

Jeffrey Lynn Stafford, PhD

640 East 18th Ave.
Spokane, Washington 99203
509.951.9207
jstafford@ewu.edu

EDUCATION

PhD	Communication Studies University of Kansas Emphasis Areas: Organizational Communication, Group Dynamics, Leadership, Organizational Change & Systems, and Research Methods	1991
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Dissertation: **A Causal Analysis of Transformational Leadership, Communication, and Organizational Commitment in Three Organizations**

Dissertation examined leadership & communication styles of Student Affairs professionals at Kansas State, The University of Kansas & Wichita State University

18 hours post M. S.	Educational Administration Kansas State University Emphasis Areas: Leadership, Educational Administration, Organizational Culture, and Strategic Planning	1986
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M.S.	Student Personnel and Counseling Kansas State University Emphasis Areas: Group Work & Counseling in Student Personnel, Creativity, and Organizational Problem Solving	1982
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B.S.	Architecture and Design Kansas State University	1977
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CURRENT TEACHING POSITION

Professor of Communication Studies	2000 to present
Associate Professor of Communication Studies	1996 to 2000
Assistant Professor of Communication Studies	1990 to 1996

Eastern Washington University, Cheney, Washington

Teach classes and advise undergraduate and graduate students in the Communication Studies Degrees and MSC students in the Interdisciplinary Master of Science in Communications Program.

I have directed over 100 graduate theses and research projects.

I coordinate the Internship Program which places 50 to 80 students per year in internships.

I direct the Leadership Certificate which is one of the more viable certificates on campus.

PAST ACADEMIC ADMINISTRATIVE POSITIONS AT EWU

I have held a variety of other administrative appointments, several at the request of the president, provost and dean to assist with organizational change issues.

Department Chair Communication Studies **2016 to 2018**

Associate Dean, College of Social & Behavioral Sciences and Social Work **2005 - 2011**

- Work with Student Affairs, Registrar, Academic Advising, Housing, Residence Life, Admissions and Enrollment Management on all aspects of enrollment management, recruitment and retention.
- Responsible for all aspects of social media as well as other marketing and recruitment efforts for the college. Launched social media site.
- Spearheaded the college's efforts for retention and student success.
- Responsible for all aspects of student services including academic integrity, student complaints, coordination of advising.
- Analysis of metrics for college enrollments, FTES analysis and other data related needs for the college.
- Oversight and coordination for special programs, running start including PICI, community outreach, distance education, computer labs and certificates for the college.
- Clearing house and resource for all course, program and certificate approvals.
- Responsible for scheduling of CSBS core offerings and GenEd classes, oversight of all scheduling.
- Developed predictive models for enrollment growth and management of resources.
- Trouble shooting problems related to facilities and technology for faculty in the college.

Interim Department Chair **2002**

Served a 10-month interim appointment as Department Chair for the Communication Studies Department while the Department Chair was on sabbatical.

Interim Vice Provost: Division of Educational Outreach **2001**

At the request of the president I served a 12-month interim appointment as Vice Provost for the Division of Educational Outreach. This was a significant time of turbulence and change for the unit. Some of the significant details and accomplishments during my appointment included:

- The Division contained: Summer School, Interdisciplinary Studies, Professional and Technical Programs, International Field Studies (the Eisenhower Center), Distance Learning, and the University Press.
- The Division is considered a Major Budget Unit (MBU) with annual budget of 3 million; the unit is a self-support operation.
- A significant review was completed as I took the position. I worked with the President to draft his response to the Board of Trustees to the review report and began implementation of those recommendations.
- Began the process of developing separate strategic plans for the different units within the division.
- Successfully developed the strategy for the University Press to move to the next phase on its journey to operate as a self-support operation.
- Worked to stabilize the unit, the year before I was in the position the unit posted an approximate \$350,000.00 drain on internal Division reserves. The year I was in the position the unit started the recovery process and posted a gain of \$200,000.00 compared to the previous year's performance.

Associate Vice Provost

1997 to 2000

Special projects as assigned by the President, Provost and Executive Vice Provost

- EWU was facing a significant crisis in enrollment, leadership and with the legislature; I served as the internal consultant & project manager on numerous special projects for the President and Provost during this time of institutional turnaround.

Director, Master of Science in Communications

1992-1997

Responsible for the direction and coordination of EWU's Interdisciplinary Master of Science in Communications (MSC). The program consist of offerings from 11 departments or programs including English, Technology, Management Information Systems, Management, Applied Psychology, Journalism, Communication, Radio TV, Education, Public Administration and Computer Science. Significant accomplishments included:

- Complete curriculum & program review and revision that were developed throughout the MSC Steering Committee which the Director chairs. The program revision provided a revitalized structure and several interdisciplinary tracks that improved both service to the students and marketability of the program while improving the academic integrity of the degree.
- Over a 4 year period increased student recruitment and visibility in the community resulting from an incoming class norm of 8-10 per year to the last year in the position of an incoming class of 30
- Significantly increased the quality and visibility of the program, we went from an allocation of one GTA per year to three during my time in office (today there are 6 GTA's working in the program)

Vice-Chair, Department of Communication Studies

1993-2000

Assist the chair in a variety of duties, primarily consisting of providing student contact and advising in the Higher Education Center in Spokane.

Director, Organizational Communication & Public Relations Tracks

1992-2004

Responsible for the development of the Organizational Communication and Public Relations tracks in the Master of Science in Communications Program and in the Bachelor of Science Program.

Coordinator, Internships in Communication Studies

(intermittently) 1991- Present

Helped to coordinate and supervise interns in the BS degree program. Developed internship sites and built relationships with professionals who were potential internship site supervisors.

Director & Founder, Leadership Certificate

2006 - Present

Developed the University Academic Leadership Certificate & Coordinated its Administration

PREVIOUS ADMINISTRATIVE EXPERIENCE
(Student Affairs and Continuing Education)

Continuing Education Specialist

1985-1986

Kansas State University, Manhattan, Kansas

- Identified and developed Continuing Education activities related to professional development for graduates of the College of Architecture and Design and the College of Education and Rural Economic Development
- Acted as an educational entrepreneur in the area of professional development for graduates of the applied sciences as it related to the mission of the university
- Prepared programmatic and financial bids for program and conference services and gave written and oral presentations to individual sponsors and association boards of directors
- Developed and monitored budgets for developing programs and assigned association meetings
- Evaluated programs for future potential as to both educational benefits and needs and financial accountability

Coordinator of Residence Life

1983-1985

Texas Tech University, Lubbock, Texas

- General Residence Life responsibilities for residence hall system housing 7,200 residents
- Area responsibilities for leadership, management, and supervision of Residence Life and secretarial staff in 8 halls housing 3,600 students
- Coordinated selection and training for 18 full time hall directors 9 secretaries and 200 student staff
- Coordination and training for team teaching a 3 credit hour semester long staff class

