-term client list includes Otterbox (communications and Strat Op development) which has grown 3600% in past 5 years and City of Evans (communications, teamwork & Strat Op development) which received voter approval for a 43% property tax increase in 2011. Develop and implement systems based on a philosophy of accountability, transparency and authenticity.

Certifications include Emergenetics Thinking Profiles and Paterson Center Strat Op.

Please see www.eStratOp.com and my LinkedIn account for additional information, details and program descriptions.

HIGHER EDUCATION EXPERIENCE

University of Northern Colorado, Greeley, CO

Monfort College of Business
 Management and Marketing
 Instructor, 2007 to Present

Teach 2 to 4 marketing, management or businesses courses per semester. Most classes taught in face to face format but have experience with online and blended courses. My teaching philosophy is best described as a unique blend of business and education strategies, from multiple and constantly changing perspectives, with the ultimate goal of helping each individual achieve their maximum potential. My commitment in the classroom is to create an open environment where students are encouraged to master concepts, theories and models for the purpose of being successful in business and life. By recognizing the diversity that exists in people in their communications and learning styles, my students are encouraged to participate, work in teams, build relationships, and become critical thinkers.

Face to Face (F 2 F) Classroom unless otherwise noted

BA205 Business Communications (F 2 F & 50% online)
 BAMG 350 Management
 BAMG 452 Business and Society
 BAMG 494 Non-Profit Management
 BAMK 260 Intro to Marketing for non-business majors (F 2 F & online)
 BAMK 360 Marketing
 BAMK 361 Consumer Behavior
 BAMK 364 Sales and Sales Management (daytime & evening format)
 BAMK 468 Business to Business Marketing (evening format)

Student evaluations are consistently and significantly (over 50% higher rating) above the college average in the areas of:

- Instructor communicated concepts and encouraged participation
 - Instructor uses current and relevant business examples in class
 - Quality of teaching compares favorably to other business courses
 - Instructor is prepared for class and answers questions clearly
 - Students assessment of learning
- ✓ Recognized by UNC students as Monfort College of Business Best Professor Runner up in 2012 Campus Newspaper Best of Poll.
 - ✓ Recognized by Monfort College of Business College Student Council as Marketing Professor of the year 2010 – 2011.
 - ✓ Recognized by Disability Support Services for providing excellent accommodations with respect for the unique needs of students.

University of Northern Colorado, Greeley, CO - continued

College of Education and Behavioral Sciences

School of Educational Research, Leadership, and Technology

HESA 671 Introduction to Leadership - Spring 2006 Co instructor

College of Humanities and Social Sciences, Political Sciences

PSCI 203 Colorado Politics – Spring 2006 - Invited Speaker

PSCI 208 Public Administration – Fall 2006 & Spring 2007 – Invited Speaker

Presentations

Cross-Gender Conflict Management Styles and Employee Attitudinal Outcomes: The Mediating Role of Empowerment and Trust - Intellectbase Academic Conference in Las Vegas, NV. 2011

Front-Line Employees Retention, Recognition, and Empowerment Effect on Retail Bank Customer's Perceived Value – Paris International Academic Conference, 2013

Publications

Cross-Gender Conflict Management Styles and Employee Attitudinal Outcomes: The Mediating Role of Empowerment and Trust – Journal of Knowledge & Human Resource Management - JKHRM (Volume 4, Issue 6 – March 2012).

Front-Line Employees Retention, Recognition, and Empowerment Effect on Retail Bank Customer's Perceived Value – Journal of Service Science – JSS (Journal 6, Number 1 - 2013).

Current projects include:

- Faculty role in marketing to new traditional students
- Marketing campus based programs to new traditional students

University of Colorado Denver, Denver, CO

School of Public Affairs

Certified Public Manager Program

Instructor, 2010 to Present

Responsible for course development and instruction in the Colorado Certified Public Manager Program (CPM). The CPM is a nationally accredited management development certification for leaders in government and the non-profit sector. Course delivery is blended face to face and on-line. Current courses include:

- Knowing and Managing Yourself
- Leading Teams

Colorado State University, Fort Collins, CO

Division of Continuing Education, 1998 to 2004

Appointed Interim Executive Director, Dec 2001

Accepted additional responsibility for Marketing, May 2000

Accepted additional responsibility for Enrollment Services, May 1999

Appointed Director of Finance and Operations, Sept 1998

Accepted additional responsibility for Information Systems, Sept 1998

Appointed Assistant Director of Finance and Operations, May 1998

Executive Director of Cash Funded Enterprise Fund providing a diverse range of higher education programs to students on and off campus. Programs ranged from non-credit lifelong learning courses to graduate degrees.

