

Rama Kaye Hart, Ph.D.



*Associate Professor
Department of Management
Opus College of Business
University of St. Thomas*

rkhart@stthomas.edu
651-926-4454 (office)
TMH 443 G
1000 La Salle Ave. S.
Minneapolis, MN 55403

Education

- Ph.D.:** Case Western Reserve University, Cleveland, Ohio (May 2002) Department of Organizational Behavior, Weatherhead School of Management
- Dissertation:** *“The conversation of relationships: The communication content and quality of strong and weak peer relationships in geographically dispersed teams.”*
- M. B. A.:** Rutgers University, New Brunswick, New Jersey (1992) Management
- B. S.:** Louisiana State University, Baton Rouge, Louisiana (1985) Marketing

Teaching Experience

- 8/2006-Present
- University of St. Thomas,**
Associate Professor, Tenured (3/2012); Assistant Professor: 2006-2012
Coordinator/Director, 2013-Present: M.A. in Human Resource and Change Leadership; M.A. in Organization Development & Change:
Organization Development
Leading Organization Change
Organization Change: Theory & Practice
Group Dynamics and Team Effectiveness
Human Systems Issues in Global/Diverse Organizations
Leading and Facilitating Virtual Teams
MA Capstone/Field Practicum
Organization Development in Emerging Markets: Short-Term Study Abroad-India
Doctoral Program in Organization Development:
Organization Development
Appreciative Inquiry
Emerging Trends in Leadership
Panorama of OD
Research Methods Lab I: Introduction to Research in Organization Development
Research Methods Lab III (Quantitative/Qualitative Methods)
Qualitative Research in Organization Development
Critical Theory in Organization Development
Dissertation Design Lab
Organization Development in Diverse and Global Contexts
Undergraduate Aquinas Honors Program:
Virtual Worlds and Society
- 8/2004-5/2006:
- Goucher College, Towson, Maryland,**
Department of Management, Visiting Assistant Professor
Group Dynamics
International Business
Technology in Organizations

- Statistics for Economics and Business
Business Ethics
- Spring, 2004: **University of Maryland University College, Associate Professor**
M.S. Program in Human Resource Management: Managing Global Teams (Online course)
- 8/2001-5/2003: **Ithaca College, Department of Organizational Communication, Learning, and Design, Assistant Professor, Tenure Track**
M.A. Program in Organizational Communication:
Communication & Technology in Organizations
Undergraduate B.A. in Organizational Communication:
How Organizations Communicate and Learn
Corporate Communication: Strategy & Design
The Digital Workplace
Computer Applications in Organizations
- Fall, 2000: **Franklin and Marshall College, Department of Business: Visiting Assistant Professor, Undergraduate B.A. in Business:**
Organizational Theory
Organizational Communication in a Computer-Mediated Environment
- 8/1992-12/1996: **Case Western Reserve University, Graduate Teaching Assistant, Weatherhead School of Management**
M.B.A Program:
Organizational Behavior and Analysis
Leadership Assessment and Development
Masters in Organization Development: Personal Growth Lab
Executive Leadership
Undergraduate B.S. in Business:
Interpersonal Behavior in Groups

Refereed Publications

- Hart, R. K. (2016) Informal Virtual Mentoring for Team Leaders and Members: Emergence, Content, and Impact. *Advances in Developing Human Resources*, (18)3: 352-368.
- Jamieson, D. W., Willis, M.J., & Hart, R.K. (2015). Restorative Health: The challenge of combining cultures. In D. Warrick, (Ed.) *Lessons in Changing Culture: Learning from Real World Cases*. Oxford: Rossi Smith.
- Chou, C.C., & Hart, R. K. (2013). A case study of designing experiential learning activities in virtual worlds. In E. McKay (Ed.) *ePedagogy in Online Learning: New Developments in Web-Mediated Human Computer Interaction*. Hershey, PA: Information Science Reference/IGI Global.
- Chou, C. C., & Hart, R. K. (2011). The pedagogical considerations in the design of virtual worlds for organizational learning. In H. Yang & S. Yuen (Eds.), *Handbook of Research on Practices and Outcomes in Virtual Worlds and Environments* (pp. 552-569). Hershey, PA: Information Science Reference/IGI Global.
- Chou, C.C., & Hart, R. (2010). Lessons Learned from Conducting Collaborative Immersive Learning. In *Proceedings of World Conference on Educational Multimedia, Hypermedia and Telecommunications 2010*. (pp. 2659-2667). Chesapeake, VA: AACE.