Assistant Director of Housing

1981-1983

Complex Coordinator

1979-1981

Residence Hall Director

1977-1979

Kansas State University, Manhattan, Kansas

- Interfaced housing with other campus & student affairs staff on university wide programs, most work was done with enrollment management, counseling center, student health, intramurals, Greek life and student activities.
- Responsible for leadership and public relations as part of student affairs staff
- General leadership and administrative responsibilities for residence hall system housing 4,500 residents
- Interfaced with other housing staff including Food Service, Maintenance, Housekeeping, & Business Operations
- Responsibility for selection and training of 16 hall directors and assistant hall directors and over 100 student staff
- Supervised thirteen professional staff in five high rise residence halls
- Organized and team taught a three-credit hour, semester long staff class
- Designed and developed central office space based on communication and organizational needs
- Advised student groups in a variety of programs including successful NACURH & a series of "No Frills" Leadership Conferences
- Developed (with Pat Bosco, Associate VP Student Affairs & Enrollment Management) a leadership course for campus student leaders. Today, that course is the foundation course in the School of Leadership Studies at KSU

TEACHING

Primary Undergraduate Courses at EWU

- CSBS 200 Introduction to Leadership Studies
- CMST 331 Interviewing
- CMST 430 Communications in Organizations
- CMST 438 Leadership & Strategic Communication (formerly 435 Communication and Leadership)
- CMST 490 Senior Capstones
- CMST 330 Integrated Methods for the Social Sciences (formerly CSBS 330)

Special Topics Courses

- Social Media
- Project Leadership
- Communication and Job Search Strategies
- Project Management and Communications
- Strategic Planning
- Organizational Decision Making
- Internships and Pre-internship Workshop
- Convention Planning & Event Management

Online Courses

- Leadership: On line learning
- Organizational Communication: On line learning
- Intro to Leadership & Research Methods: On line learning developed in 2016
- Project Management Fundamentals: Online cohort through the University of Washington

Other classes including:

- Public Speaking
- Small Group Communication
- Human Relations and Group Dynamics
- Interpersonal Communication

Primary Graduate Courses at EWU

- CMST 521 Research Methods (Quantitative Focus)
- CMST 530 Communications in Organizations
- CMST 578 Seminar in the Consulting Processes
- CMST 598 Introduction to Graduate Studies
- CMST 501 Graduate Theory Class

Graduate Seminars: Special Topics

- Educational Administration and Student Affairs Practice
- Communication Audits
- Public Relations Practices
- Change Management and Communication Processes
- Graduate Leadership Seminars
- Graduate Research Methods in Focus Groups and Qualitative Methods

I have also directed internships, Honors and McNair Scholar Projects and numerous (100 plus) graduate theses and research projects.

CURRICULUM DEVELOPMENT

In addition to developing and teaching numerous courses, I have participated in or led a variety of curriculum development projects over the years. These projects include:

- Developed & Revised the College Integrated Methods Class. Hybrid class with large lecture, online modules for students and faculty led recitation and discussion sections.
- Leadership Certificate 2007
- Master of Science in Student Affairs Administration (developed not implemented) 2005
- College Curriculum Integration Project (Methods Committee) (FIPSE Project) 2001-2004
- Advanced Project Management Certificate Program (certified by PMI 2003) 2001 to present
- Master of Science in Communications Program revision 2002
- Leadership Spokane (ASTD Project Team) 1998
- Leadership & Supervisory Skills Curriculum (Hewlett Packard) 1997
- Diversity & Inclusivity Curriculum (Hewlett Packard) 1997
- Master of Science in Communications Program revision (Chair) 1993
- Communication Studies Undergraduate Curriculum revision 1992

CERTIFICATIONS & ONGOING PROFESSIONAL DEVELOPMENT

Project Management

- Developed a 6 day Advanced Project Management (APM) Certification Course for PMI (Project Management International)

Leadership Certifications

- Management Essentials (1-day) 2016
- First Time Leaders (1-day) 2016
- Coaching & Leadership (2-days) 2014
- The Situational Leadership Experience (3-days) 2013
- TrustWorks, TrustWorks for Teams, TrustWorks for Leaders (each 3-days) 2013
- Situational Self Leadership (3-days) 2001
- Student Self Leadership II (3-days) 2001
- High Performance Teams: Group Process and SLII (3-days) 2000
- Situational Leadership II (3-days) 1999

Train the Trainer Certifications (3-days each) for all of the above were conducted by The Ken Blanchard Organization, Escondido, California

Software Certifications

- Macro Programming Languages: Microsoft Access (2-days) 1994
- Advanced Microsoft Access Programming (2-days) 1994
- Intermediate Access Programming (2-days) 1993
- Intro to Access and Relational Databases (2-days) 1993

These certifications were all issued by Productivity Point International or Creations Software who are Microsoft Certified Training Sites

VISITING FACULTY

Visiting Professor (Intermittently) Spring 2012 - 2014
Gonzaga University, Spokane, Washington

Special Graduate Faculty Appointment 2000
University of Montana

Asked to serve as a special graduate faculty for one Ph.D. student.

Visiting Faculty Communication Department Summers 1992 - 1995
Rockhurst College, Kansas City, Missouri

Invited to participate as a visiting faculty for special topics summer classes.

Leadership Across the Curriculum 1991
Emory University at Oxford, Oxford, Georgia

Invited to speak to the faculty and staff at Emory University at Oxford on how to teach leadership and communication processes across the curriculum as part of their ongoing faculty development seminars.

HEWLETT PACKARD VISITING FACULTY PROGRAM 1997

The Visiting Faculty program at Hewlett Packard (now HP Agilent) is designed to bring university faculty into the company for projects requiring special expertise. In 1997 I took a leave of absence to work in the Education and Training Department of Hewlett Packard, Spokane Division. I took this opportunity because, though I have been in non-academic organizations as a consultant on numerous occasions, I had no real experience in corporate America other than my own small business experiences. This opportunity presented itself and I worked for about 12 months in the division. During that time I had numerous experiences ranging from facilitation of small groups on diversity issues to informal discussions with a variety of leaders to being asked to coordinate several projects. While I taught several classes and facilitated numerous groups, I was also able to attend a number of outstanding courses including an outstanding 5-day residential experience on Managing the HP Way. Perhaps the most significant part of this experience was the opportunity to engage in a truly remarkable organizational culture on a daily basis.