Accomplishments and activities:

- Developed and implemented an improved organizational structure in 2001 including a five-year "Vision, Mission and Strategic Plan" for the Division. The Plan enhanced student / organization relationships, increasing revenue by over \$1 million (96% increases) from 2002 to 2004.
- Balanced the academic integrity of the program with financial and revenue demands of an enterprise fund operation. Eliminated programs not meeting university standards.

Financial Management

Developed and implemented an integrated three-year financial planning process. Increased gross profits margins with fewer staff, improved efficiency and implemented effective business practices.

Marketing

Implemented a business based marketing model including target markets, building relationships and setting revenue goals. Worked with marketing and programs staff to develop a cross selling strategy for increasing revenues and reducing expenses.

Program Management

Implemented a student focused paradigm, creating programs and procedures based on student / customer needs. Worked with program managers to identifying target markets, establish advisory boards, and develop innovative programs.

Certifications & Professional Development

- Certified in Patterson Center LifePlan Facilitation, 2012
- Certified in Patterson Center Strategic Operations Facilitation, 2010
- Certified Emergenetics Associate, 2009
- Rocky Mountain Leadership Program, University of Colorado at Denver
- Process mapping courses, Colorado State University
- Higher Education conferences and courses at NACUBO, WACUBO and UCEA

Professional Associations

- Colorado Commission on Higher Education Deans and Directors, 2002 - 2004
- University Continuing Education Associations (UCEA), 1998 - 2004
- Western Area College and University Business Officers 1998 - 2004
- National Association of College and University Business Officers 1998-2004
- Learning Resources Network (LERN), 2002 - 2004

University Service

Colorado State University (CSU)

- Self-Study for Accreditation, 2003
 - Outreach Outcomes sub-committee
 - Continuing Education sub-committee
- Leadership Fort Collins Steering Committee, 2002, 2003
- CSU Diversity Summits, 2002 to 2004
- CSU Denver Strategic Planning Committee, 2003
- Arkansas Valley Network Authority, Board of Directors, 2002 – 2004
- Lt. Governor's high school summit committee, 1999

University of Northern Colorado (UNC)

- Higher Education and Student Affairs Program Revisions, 2006

PRIOR CONSULTING EXPERIENCE

West Slope Management

Consultant serving small businesses, Aspen, 1984 to 1991

- Small business, management and financial consultant.
- Financial Impact analysis for private development.

The Denver Management Group

Consultant serving medium sized businesses, Denver, CO, 1983

- Specialized in restoring profit margins to rapidly growing businesses.
- Developed systems and re-engineered processes to improve efficiency.
- Implemented organizational development plans to create accountability.

PRIOR CONSULTING EXPERIENCE - continued

Performance Systems Improvement

Program Director and Management Consultant, Canada, 1982

- Provide management and leadership training
- Coached managers to implement theory and subsequently improve employee productivity by recognizing and reinforcing desirable behaviors.

Examples of Performance Systems Improvements courses:

- ABC of Human Behavior
- Time Management & Delegating
- Pin pointing performance measures
- Reinforcing desirable behavior
- Intervening and correcting employee performance
- Consequences and positive reinforcement
- Evaluating performance

CITY MANAGEMENT EXPERIENCE

Town of Silverthorne, Co

Town Manager, 1991 to 1997

Chief Administrative Officer responsible for identifying, recommending and implementing Council approved policy and direction in a council-manager organization. Departments included Community Development, Public Works, Public Safety, Recreation and Culture and an intergovernmental Sewer Authority.

