

ELIZABETH HJELM
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BACKGROUND SUMMARY

Experienced strategic planning and financial management practitioner, university educator, and academic administrator. Demonstrated excellence in teaching, program management, industry relationship management, and student mentoring. Extensive senior management experience in financial management, organizational planning, process analysis and project management and performance improvement.

ACADEMIC EXPERIENCE

2003-Present

UNIVERSITY OF OREGON, Eugene, OR

Senior Instructor I, Department of Management, Lundquist College of Business
Promoted to Senior Instructor I in Academic Year 2011

Teaching

- Faculty for a wide range of classes with the College at the graduate and undergraduate levels, including:

Undergraduate

Business Strategy and Planning (BA453), capstone core

Business Strategy and Planning Honors (BA453H), capstone core

Management (MGMT 321), major core

Management: Value and People (BA316), minor

Intro to Financial Accounting (ACTG 215), minor

Sustainable Business Practices (BA199), elective

Graduate

Strategic Management (MGMT 614), MBA core

Formulating Strategy (BA 723), Executive MBA core

- Developed online version of minor required class BA316 in 2013 and launched in Spring 2014. Teach this class 1-2x per year in an online format.
- Developed online version of major required class MGMT 321. Taught for first time in Fall 2016 with two sections.
- Identify, structure and manage in-class client facing projects for student teams in the BA453 Honors section.
 - Working with potential clients to identify key project objectives, scope work activities, and structure overall project deliverables.
 - Assigning and managing student project teams to ensure successful project completion, including deliverable review.
 - Involves 7-8 project teams with 2-3 clients yearly.
 - Up through Fall 2014, also did this in all other BA453 sections as well, which involved 30-35 project teams and 10-13 clients per year.
 - Coordinate these efforts annually with the University's Sustainable Cities Initiative, having student teams support the Sustainable City Year in Springfield (2012), Medford (2014), and Redmond (2016)

- Served as advisor to Emerging Market Fund, a portfolio investing in emerging markets that is run by MBA students including assisting the team make pitches to prospective donors to raise funds for the effort. Have also served as advisor in the past for a student team competing in the CFA Global Research Investment Challenge, which won the Oregon region and competed in the Americas championship in 2010.
- Served as Program Director and faculty Advisor, Strategic Planning Projects, a five month consultancy in which all first year MBA students work with clients on key strategic issues to develop a comprehensive set of recommendations and implementation plans for an emerging business opportunity.
- Faculty advisor to graduate independent studies and undergraduate Clark Honors College theses, with most recently being completed in Spring 2014.
- Guest presenter, Leadership in Action class, and lead discussion about the nature of a professional consulting assignment, building a client relationship, methods of delivering advice to a client, 2007-2015.

Lundquist College of Business Administrative Appointments

- Led support for the College's successful AACSB re-accreditation, with report filed in Fall 2015 and accreditation team visit in January 2016. Starting in Fall 2014 worked with the head of the Accounting effort to analyze College's continuous improvement efforts across six degree-granting programs: Undergraduate, Undergraduate Accounting, Master in Accounting, Master of Business Administration, Executive Master of Business Administration, and PhD.
 - Major themes were the College's efforts in innovation, impact and engagement.
 - Detailed topics covered included student body characteristics and trends, student support services, College processes including strategic planning and assurance of learning, faculty intellectual contributions, faculty management and deployment, staff management and support, and experiential learning.
 - Drafted report and coordinated data collection and review from more than 50 internal and external stakeholders.
 - Member of overall planning and coordination effort to plan peer review team site visit
 - Efforts involved designing and running the College's first unit-wide curriculum mapping effort for the undergraduate and MBA program in May 2015, restructuring assurance of learning intranet site, identifying assurance of learning process improvements including the development of data capture templates and new archives of historical data, developing models for faculty sufficiency and deployment, and defining modifications in the College's Faculty Annual Review (FAR) system and process.
 - Post-visit, developed faculty staffing models to assess tenure track staffing alternatives that would address comments provided by the AACSB review team to the college and the university's administration.
- Served as Interim Managing Director for the College's Securities Analysis Center (2010-2011) for one year and the Center for Sustainable Business Practices (2008-2009) for 9 months, two of the College's four centers of excellence. These assignments involved:
 - Completing program assessments against College goals and benchmarked best practices
 - Providing the Dean and Center Boards of Advisors recommendations along with the operational and financial implications to successfully implement
 - Building interdisciplinary curriculum and program links to a wide range of other parts of the University including PPPM, AAA, Journalism, Chemistry, Law, Economics, and Geography
 - Developing and managing center budgets
 - Working with College financial staff to account for program expenses consistent with both University and UO Foundation policies
 - Participating in development efforts at the College and University level
 - Planning and executing events including a speaker series, City tours to leading businesses, Career focused panel discussions
 - Leading search committees composed of internal and external representatives to find permanent directors