Accomplishments Included:

- The development of curriculum and training sessions for the new Diversity and Inclusivity strategic initiative
- Worked with senior leadership to develop strategies for cultural change to help the site move to a more diverse and inclusive culture
- Worked as part of the site wide team to implement the Diversity and Inclusivity Strategic Hoshin
- Brought programs such as GAP Theater and the Efficacy Workshops to the site
- Trained site leaders in facilitation skills for diversity workshops
- Conducted research for the Diversity and Inclusivity Task Force
- The design and development of a relational database system for all training programs
- The development of curriculum for the ongoing Leadership and Supervision initiative

PAST TEACHING POSITIONS

- Adjunct Faculty Member** 1988 to 1990
Rockhurst College, Kansas City, Missouri
- Graduate Teaching Assistant** 1986 to 1990
University of Kansas, Lawrence, Kansas
- Adjunct Faculty Member** 1987 to 1988
Avila College, Kansas City, Missouri

BOOKS & MANUALS PUBLISHED

- Stafford, J.L., Hege, M., Barnes, A., Underhill, M., and Seagrave, H. (2018), Communication Assessment in Organizations, or Help, My Organization is Broken: the Communication Audit as an Approach to Improvement. in JD Wallace & D Becker (Eds.), *Best Practices in Training and Development*, Taylor & Francis, United Kingdom.
- Stafford, J. L. (2006). A guide to advanced project management: A training manual (5th edition) Office of Professional and Technical Training, EWU.
- Blewett, S. and Stafford, J. L. (1997). Hitting the bricks: A college student's practical guide to finding work as a communication professional (2nd edition) Dubuque, Iowa: Kendall/Hunt Publishing Company.
- Currently the appendix is being self published for students. Proceeds go to the Thomas F. N. Puckett Scholarship at Eastern Washington University

WORKBOOKS

- Stafford, J. L. (2006). Project Management 101: A training manual. Kootenai Medical Center
- Blewett, S. and Stafford, J. L. (1997) Computer Disc: Hitting the bricks: A college student's practical guide to finding work as a communication professional (2nd edition) 1, Macintosh, MS Word, PageMaker, Dubuque, Iowa: Kendall/Hunt Publishing Company.

SOFTWARE PROGRAMS AND MANUALS

- Stafford, J. L. *Learning Solutions Management System* Computer Software, © 1997 Hewlett-Packard, Access Relational Database.
- Stafford, J. L. *The Link: Labor Market Research Tool* Computer Software, © 1995 Community Colleges of Spokane, Department of Health and Social Welfare, Employment Security Department, and Job Training Partnership Agency, Access Relational Database, 2.2 MB.
- Stafford, J. L., Hege, M. & Ridenour, J. (1995) Software and Research Procedures Manual The Link: Labor Market Research Tool, The Link, Spokane, Washington

REFEREED ARTICLES

Otto, J. L., Meade, Q. H., Stafford, J. L., Wahler, P., (2016), "Library Lights Out", Digital Library Perspectives, Vol. 32 Issue 3 pp. 192 - 208 Permanent link to this document:
<http://dx.doi.org/10.1108/DLP-09-2015-0018>

Downs, C. W., Archer, J., McGrath, J., and Stafford J. L. (1988). An analysis of communication style instrumentation. Management Communication Quarterly, 1(4), 543-571.

GRANTS

Awarded: \$8,000.00 Teaching and Learning Center Grant **2004**

With Sue Wright, Sociology, this grant funded the effort to lead a team of faculty to create a Hybrid Version of the CSBS Integrated Research Methods (CSBS330) Class

Awarded: \$10,000.00 Teaching and Learning Center Grant **2004**

With Todd Hechtman, Sociology, this was a grant to further refine and develop learning tools for the Integrated Research Methods (CSBS330) Class that was part of the College's FIPSE Grant

Advisory Consultant and Research: Center for Farm Safety Grants **1999-2004**

I served as a researcher and consultant on a number of different projects for the Center for Farm Safety at EWU

Awarded: \$400.00 Faculty Mini Grant **1994**

A grant to conduct meta-analysis on Focus Group and In-Depth Information Interviewing procedures as part of the process of writing two monographs to be used as text in a class on Interviewing

Awarded: \$400.00 Faculty Mini Grant **1994**

A grant to purchase SAS statistical manuals to continue research on the development of new factor structures for a transformational leadership model.

Awarded: \$4000.00 Title III Grant for Curriculum Development **1992**

A summer curriculum grant awarded for the purpose of developing and refining the three-course sequence in the Bachelor of Science in Organizational Communication and the Bachelor of Science in Public Relations curriculums. The three courses are CMST 331, Theory of the Interview, CMST 430, Communication in Organizations, and CMST 435, Communication in Leadership.

Awarded: \$1000.00 Title III Grant for Curriculum Development **1991**

As part of a University Wide Title III Grant program I received funds to help with the development of a graduate course that was designed to reach out to the community and conduct communication audits. Part of the course was designed to develop an ongoing clearinghouse for organizational assessment and design information.

SELECTED PRECONFERENCE WORKSHOPS

Stafford, J. L. (2017) Chair, NCA Training and Development Preconference Workshop Contemporary Leadership & Conflict Management: An Integration of Research & Practice in Training & Development, NCA, Dallas, TX

Stafford, J. L. (2015) Leadership and Coaching for Student Success. Preconference Workshop, First National Prep, Dammam, Saudi Arabia

BOOK REVIEWS

Blewett, S. and Stafford, J. L., (1994) Corrado, F. M. Getting the word out: How managers created value with communications. Homewood, IL: Business One Irwin, 1993. 212 pp. \$29.95. Journalism Quarterly, 21(3), 741-742.

INVITED PUBLICATIONS

Stafford, J. L. (1994) Communication professionals and the effective management of organizational change: The International Association of Business Communicators.

INVITED PRESENTATIONS AND KEYNOTES

Stafford, J. L. (2015) Leadership, Advising & Mentoring for Student Success. Keynote, First National Prep, Dammam, Saudi Arabia

Stafford, J. L. (2015) Professional Networks: Creating and Sustaining Cooperative Connections. Invited Interest Session, NCUR (National Collegiate Research Symposium), Eastern Washington University, Cheney, Washington

Stafford, J. L. (2015) Leadership & Self Determination, The Last Lecture Series Inaugural Lecture, Eastern Washington University, Cheney, Washington

Stafford, J. L. (2014) Leadership & Trust for Academic Administrators. Workshop Keynote, Washington State Association for Community College Administrators, TriCities, Washington

Stafford, J. L. (2007) Strategic Planning: Using communication style and leadership theory to facilitate your organizations strategic planning efforts. Workshop Keynote, Washington State Optometry Association Annual Meeting, Seattle, Washington

Stafford, J. L. (2006) Leadership: Utilizing communication to improve organizational effectiveness. Workshop Keynote, Washington State Optometry Association, Spokane, Washington

Stafford, J. L. (2005) The role of leadership and the future: The ability to train transactionally and implement transformationally. Commissioning Speaker, Fighting Eagle Battalion, ROTC, Cheney, Washington

Stafford, J. L. (2002) The changing role of the communication professional: The need to become part of the dominant coalition. Spokane Chapter of the Public Relations Society of America. Spokane, Washington.