- Conklin, T. A., and Hart, R. K. (2009) Appreciative inquiry in management education: Measuring the success of co-created learning, *Organization and Management Journal*, 6(2): 89-104.
- Hart, R.K., Conklin, T.A., & Allen, S.J. (2008). Individual leader development: An appreciative inquiry approach. *Advances in Developing Human Resources*, 10(5). 632-650.
- Fambrough, M.J., & Hart, R. K (2008) Emotions in leadership development: A critique of emotional intelligence. *Advances in Developing Human Resources*, 10(5), 740-758.
- Hart, R. K., & McLeod, P. L. (2003). Rethinking team building in geographically dispersed teams: One message at a time. *Organizational Dynamics*, 31(4), 352-361.
- Hart, R. K. (2001). Constituting relationships in communication: An interdisciplinary approach to understanding peer relationships in geographically dispersed teams. In M. Beyerlein, D. A. Johnson, & S. T. Beyerlein (Eds.), *Virtual Teams: Advances in Interdisciplinary Studies of Work Teams*, 8, 85-106.

Refereed Conference Presentations

- Hart, R.K., & Johansson, L. (2015, October). *Applying OD to challenges of Justice, Equity, and Community*. Presentation at the ODNetwork and IODA Annual Conference. Portland, OR.
- Johansson, L., & Hart, R.K. (2014, November). *Make Change Work for You: Effective Transitions*. Paper presented at the Minnesota Council of Non-Profits Annual Meeting. St. Paul, MN.
- Hart, R. K., Jamieson, D. J., Johansson, L., & Lindh, D. (2014, October). *Defining and cultivating healthy organizations: Engaged scholarship and innovative practice*. Paper presented at the Midwest Academy of Management, Minneapolis, MN.
- Hart, R. K. (2014, October). *Informal Developmental Relationships in Virtual Teams: Emergence, Content, and Impact*. Paper presented at the 7th Annual Mentoring Conference: Developmental Networks: Mentoring & Coaching at Work. Albuquerque, NM.
- Hart, R. K. (2014, March). *The experience of Indian women working in Western BPOs: Liberation or assimilation?* Paper presented at the Oxford Women's Leadership Symposium, Oxford, U.K.
- Hart, R. K. (2013, June) *Critical and appreciative inquiry for transformative learning and organization development*. A workshop presented at the Organizational Behavior Teaching Conference (OBTC), Asheville, NC.
- Hart, R. K., Sharma, L., Fambrough, M. J. (2013, May). *Studying Indian women in American offshore call centers: Critical versus managerialist approaches*. Paper presented at the Ninth International Congress of Qualitative Inquiry, Urbana, IL.
- Chou, C.C., & Hart, R. K. (2011, November). *A case study of blending learning with virtual worlds and Facebook*. Paper presented at the American Society for Training and Development Twin Cities Chapter (ASTD-TCC). St. Paul, MN.
- McLeod, P., Hart, R., & Chou, C. (2011, July). *Does the avatar make the heart grow fonder? Task type and interaction dynamics in virtual world teamwork*. Paper presented at Interdisciplinary Network for Group Research (INGroup) Sixth Annual Conference. Minneapolis, MN.