- Working with College communications and IT staff to position the programs from a marketing and branding perspective in print and on the web
- Building advisory boards

Lundquist College of Business Intra-College Service

- Academic Committee for the Oregon Executive MBA. 2013-2016. Left committee due to planned sabbatical during AY2016-17.
- Defacto course coordinator for BA453 capstone teaching group. Oversee orientation of new faculty teaching class, collection and analysis of data required for Undergraduate Program Committee of the college to review assurance of learning, and dissemination of new material for course, 2010-Present.
- Member of Management Department ad hoc NTTF professional development group - Meets quarterly to discuss teaching and professional development issues. Led the assessment of alternative professional development planning and self-assessment tools, drafted tool, and put into use during Spring 2016 by department NTTF
- Peer teaching reviews within the Management department, 2015.
- Advisory board for Oregon Business Consulting Group (OBCG). 2015-Present.
- Ad hoc committees in Academic Years 2014-16:
 - Online Teaching - Defining and recommending college level strategy and phased implementation plan to grow scale and scope of online course offerings for students
 - Intranet Redesign - Defining and recommending alterations to the College's intranet site
 - Industry Relations Work Group - Identifying opportunities to improve outreach to industry and requisite infrastructure and process needs within the college
- Faculty consultant providing presentation review and critiques to Alpha Kappa Psi business plan competition team in 2015 and 2016. 2015 team won first place at the annual convention in Reno, NV while 2016 team placed second.
- Faculty consultant providing presentation review and critiques to American Marketing Association team participating in State Farm competition in 2014 and 2015
- Guest judge at Nyenrode Student Case Competition that awards a full scholarship for a graduate program in international management to study at Nyenrode University, 2013, 2014 and 2016.
- Led Portland-based portion of Executive MBA exchange program with Nyenrode University. During this one week portion of the program, set up site visits and company consulting projects. Coordinated industry panels, Summer 2012 and Summer 2013.
- Search committee member for Center for Sustainable Business Practices Center Managing Director (2015), Warsaw Sports Marketing Center Undergraduate Program Manager (2013), External Affairs Communications Manager (2011), Finance and Securities Analysis Center Managing Director (2011)
- Judge of case competitions during MBA Prologue, 2009 and 2010

University of Oregon Service

- Provost Committee for University Excellence in Sustainability Teaching award, 2015 and 2016
- University Admissions Scholars Recognition Day and Duck Days, multiple occasions

Recognition

- Dean's Fellow, Fall 2014-Spring 2016
- *Teaching awards:*
 - Executive MBA Excellence in Teaching Faculty Award, 2015 and 2016
 - Lundquist Honors Program Faculty Award, inaugural recipient in 2016
 - Sustainable Cities Year Program Faculty of the Year, inaugural recipient in 2016
 - Lundquist College of Business Undergraduate Teaching Award (2007, 2008 (2X), 2009, 2012),
 - James E. Reinmuth Award for Outstanding MBA Instructor (2012)
 - James E. Reinmuth Award for Outstanding Instructor in a Core Class (2011)
- *Service awards:*
 - Dean Service Awards (2006, 2009, 2010 and 2015)