Stafford, J. L. (2001) Building high performance teams. The American Society of Training and Development, Spokane Chapter. Spokane, Washington.

Stafford, J. L. (2000). Aligning strategic planning and the university mission. Presented to San Jose State, San Jose, California.

Stafford, J. L. (1997). Creating leadership in your employees. American Society of Training and Development Professional Development Seminars, Spokane, Washington.

Stafford, J. L. (1994) The effective management of organizational change. Spokane Chapter of the Public Relations Society of America. Spokane, Washington.

Stafford, J. L. (1994) Effective organizational analysis and the communication audit. College and University Personnel Association, Northwest Regional Conference. Coeur d'Alene, Idaho.

Stafford, J. L. (1993) The organizational communication audit and assessment of training needs. The American Society of Training and Development, Spokane Chapter. Spokane, Washington.

Stafford, J. L. (1993) Using strategic communication to deal with difficult customers. The Spokane County Library Professional Development Workshop. Spokane, Washington

INVITED RESPONDENT or MODERATOR

Respondent for Panels at Northwest Communication Association 2002, 2005, 2007, 2009, 2012, 2014 Coeur de Lane, Idaho.

Drucker, P. (1995) "Business and Management." The Center for Organizational Effectiveness National Satellite Network George Washington University, Teleconference held at Gonzaga University, Spokane, Washington. (I was asked to make the introductory remarks and facilitate the discussion after Dr. Drucker's presentation.)

World Wide Lessons in Leadership 1999, invited to be the panel discussion moderator for leadership panel for Spokane, Washington. (This program had over 750 participants in attendance.)

CURRENT LINES OF RESEARCH: ACTION RESEARCH MODEL

My more significant projects follow an Action Research Model. Action research involves a variety of research methodologies and imbeds the researcher in organizations as a change agent. Most of the listed projects focus on my main areas of interest at this time, Project Management, Strategic Planning, Leadership Development and Research Methodologies. My main emphasis at this time is in how organizations deal with change through the process of creating shared leadership, strategies and leverage. I am also working with a variety of methods of analysis including both focus groups (I have conducted over 200 focus groups and other interviews). My main interest at this time is a meta-analysis of the different studies. I am developing a variety of models during this process. Strategic Planning, Leadership and Research Methods. All three models have progressed through the schematic stages and I am currently working on white papers and monographs on them. I have become fascinated with the use of concept maps to create and link constructs.

Dr. Ernest Boyer refers to four levels of scholarship in his classic work, "Scholarship Reconsidered". These four levels are:

- Scholarship of Discovery (the highest level)
- Scholarship of Integration
- Scholarship of Application
- Scholarship of Teaching (in the beginning)

I believe that I have appropriately focused on the first two levels of Application and Teaching in my journey as a scholar until I was promoted to Full Professor. Since 2000 I have been moving into more

of the Scholarship of Integration & Discovery. I am working on projects relating to Leadership, Cultural Change & Transformation, Research Methods and Strategic Planning in these areas. I am continuing my process of building both breadth and depth in my areas of expertise. And, I am looking for opportunities at this time to move that work to fruition and further development. The outcomes of the efforts in Integration will certainly be seen in both Application and Teaching. The integrated models will take the form of causal maps to guide both students and practitioners.

Current efforts that are in Draft Form include:

- An advanced project management workbook
- A series of concept maps of different complex leadership and communication modules
- A series of white papers on project management, research, leadership and communication topics
- A concept map delineating the multiple interconnected constructs in research methodologies

Some Action Research Projects that have resulted in documents include:

Stafford, J. L., Seagrave, H, Underhill, G, Dickson, F & Ashcroft, S (2014) "Data gathered for the strategic plan for the Community Colleges of Spokane Office of Information Technology"

Stafford, J. L., Seagrave, H, Underhill, G, Dickson, F & Ashcroft, S (2014) "Communication, Leadership & Change Readiness Audit for the Spokane County Library District"

Stafford, J. L. & CMST 598 Class. (2014) "Spokane Neighborhood Action Program (SNAP) Communication Audit" United Way of Spokane County

Stafford, J. L. & Ashcroft, S (2011) "Data gathered for the strategic reorganization of the Community Colleges of Spokane Office of Information Technology"

Stafford, J. L. Balano, K & Jordan, M. (2003) "An analysis of farm safety equipment perceptions" Center for Farm Studies, Sociology Department, Eastern Washington University.

Stafford, J. L. & Jordan, M. (2002) "An analysis of key messages and client perceptions" DesautelHege Communication and Marketing, Spokane, Washington.

Stafford, J. L. Balano, K., Dickson, F., & Johnson, J. (2002) "Mathematical and Quantitative Reasoning across the curriculum" The Teaching and Learning Center, Eastern Washington University.

Stafford, J. L. & Leake, J. (1999) "A continued analysis of the organizational culture and recommendations: One year later" Johnson Matthey, Cheney Site.

Stafford, J. L. & Leake, J. (1998) "An analysis of the organizational culture and recommendations" Johnson Matthey, Spokane Division.

Stafford, J. L. & Hege, M. (1997) "Curriculum development center project" Kennedy Library, Eastern Washington University.

Stafford, J. L., Hege, M., & Avery, D. (1995) "Public Affairs Audit: 16 Months Later" Spokane Area Chamber of Commerce.

Stafford, J. L., Avery, D., Hege, M., & Stafford, D. (1994) "River Park Square Expansion" Alliance Pacific, Inc. and Cowles Publishing, Spokane, Washington

Stafford, J. L., Avery, D., & Hege, M. (1994) "Public Affairs Audit" Spokane Area Chamber of Commerce.

Stafford, J. L. & CMST 598 Class. (1994) "United Way of Spokane Communication Audit" United Way of Spokane County

Stafford, J. L., Avery, D., Jordan, M. & Mackey, C. (1994) "Communication Audit" Spokane Computers, Inc.

Stafford, J. L. (1993) "University Advancement Audit" Eastern Washington University.

Stafford, J. L. & Weigand, P. (1993) "Dental Hygiene Assessment Project" Department of Dental Hygiene.

Stafford, J. L., Olsen, L. & Avery, D. (1992) "Rathdrum Prairie Alternative Energy Generation Project" Washington Water Power.