Accomplishments and activities:

- Managed an organization with 150 employees and a \$15 million budget.
- Instrumental in drafting and receiving voter approval of the Home Rule Charter.
- Improved overall financial responsibility and accuracy by educating and involving department directors in the preparation of five & ten year financial plans.
- Drafted and received voter approval of the first TABOR compliance question.
- Created and implemented an equality based employee benefit program.
- Initiated economic development projects, including renovating 7 acres from blight into the River Center project.
- Received numerous Government Finance Officers of American (GFOA) awards for budget and financial reporting.

City of Aspen, Co

Administrative Services and Finance Director, 1984 to 1991

Served on the City Manager leadership team. Managed the Finance and Management Information Systems Departments, served on numerous internal and external committees and boards, and took an active role in the community.

Professional Associations (City Management)

- International City Managers Association (ICMA), 1993 - 1998
- Colorado Municipal League (CML) 1993-1997
- Colorado Association of Ski Towns (CAST) 1993-1997
 - Board of Directors, 1996 - 1997
- Summit County Leadership Forum, 1993 - 1997
- Government Finance Officers Association (GFOA), 1991 – 1997
- Colorado Government Finance Officers Association (CGFOA), 1991 - 1997
 - Board of Directors, 1993
- Western Colorado Government Finance Officers Association, 1992 - 1997
 - Founding member and organizer

BUSINESS OWNERSHIP

Norwalk Furniture & Design, Fort Collins, CO

Franchise Custom Order Furniture, 2004 to 2008

(Owned and co-managed business during graduate school)

Purchased existing store in 2004 and immediately implemented customer service focus on building long-term relationships. Managed store while completing doctoral studies and working as a consultant. Improved store's national ranking from 45 to a top 10 store based on annual sales. Developed and implemented programs in sales, sales management, and marketing.

- increased gross revenues 14% in 2006
- increased gross revenues 14% in 2007
- Presenter at the national owner's conference 2007

EMPLOYMENT / CAREER SUMMARY

1982	Consulting – Performance Systems Improvement in Canada
1983	Consulting - Denver Management Group
1984 to 91	Consulting – West Slope Management
1984 to 91	City Management – Admin Services Director, City of Aspen
1991 to 98	City Management – Town Manager, Town of Silverthorne
1998 to 04	Higher Education Administration - Colorado State University
2004 to 08	Business Owner - Managed retail business during Ph.D. program
2004 to present	Consulting - Everhart & Associates, LLC / eStratOp
2007 to present	Higher Education Instructor – UNC Monfort College of Business
2010 to present	Higher Education Instructor – CU Denver School Public Affairs

2013 rebranded Everhart & Associates to eStratOp to recognize the importance and value of the StratOp (Strategic Operations) and LifePlan processes used to improve individual and organizational performance.

PROFESSIONAL PRESENTATIONS

Recent examples:

Strat Ops, Innovation using Perspective to create Focus and Commitment – Colorado Counties Annual Meeting – 2012 in Keystone, Colorado

Budgeting for Innovation – Colorado Municipal League and Colorado City County Managers Association Webinar 2011

Developing Strategic Operations for Municipalities – City of Evans, Colorado 2011

Related Presentations:

- Colorado Government Finance Officers Association (CGFOA)
Presenter – Long Range Financial Planning
- Presented at the Colorado Legislature
 - TABOR and other legislation that impacted local government
- Colorado Spring Chamber of Commerce
 - Continuing Professional Development, Investment vs Expense
- Colorado State University Deans
 - Focus on the Future, a plan for Continuing Education at CSU

COMMUNITY SERVICE

Community & Home Owners Associations
Highland Hills, Fort Collins, CO - Treasurer
Country Meadows, Fort Collins, CO – Board President

Church
Vestry Treasurer - Christ Episcopal Church, Aspen, CO
Small Group Leader – Timberline Church, Fort Collins, CO

Coaching & Athletics
Western State College, Graduate Assistant Football & Track Coach, Gunnison, CO
Western State College Rugby Team, Gunnison, CO
Preston Middle School Football, Fort Collins, CO
Fossil Ridge Basketball Non-Profit organizer, Fort Collins, CO

CONTACT INFORMATION

Dallas D. Everhart
8162 Castle Peak Ct
Fort Collins, CO 80528
(970) 222-8022
Dallas@eStratOp.com