- Chou, C.C., & Hart, R.K. (2011, June). *Student perceptions of experiential learning in virtual worlds*. Paper presented at the Midwest Qualitative Research Conference. 17th Annual Midwest Qualitative Research Conference. Minneapolis, MN.
- Chou, C. C., & Hart, R. K. (2011, April). *A case study of 3D immersive learning strategies*. Paper presented at the American Educational Research Association (AERA) 2011 Annual Conference. New Orleans, LA.
- Hart, R. K., Chou, C., & McLeod, P. L. (2010, July). *An exploratory study of the content and quality of virtual team collaboration in Second Life*. Paper presented at Interdisciplinary Network for Group Research (INGroup), Fifth Annual Conference, Washington, DC.
- Hart, R. K. (2009, July). *We've been through so much together: Developing close personal relationships in virtual and face-to-face teams*. Paper presented at the Interdisciplinary Network for Group Research (INGroup) Fourth Annual Conference, Colorado Springs, CO.
- Chupina, A. G., Fambrough, M. J., & Hart, R. K. (2009, May) *Challenges and tensions of dissertation supervision*. Paper presented at the Fifth International Congress of Qualitative Inquiry, Urbana, IL.
- Fambrough, M. J., & Hart, R. K. (2008, March). *Reconsidering emotional intelligence for leader development: A critical analysis*. Paper presented at the 49th Annual Meeting of the Western Academy of Management, Oakland, CA.
- Hart, R. K., Conklin, T.A., & Allen, S. J. (2008, March). *Attaining peak performance through transformative learning: An appreciative inquiry approach*. Paper presented at the 49th Annual Meeting of the Western Academy of Management, Oakland, CA.
- Conklin, T.A., & Hart, R. K. (2006, August). *Appreciative inquiry in management education: Measuring the success of co-created learning*. Paper presented at the 2006 Annual Meeting of the Academy of Management, Atlanta, GA.
- Hart, R. K. (2006, August). *Communication in distributed teams: A comprehensive typology*. Paper presented at the 2006 Annual Meeting of the Academy of Management, Atlanta, GA.
- Hart, R. K., & McLeod, P. L. (2003, August). *Personal relationships in geographically dispersed work teams: Leading through everyday communication*. Paper presented at the 2003 Annual Meeting of the Academy of Management, Seattle, WA.
- Hart, R. K. (2002, November). *Constructing close relationships through task-oriented interaction: A model of interpersonal relationships in geographically dispersed teams*. Paper presented at the Annual Meeting of the National Communication Association, New Orleans, LA.
- Hart, R. K. (2002, June). *Teaching relationships and relationships in teaching*. A workshop presented at the Organizational Behavior Teaching Conference (OBTC), Orange, CA.
- Hart, R. K. (2001, November). *The language of relationships: How strong and weak peer relationships are constituted in the language of geographically dispersed teams*. Paper presented at the 2001 Annual Meeting of the American Anthropological Association, Washington, D.C.
- Hart, R. K. (2000, June). *The conversation of relationship: An emerging theoretical perspective for understanding relationships in geographically dispersed teams*. Paper presented at the 2000 Annual Symposium on Organization, Work Team and Individual Effectiveness, Center for the Study of Work Teams. Denton, TX.

Grants/Awards/Membership

Current:	HHMI (Howard Hughes Medical Institute) Inclusive Scholar’s Grant Proposal: University of St. Thomas-Team Member and Consultant
Spring, 2014	Sabbatical Leave Grant: University of St. Thomas
2012-2013	Avatar-Mediated Communication in Science and Technology Teams: Proposals for Collaborative Research Submitted to National Science Foundation: Co-PI
Fall, 2012	Research Assistance Grant: University of St. Thomas
Fall, 2010	Teaching Enhancement Grant: University of St. Thomas
Fall, 2008	Faculty Partnership Grant: University of St. Thomas
Fall, 2002	Faculty Research Grant: Ithaca College
1995 – 1996:	Global Excellence in Management Program (GEM), USAID/Case Western Reserve University—Project Team Member: Collaborated on the development of a strategic vision and plan for a “global innovations network”; co-facilitated PVO/CEO excellence program for NGO team, and provided consultation on strategic plans, organizational development and teamwork for Mega-Cities and Rocky Mountain Adoption Exchange.
1994:	Case Western Reserve University, Weatherhead School of Management: Competency Outcome Study—Project Team Member
2009-Present	Member, Interdisciplinary Network of Group Researchers (INGRoup) Member, OBTS (Organizational Behavior Teaching Society)