Stafford, J. L. & Cornelius, D. (1992, 1996, 2000) "Presidential Debate Focus Groups Project" Commission on Presidential Debates. (we were 1 of 9 nationwide sites included in this longitudinal research study for the Commission on Presidential Debates)

OTHER PAPERS AND SCHOLARLY EFFORTS

Stafford, J. L. (1990) Leadership and the theory of the organizational hologram: Toward an emergent paradigm of the leadership process. This unpublished paper is cited in as a significant contribution to the development of the Theory of the Organization Hologram. Mackenzie, K. D. (1990). The effective management of organizational change. Boston, MA: Kluwer Academic Publisher.

"The NACURH White Paper on residence hall government," Invited contributor, 1982 (a paper authored by Ken Stoner, PhD on student leadership in College and University Residence Halls developed for the National Association of College and University Residence Halls)

Stafford, J. L. (1980) Opening week activities: An aid in student retention. ACUHO-I News

REFEREED CONVENTION PAPERS, POSTERS & PRESENTATIONS

Stafford, J. L., Underhill, M. & Seagrage, H. (2019) A Field Test of How Vision and Values Drive Change Through Strategic Thinking, Poster session at The International Psychology & Social Science Conference, Tokyo, Japan

Stafford, J. L. & Seagrage, H. (2017) An Integration of Theory & Practice to Inform a Systemic Change, Poster session at The International Social Science Conference, Hiroshima, Japan

Ashcroft, J & Stafford, J. L. (2016) Communication, Leadership & Revitalization: Infusing a leadership & communication framework (SLII) The Role of Leadership in the Revitalization of HRL, Regional Student Affairs Colloquium in Spokane, WA

Stafford, J. L. & O'Neil, D, (2016) Using Data to Inform and Manage Change: A Case Study that Integrates Theory and Practice, Building Bridges: Washington State Higher Education Technology Conference in Spokane, WA

- Crandall, H. & Stafford, J. L., (2015) Thinking Graduate School, Panel consisting of Heather Crandall, Gonzaga University, Carolyn Cunningham, Gonzaga University, Annette Folwell, University of Idaho, Michael Hazel, Gonzaga University & Jeffrey L. Stafford, Eastern Washington University, Coeur d'Alene, ID *NOTE: I organized the Panel, but was unable to attend due to travel to University of Dammam*
- Stafford, J. L. (2014). A sustainable model of strategic planning. The National Communication Association in Chicago, IL
- Bach, B, Backlund, P, Stafford, J. L., & Cornelius, D. (2013) Discipline Matters: The communication scholar as administrator, NWCA in Coeur d'Alene, ID
- Stafford, J. L. & Hechtman, T, (2005). The development of an integrated research methods course for students in the social sciences. Northwest Communication Association in Coeur d'Alene, Idaho.
- Stafford, J. L. & Williams, S. (2002). An analysis of the "Peanut Butter & Jelly Sandwich Simulation" Poster Session, National Communication Association in New Orleans.
- Cornelius, D. & Stafford, J. L. (2002). The impacts of a college wide curriculum on the Communication Studies Department. American Communication Association in Washington, DC.
- Stafford, J. L., & Skaer, A. M. (1999). Fundamentals of strategic planning: Utilizing strategic planning tools and leadership in your organization. University Continuing Education Convention in Tucson, Arizona.
- Stafford, J. L., Romero, R. & Kane, T. (1999). Changing your culture: Lessons in leadership. Association of College and University Housing Officers, International in Vancouver, BC.
- Stafford, J. L. & Siminoe, J. (1999). Communication planning for organizational change. College University Personnel Association in Portland, Oregon.
- Olson, S. A. & Stafford, J. L. (1999). An examination of college students' culture shock experiences and their ability to meet basic human needs while studying abroad. Northwest Communication Association in Coeur d'Alene, Idaho.
- Cornelius, D. and Stafford, J. L. (1995) A curriculum for an interdisciplinary graduate program in applied communications: New Directions and quality requirements. Paper presented at the annual meeting of the Northwest States Speech Communication Association, Coeur d'Alene, Idaho.
- Stafford, J. L. (1995) Focus groups and the assessment process. Paper presented at the sixth annual Higher Education Assessment Conference, Spokane, Washington.
- Stafford, J. L. and Jordan, M. B. (1994) The organizational communication audit: The impact of initiation and planning on the bottom line. Paper presented at the annual meeting of the Northwest States Speech Communication Association, Coeur d'Alene, Idaho.

- Russell, L and Stafford, J. L. (1994) A comparison of management and employees perceptions of Employee Assistance Programs. Paper presented at the annual meeting of the Northwest States Speech Communication Association, Coeur d'Alene, Idaho.
- Stafford, J. L. and Vinzant, J. (1994) Tales from the front (and the back): Using active learning strategies in large classes. Paper presented at the annual meeting of the Western Organizational Behavior and Management Teaching Conference, Los Angeles, California.
- Stafford, J. L. (1993) Communication or leadership: An empirical analysis of instrumentation. Paper presented at the annual meeting of the Northwest States Speech Communication Association, Coeur d'Alene, Idaho.
- Stafford, J. L., and Sexton Johnson, S. (1993) How organizations help employees in times of personal crisis. Paper presented at the annual meeting of the Western States Communication Association, Phoenix, Arizona.
- Stafford, J. L. (1992) Teaching across the curriculum. Paper presented at the Washington Speech Communication Association, Spokane, Washington.
- Stafford, J. L. (1991) A causal analysis of transformational leadership, communication, and organizational commitment in three organizations. Paper presented at the annual meeting of the Speech Communication Association Convention, Atlanta, Georgia.
- Downs, C. W., McGrath J., and Stafford J. L., (1990) A factor and canonical analysis of four communication style instruments. Paper presented at the annual meeting of the Academy of Management, San Francisco, CA.
- Stafford, J. L. (1990) Applying organizational communication theory to non-traditional basic course students. Paper presented at the annual Central States Convention, Detroit, MI.
- Stafford, J. L., and Rettmer, R. (1989) Team building: Propositions towards theory and research. Paper presented at the annual meeting of the Speech Communication Association Convention, San Francisco, CA.
- Chandler, R., Maxwell, K., McGrath, J. and Stafford, J. L. (1987) Student perceptions on the study and practice of organizational communication research. Paper presented at the annual meeting of the International Communication Association, Montreal, Canada.
- Stafford, J. L., Kane, T., Foley, C. and Payne, R. (1984) The individual as a change agent: Perceptions on change and intervention strategies. Paper presented at the annual meeting of the Association of College and University Housing Officers-International, Rutgers University, NJ.
- Stafford, J. L. (1982) Resident assistant recruitment and retention: A presentation and round table on survey results. Paper presented at the annual meeting of the Association of College and University Housing Officers-International, Tampa, FL.
- Stafford, J. L. and Lewis, J. (1981) An empirical analysis of study skills programs as an aid to student retention. Paper presented at the annual meeting of the Association of College and University Housing Officers-International, Boulder, CO.