Professional Development

- "Academic Acculturation Workshop", Center on Diversity and Community (CoDAC), May 2016
- "Strategic Planning Innovation Summit", New York, 2016
- "Continuous Improvement Review", seminar by AACSB, San Diego, 2015.
- "Applied Assessment", seminar by AACSB, Austin, 2015.
- "International Assessment Conference, by AACSB, Austin, 2015.
- "The Art & Craft of Discussion Leadership", workshop training on case method teaching, Harvard Business School, Seattle 2013.
- Completed the five modules "Online Instructional Training" by Teaching Effectiveness Program for faculty who are going to teach online. Modules included: (1) Online Course Structure: Creating a Roadmap for Learning,(2) Creating a Sequential Learning Experience: Unit Planning, (3) Student Engagement and Participation, (4) Assessment and Feedback, (5) Dynamic Content Presentation and the Advanced Internet, 2013.
- "Integrity 2.0" seminar by Teaching Effectiveness Program on issues related to academic dishonesty, 2013.
- "International Classroom", seminar by Teaching Effectiveness Program on classroom and pedagogical approaches to address changing international student demographics, 2013.
- "Sustainable Cities Initiative Replication Workshop", University of Oregon. Participant in the replication workshop conducted by UO's Sustainable Cities Initiative. Participants are other institutions that want to implement a version of the Sustainable City Year Program (SCYP). Attendees were a total of 40, from 20 universities (including 4 Pioneer institutions) from all across the U.S. and Canada, 2013.

External Consulting

- Member of team overseen by Professor Nagesh Murthy working with the Northwest Collaboratory of Sustainable Manufacturing to evaluate feasibility of a private-public consortium to support the growth of the metals industry in Oregon, 2012.

1987

OAKLAND UNIVERSITY, Rochester, MI

Adjunct Instructor, Strategic Management

1984

ELIZABETH SETON COLLEGE, New York, NY

Adjunct Instructor, Fundamentals of Accounting

PROFESSIONAL EXPERIENCE

1996 - 2000

THE ARTEMIS GROUP, Wilton, CT

Principal. The Artemis Group, LLC, was a management consulting firm which focused on improving the effectiveness and efficiency of Chief Financial Officers and the financial organization. Particular areas of expertise included:

- Planning corporate development strategies, designing implementation projects, and overseeing successful project completion
- Assessing and redesigning current multi-year strategic planning, capital planning and annual operating budgeting processes
- Enhancing the skills and training of the Financial Organization,
- Redesigning performance management systems and processes.

1982 -1996

COOPERS & LYBRAND, New York, NY

Managing Associate. Coopers & Lybrand Consulting (CLC) an internationally recognized firm, provided management consulting and performance improvement services.

- Managed client project teams of up to 45 professional staff members. Responsible for internal staff administration, scheduling and career development activities for a regional staff of 35 professionals. Member of the New York, Chicago, Detroit, and London (U.K.) offices.
- Responsible for engagement management throughout the project life cycle, financial administration including billings, collections, financial and operational reporting. Established

Chicago Information Industry consulting practice which consistently exceeded all financial and operational targets. Revenues grew from \$200,000 to \$1,100,000 in four years.

- Served for four years as U.S. project organizer for the annual international conference attended by more than 150 senior telecommunications industry executives from around the world at three European and one United States sites.
- Co-authored the blueprint for the practice, "The Office of the CFO -- A Quiet Revolution", which presented a vision and methodology to develop best practices in the financial function.
- Managed projects for businesses in a variety of industries including:
 - Telecommunications
 - Credit Card
 - Computer Manufacturing
 - Consumer Products Manufacturing
 - Non-Profit Associations
 - Property & Casualty Insurance
 - Health & Welfare Insurance
 - Clothing Manufacturing

EDUCATION

J.L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT NORTHWESTERN UNIVERSITY

Evanston, IL

Masters of Management, 1982. Major concentrations in Finance, Economics and Management Policy.

UNIVERSITY OF NOTRE DAME

South Bend, IN

Bachelor of Arts in Philosophy, magna cum laude, 1980.

PUBLICATIONS

Reinventing the CFO: Moving From Financial Management to Strategic Management, Co-Author with Thomas Walther, Henry Johansson, and John Dunleavy, McGraw-Hill, 1996.

COMMUNITY AND VOLUNTEER COMMITMENTS

Eugene, OR

- Volunteer Guest Instructor, SAIL Summer Academy to Inspire Learning High School Camp (2015)
- Business Advisor - University of Oregon Men's Lacrosse Club
- Volunteer, Career Center – South Eugene High School
- Board of Directors - BRING
- Chair, Booster Club, Men's Lacrosse – South Eugene High School
- Co-founder, Emerald Valley Youth Lacrosse
- Chair, Celebrate the Arts Fundraising Committee - Spencer Butte Middle School
- Teacher, Religious Education – St. Jude's Parish
- Volunteer, Library – Crest Drive Elementary School