Service

2016-Present	Academic Review Committee for International Education
2011-2017	University of St. Thomas Faculty Senate
2013-2018	Department of Organization Learning and Development: Director of MA in HR & Change Leadership/Organization Development & Change
2015-2016	Strategic Planning Task Force-Flexible Pathways: University of St. Thomas
2014-2016	Asian American Affinity Group/Anti-Racism Coalition Representative and Member: University of St. Thomas
2014-2016; 2007-2010	Diversity Committee: College of Education, Leadership and Counseling
2013-2015	Racial Justice Leadership Team and Co-Leader—First Universalist Church, Minneapolis, MN
2011-2012	Search Committee for Organization Learning and Development Tenure-Track Faculty
Spring 2011	Search Committee for Special Education Tenure-Track Faculty
2007-2013	Curriculum Committee (Chair 2009-2013) for College Applied Professional Studies, University of St. Thomas
2010-2013	Graduate Curriculum Committee: University of St. Thomas
2007-2011	Board Member and Secretary: Sunshine Montessori School, Minneapolis, MN
2009	Search Committee for Dean of the College of Applied Professional Studies
2007-2010	Board Member: Crossroads Anti-Racism Training and Organizing

- Fall 2006-Fall 2008 Technology Committee: College of Applied Professional Studies, University of St. Thomas
- Fall 2006-Fall 2009: Academic Affairs Committee: College of Applied Professional Studies, University of St. Thomas

Consulting/Management Experience

Since 1992:

Consultant to Organizations – Rama Kaye Hart & Associates

Provided consultation in the areas of diversity/inclusion, strategic planning, team effectiveness, leadership development, and organizational transformation with a variety of for-profit, non-profit, and governmental clients, including: Hennepin County, MN, Minnesota Center for Chemical and Mental Health (MNCAMH), Ebenezer (Fairview), Physician's Leadership College (UST), Prepare+Prosper, Medtronic Corporation, MN Department of Corrections, Liberty Diversified International, 3M, Ernst & Young, Hewlett Packard, IBM, Motorola, DEC, Allied Signal, Bell & Howell, Invacare, RTW, Inc., U.S. Army, Cleveland Episcopal Diocese, Crossroads Anti-Racism Training and Organizing, Rocky Mountain Adoption Exchange, and the Mega-Cities Project.

Highlights: Led diversity and social justice assessment and training program for Ebenezer Housing, Minneapolis, and Prepare+Prosper; for Medtronic Talent & Organization Development COE, created team framework and served as Change Leadership Consultant; Led long-term organization redesign strategic planning process for Prepare+Prosper; Designed and conducted change leadership and communication workshop for 3M Latin America's *2008 Managing Directors Leadership Development Retreat*; designed and delivered virtual team effectiveness programs for Ernst & Young, LLP; conducted organization development assessment and training focused on virtual team effectiveness for RTW, Inc.; facilitated strategic benchmarking for network systems leaders of HP, Motorola, IBM, DEC, Cargill, & Boeing; developed and facilitated appreciative inquiry-based strategic planning and visioning for Liberty Diversified, Inc., and Crossroads, a national, non-sectarian organization with a mission to dismantle systemic racism and build anti-racist multicultural diversity within institutions and communities.

1995 – 2000:

Organizational Consultant – Professional and Organization Development Learning Solutions, Ernst & Young, LLP

Designed, developed, and implemented programs in leadership development, organizational change and team effectiveness for a variety of external (e.g. Ford, Seagate Technologies) and internal (Tax/Audit and Management Consulting) global clients; created instructional design and served as program leader for “consulting for the advanced practitioner” management development programs and action/experiential learning workshops; provided thought leadership in team effectiveness through conducting quantitative and qualitative research; conducted multi-level analyses of education outcomes; coached executives, managers and new consultants; guided competency model development process for major division of the firm.

1985 – 1991:

Marketing Manager - AT&T, Basking Ridge, New Jersey

Led cross-functional teams in strategic planning and integrated marketing communication programs targeting the Asian-American consumer market; successfully launched first Asian-market/bilingual programs in industry; managed \$650 million revenue stream and oversaw four-fold growth program budget. As a *Market Research Analyst*, designed and implemented business and consumer behavior research projects through vendor management, questionnaire design, data collection, statistical analysis, and report writing/presentation, focused on both the business and consumer long distance markets.