CHAIR PANELS AT CONVENTIONS

Stafford, J. L., (2014). Faculty in Administrative Roles: How Discipline Matters. Northwest Communication Association in Coeur d'Alene, Idaho.

Stafford, J. L., (2009). Change: How theories from different disciplines frame communication theory and change management. Northwest Communication Association in Coeur d'Alene, Idaho.

Stafford, J. L., (2005). Anchoring communication and change in theory and practice. Northwest Communication Association in Coeur d'Alene, Idaho.

Ratliff, J. A. & Stafford, J. L., (2005). Teaching in action: Anchoring pedagogy. Northwest Communication Association in Coeur d'Alene, Idaho.

Stafford, J. L. & Kissling, E. A., (2003). Thinking about research while you are doing research: Graduate research in progress. Northwest Communication Association in Coeur d'Alene, Idaho.

Stafford, J. L. & Williams, S. A. (2000). Theory, social science research and practice: Papers and discussion on the interface. Southern States Speech Communication Association in New Orleans, Louisiana.

Stafford, J. L. & Gribas, J. (1999). Theory, social science research and practice: Papers and discussion on the interface. Northwest Communication Association in Coeur d'Alene, Idaho.

MODERATED PANELS AT CONVENTIONS

Stafford, J. L. (1999). Creating certificate programs in non-credit option courses. University Continuing Education Convention in Tucson, Arizona.

POSTER SESSIONS AT CONVENTIONS

Shields, V. R. & Stafford, J. L. (2007). The Social and Behavioral Sciences Curriculum Integration Project at Eastern Washington University: Progress and Sustainability. Hawaii International Conference on Social Sciences

Stafford, J. L. & Williams, S. A. (2002). Peanut Butter and Jelly Sandwiches: An organizational simulation. National Communication Association in New Orleans, Louisiana.

PAPERS IN PANELS AT CONVENTIONS

Stafford, J. L. & Gribas, J. (2000). Research tools: Common tools, Complex issues. Southern States Speech Communication Association in New Orleans, Louisiana.

Gribas, J. & Stafford, J. L. (2000). The integration of theory and practice in communication assessment. Southern States Speech Communication Association in New Orleans, Louisiana.

SELECTED WORKSHOPS AT ACADEMIC CONFERENCES

Stafford, J. L. & Petrie, G. M. (2010) "The Dean's Role in Renovation & New Construction: Working with Architects, Engineers & Facilities or Issues of Power & Voice" Conducted at the Council of Colleges of Arts and Sciences, New Orleans, LA

Shields, V. R. & Stafford, J. L. (2009). "What To Do If Your Helicopter Crashes In The Wilderness: What You Can Really Accomplish With Those Team Building Exercises" Conducted at the Council of Colleges of Arts and Sciences, Baltimore, MD

Stafford, J. L. (1994) "Using Active Learning to Teach Large Organizational Behavior and Management Courses" Conducted at The Northwest Organizational Behavior and Management Teaching Conference, Los Angeles, CA

Stafford, J. L., Jordan, M. and Avery, D. (1994) "Using the Organizational Communication Audit to Impact the Bottom Line in Organizations" Conducted at The Northwest Communication Association Conference, Coeur d'Alene, ID

SELECTED PRESENTATIONS AT PROFESSIONAL CONFERENCES

"Moving On and Up: Managing the Career Transition Process" Northwest Association of College and University Housing Officers, November 1992

"Leadership Models for Advisors" Northwest Association of College and University Housing Officers, November 1992

"Managing the Boss: How to utilize communication for effectiveness in organizations" Kansas State Vocational Education Conference, August 1989

"Decision Making: Avoiding TYPE III Error" Professional Staff Development track, MACURH, October 1988, in Lawrence, Kansas

"Situational Leadership," American College Unions International Regional Conference, October 1985, in Manhattan, Kansas

"Regional Resident Assistant Conference," Conceived and Implemented, KSU, Department of Housing, April 1982, 1983

"SYNECTICS: A Creative Approach to Problem Solving and Goal Setting," Workshop at UMR-ACUHO, November 1982, in Omaha, Nebraska

"An Organizational Development Approach to Staff Training," UMR-ACUHO, 1981, in Sioux Falls, South Dakota

"Organizing and Teaching Leadership Training and Paraprofessional Training Classes," UMR-ACUHO 1980, in Des Moines, Iowa

IN HOUSE PUBLICATIONS

“Eastern Washington University Comprehensive Strategic Plan” Stafford, J. L. & Lindekugel, D. (2003).

“Eastern Washington University Integrated Marketing Plan” Stafford, J. L. & Moss, R. (1999).

“Master of Science in Communications Brochure,” Author and Editor, Eastern Washington University, 1993.

"Master of Science in Communication Program Revision," Author and Editor, Eastern Washington University 1992.

"University Curriculum Revision for the Department of Communication Studies," Contributing author with five other faculty members. A 227-page program revision that completely changed the department's curriculum, Eastern Washington University, 1992.

"Mid-West Conveyors Employee Development Manual," a manual aimed at improving the leadership and communication effectiveness for Mid-West Conveyors, a 90-person conveyor engineering firm, 1989

"Residence Life Training Manual," Co-author, Texas Tech University, 1984

"Staff Class "Facilitator's Manual: EPSY 4259, "Author & Editor, Texas Tech University, 1983

Staff Newsletter: An Occasional Flyer of News, Notes, and Notables, Contributor, Co-founder, and Editor, 1981-1983

"Kansas State University Housing Staff Manual," Co-author and Editor, 1979

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Peanut Butter and Jelly Sandwiches: An organizational simulation © JLS 2001

A simulation designed to help students understand the integration of a variety of organizational and research concepts.

Personal Communication Style Inventory (PCSI) © JLS 1989

An inventory designed for consultation purposes to provide assessment and feedback to individuals on their preferred communication style.

"Resume Preparation Worksheets" © JLS 1987

A series of worksheet designed to assist in the preparation and development of resumes and employment search strategies and tools.

"RA Rap Game," © JLS 1982

A board game designed to allow paraprofessional staff and prospective staff to share their thoughts and feelings about being a student paraprofessional and the situations that they might encounter.

CORPORATE MANAGEMENT & ORGANIZATIONAL EXPERIENCE

Stafford and Associates, LLC
Founder & Senior Consultant

1986 - present

Stafford and Associates is a private consulting practice whose goal is to work with organizations to facilitate a more positive and productive climate and work life. The primary purpose of the work is twofold. First, service to organizations and second, to drive my major organizational and action research efforts.

Work has involved a wide variety of efforts with a primary focus on dealing with organizational change and working with the organization to help them learn to become effectively adaptable to their changing environments. Much of this work in recent years has focused on organizational improvement, vision and strategic planning.

The consulting process is based on the premise that theoretical constructs can be turned into effective practice by organizations if they have the knowledge and courage to change habits and break out of dysfunctional patterns. The process involves careful analysis and the design of interventions in partnership with the organization.

Past work has included working with organizations to help identify their strategic publics, analyzing the organizations and the issues they face, and developing interventions to improve individual and organizational effectiveness by building relationships with their constituents. Specialties include organizational interventions and workshops on Leadership, Public Relations, Team Building, Organizational Culture and Climate, Motivation, Excellence in Organizations, Communication & Communication Style, Creative Problem Solving, Strategic Planning, Decision Making, and Professional Interviewing.

Some past clients have included; The Optometric Physicians of Washington, DesautelHege Communication and Marketing, Spokane Computers, Inc., Washington Water Power, Buckeye Beans, The Spokane Area Chamber of Commerce, Alliance Pacific, Cowles Publishing, TELECT, Inc., Johnson Matthey, Inc., the University of South Florida, Mid-West Conveyors, Memphis State University, The United States Department of the Army's Civilian Personnel Office at Fort Riley, Emory University at Oxford, United Telecom (Sprint), Emporia State University Division of Continuing Education, Riley and Pottawatomie County 4H Association, Manhattan Middle Schools, the KSU Student Foundation, Kansas United School District 383, Kansas Department of Extension, The State of Kansas, Eastern Washington University, Washington School District 81, and Haskell Indian Junior College.

Consultant

1991-1995

Drake, Beam and Morin, Inc.

In the fall of 1991, I developed an ongoing relationship with, Drake, Beam, and Morin, Inc., an international consulting firm that specializes in organizational development and assisting organizational members with career transitions. The purpose of this relationship was to continue to develop expertise in dealing with organizations in transition.

I have assisted with intervention planning and change management, conducted executive out-placement training and transitional counseling with client groups from IBM, Kaiser Aluminum, Restaurants Unlimited, Bank IV, Digital Equipment Corporation, and other major organizations.

Much of the research that I did while working in this area contributed to *Hitting the Bricks* by Blewett and Stafford.

WORKSHOP PRESENTATIONS

These have become too numerous to list all of them. I have given workshops (four or more hours of intensive training) on a variety of subjects. I have listed the more significant ones to show the depth and breadth of my areas of expertise.

Selected Communication Workshops

"Team Building Effectiveness," a five part series of workshops designed for the faculty and staff of District 81's Skills Center. An alternative high school specializing in career track skills and students with dysfunctional behavior, 1992-1993.

"Assertiveness Training," Student Development Needs Assessment Workshop, Texas Tech University, January 1985

"Hall Director Small Group Training," 10-hour workshop with professional staff to train in small group dynamics in preparation for facilitating discussion groups in the staff class, November 1984

"Confrontation for Residence Hall Staff," 2 hour workshop for 80 resident assistants for department of Housing Staff Retreat, April 1983, in Topeka, Kansas

"Office Space Design Workshops," Design by group process with the central office staff of the KSU Housing Department, December 1981

Selected Public Relations Workshops

"Team Building Through Public Relations," a series of ongoing workshops designed for Eastern Washington University to assist staff and faculty in dealing change imposed by budget crisis by helping employees identify their strategic publics and design strategies to build relationships with those constituencies, 1992

"Effectiveness Through Teamwork," a three-hour workshop designed for the Department of the Army at Fort Riley to assist civilian and military managers in dealing with the reduction in force and reduction in pay focusing on the building of relationships with important groups and individuals, 1988

"Leadership, Supervision, and Advising Student Groups," a one-day workshop for the Professional Housing Staff designed to facilitate understanding of the importance of a strategic approach to the management of relationships, Memphis State University, Memphis Tennessee, November, 1987

"Using Effective Communication to Develop Community," keynote workshop at the Kansas Conference on Economic and Rural Community Development aimed at building skills and understanding to facilitate community development, 1987

"Leadership," an orientation workshop for campus leaders at St. Mary College designed to facilitate greater understanding of the leadership process and how it can be used to improve relationships with different constituencies, August 1987

Selected Leadership Workshops

- "Communication, Leadership and Careers," a 4 day workshop for the Residence Life Staff at PACE University, 2014.
- "The Situational Leadership Experience," with Amber Barnes, a 4 day workshop for the Residence Hall ProStaff at Eastern Washington University, 2014.
- "Situational Team Leadership," a 3 day workshop for the Senior Leadership Team of Information Technology at the Community College System of Spokane, 2012.
- "Situational Team Leadership," a 3 day workshop for the Senior Leadership Team of Information Technology at Eastern Washington University, 2010.
- "Residence Life and Leadership," a workshop presentation for the Residence Life Staff at Eastern Washington University, 1991.
- "Managing Management Time, © The William Oncken Corporation," facilitated 13 two-day workshops for 20-50 participants each for the Civilian Personnel Office at Fort Riley, 1985-1989
- "Supervisor Assessment Training," Consultant to United Telecom as part of their management development program, 1987, 1988
- "Effective Supervision," Staff development workshop for The University of Kansas Department of Residence Life, August 1987
- "Leadership Styles and Working Together," in-service for USD 383, Secretaries and Clerical Staff, January 1986
- "Situational Leadership; Take the Step," workshop for KSU Student Government Workshop, September 1985
- "Engineering Leadership Institute," College of Engineering, KSU, an all-day experiential leadership workshop for 100 engineering students dealing with communications, consensus, power, delegating authority creativity and problem solving; August 1980, January 1981, January 1982, August 1982, January 1983, August 1985
- "Outward Bound Workshop: Staff Development program for Van Zile Hall," April 1981
- "Experiential Leadership Workshop," a four hour workshop for 100 staff members dealing with communication, power, consensus, advising, hidden agendas, creativity and delegation, Department of Housing Staff Retreat, April 1981 in Topeka, Kansas

HONORS & AWARDS

The University Professor, Eastern Washington University 2012

University Faculty one of three for Teaching and Service, Eastern Washington University, 2011

Screaming Eagle Award, Eastern Washington University, Dean of Students Office, 2005, 2015

Deans Award for Service, Eastern Washington University College of Letters and Social Science, 1993

Awarded the E. C. Buehler Fellowship Award for Excellence in Undergraduate Teaching, The University of Kansas, 1989

Awarded the NACURH (National Affiliate of College and University Residence Halls) Silver Leadership pin by Texas Tech Chapter of National Residence Hall Honorary

SWACURH (Southwestern Association of College and University Residence Halls) Advisor of the Month, December 1983

Kansas State University Citation for Outstanding Contribution and Leadership to the University Housing Department and the Division of Student Affairs, 1983.

KSUARH (Kansas State University Association of Residence Halls) Leadership Award for Outstanding Leadership and Contribution to Kansas State University Residence Halls, 1977

SELECTED UNIVERSITY SERVICE

Internal Consultant, EWU Presidential Leadership Team	2016
Chair President's FACT Group for Online Learning at EWU	2016
President's Advisory Council on Athletic Affairs	2014 to Present
EWU Mentoring Program Steering Committee	2014 to Present
EWU Research & Creative Works Symposium Steering Committee	2014 to Present
PRSSA (Student Chapter) Advisor	1996 to 2006 & 2012 to Present
CSBSSW Deans Faculty Advisory Committee	2012 to 2016
EWU Young Professionals Network, Board Mentor	2012 to Present
Chair Search Committee Chief University Housing Officer	2010
LGBTQA Task Force (University Committee)	2009
Vice Provost DIEO Search Committee (University Committee)	2008
CSBS FIPSE Methods Committee (College Committee)	2000 to 2005
CSBS Certificates Committee Chair	2004 to 2005
Internal Consultant EWU Strategic Plan Taskforce (Presidential Appointment)	2002-2003
Chair Faculty Search Committee (Department Committee)	2002
Internal Consultant University Reorganization (Presidential Appointment)	1999-2001
Integrated Studies (formerly LAE) Program Review (University Committee)	1999
Advisory Committee Professional and Technical Programs (University Committee)	1997-2003
Co-chair, Integrated Marketing Committee (Presidential Appointment)	1998-1999

EWU Web Page Revision Group (University Committee)	1999
Internal Consultant, University Mission Committee (Presidential Appointment)	1998-1999
Minority Undergraduate Fellows Program Selection Committee (University Committee)	1998
Distance and Extended Learning Advisory Committee (University Committee)	1997
Director, Weekend College Program (Presidential Appointment)	1997 to 2000
Chair, STAMATS Marketing Committee (Presidential Appointment)	1997-1998
Chair National Search Director of Printing and Publications (University Committee)	1997
Chair National Search Assistant Vice Provost for Extended Learning (University Committee)	1998
Chair National Search Instructional Designer for Distance Education (University Committee)	1999
Founder & Co-Director: CMST Student Development Workshops (Department Committee)	1993-1995
University-wide Continuous Quality Improvement Committee (University Committee)	1993-1994
Center for Leadership Development Advisory Board (University Committee)	1993-1994
Cooperative Education Advisory Board (University Committee)	1993
University Residence Life Advisory Board (University Committee)	1992-1993
Co-advisor to the Student Chapter of IABC (University Committee)	1992-2000
Faculty Research Grant Review Committee (University Committee)	1991 & 1994
Staff and Faculty Selection Committee (Department Committee)	1991-present
Organizational Communication Curriculum Committee (Departmental Committee)	1991-2004
Public Relations Curriculum Committee (Department Committee)	1991-2004
Curriculum Revision Committee (Departmental Committee)	1991-2004
Business Affairs Council (BAC), (University Committee)	1990-1992
Computer Needs and Assessment: Chair (Department Committee)	1990-1992

SELECTED VOLUNTEER ACTIVITIES & COMMUNITY SERVICE

Presented numerous programs numbering in the hundreds to student, volunteer, community and professional groups as part of community service activities. I also have donated consulting activities to a number of not-for-profit groups including, but not limited to, the Cheney Cowles Museum, Spokane Aids Network, United Way, the Spokane Valley Community Center, the Museum of Arts and Culture (MAC), the South Side Senior Activities Center, Allegro – Baroque and the Royal Fireworks Company, Leadership Spokane and the Spokane Area Chamber of Commerce.

Channel Partner Advisory Board, The Ken Blanchard Companies	2012 to 2017
Board of Directors EWU Young Professionals Network, Founding Member	2013 to 2016
Consultant to the Inland Northwest Business Alliance	2011 to 2015
Board of Directors Spokane South Little League	2004 to 2006
Citizens Advisory Council to School Board, District 81	2001-2004
Hutton Elementary School Site Council	1998-2000
Vice-Chair Hutton Site Council	1998-1999
Co-Chair Hutton Enrichment Committee	1997-1998
Little League Baseball Coach, Spokane Youth Sports & Spokane South Little League	1999-2004
Hutton School Parent Volunteer Coordinator	1994 to 2004
Manito Co-op Volunteer	1994 to 1998
Long Range Planning Committee, Audubon Park United Methodist Church	1991
Senior High Sunday School Teacher, Audubon Park United Methodist Church	1991
Volunteered in the city recreation league for 8 years as a Little League Coach in Manhattan Kansas.	
Lifetime Member of Alumni & Friends of NACURH (National Association of College and University Residence Halls)	
Designer and developer of several community adventure playgrounds ranging in size from backyard units to a \$77,000 adventure playground	

PROFESSIONAL ORGANIZATION CONTRIBUTIONS

- Moderator for National Communication Association Paper 2016
- Reviewer for National Communication Association 2013 to Present
Training & Development Division, Org Comm Division, PR Division
- Treasurer Northwest Communication Association 2003 to 2005
- American Society of Training and Development (local ASTD) 1992-2004
Member of Program Committee (ASTD) 1992-93 and 2000
- Public Relations Society of America (national PRSA) 1992-1997
Member at Large Spokane Chapter of PRSA 1994-1995
Co-chair professional development 1995
- Spokane Area Chamber of Commerce (Stafford & Associates) 1995-2002
- American Society for Quality Control (ASQC) 1993-2000

National and Regional Memberships

(intermittently) 1985 to present

Due to subject matter considerations and location of conventions I have dropped and added my membership in these organizations on and off over the last 30 years, I have always been a member of at least three of these at any given time

- International Communication Association (ICA) current
- Public Relations Society of America (PRSA) **current**
- Spokane MarCom Association **current**
- National Communication Association (NCA) **current**
- Northwest Communication Association (NWCA) **current**
- Western States Communication Association (WSCA)
- Council of Colleges of Arts and Sciences (CCAS)
- National Association of Student Personnel Administrators (NASPA)
- The American Society for Training and Development (ASTD)
- The International Project Management Institute (PMI)
- Western Speech Communication Association (WSCA)
- Central Speech Communication Association (CSCA)
- Southern Speech Communication Association (SSCA)
- International Communication Association (ICA)
- American Marketing Association (AMA)
- Association of College and University Housing Officers, International (ACUHO-I)
- Association for Education in Journalism and Mass Communication (AEJMC)
- Association of Business Communicators (ABC)