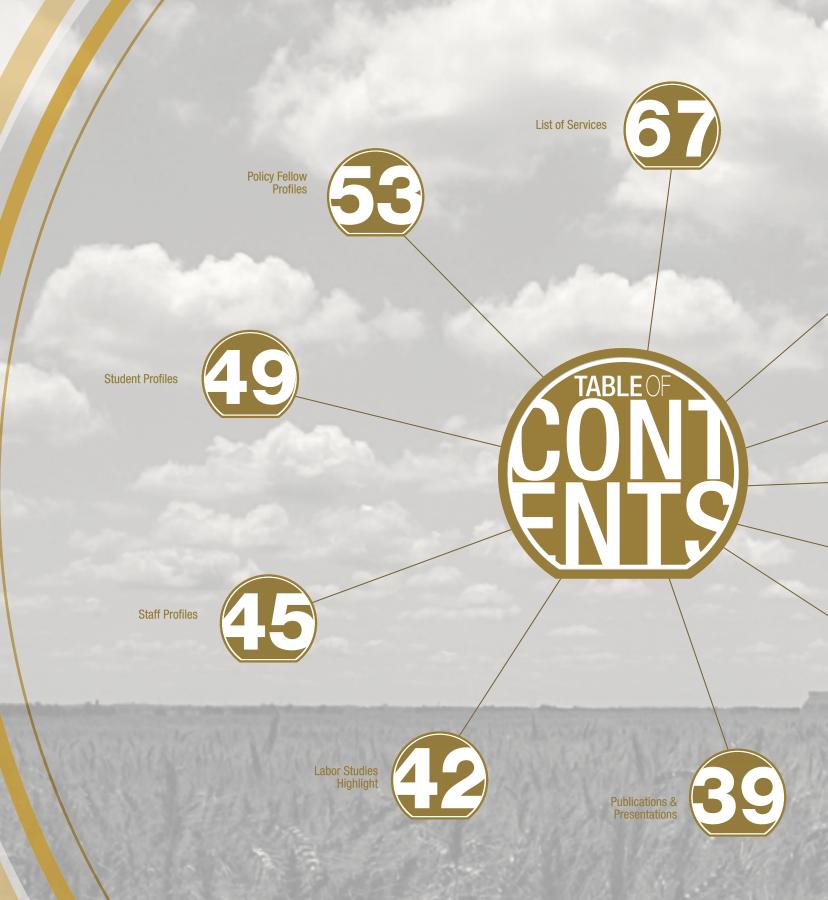


**DOCKING** INSTITUTE 2009 ANNUAL REPORT



#### **MISSION & HISTORY**

The primary mission of Fort Hays State University's Docking Institute of Public Affairs is to facilitate effective public policy decision-making among governmental and non-profit entities. The Docking Institute of Public Affairs began as the Fort Hays State University Institute of Public Affairs in 1980. In October 1988, the Kansas Board of Regents changed the name to the Docking Institute of Public Affairs in honor of Kansas Governors George Docking and Robert B. Docking and Lieutenant Governor Tom Docking. Since that time, the Docking Institute has been a leader in facilitating public policy research and planning for Kansas and its rural regions, conducting more than 362 projects. Today, the Docking Institute is proud to offer a broad spectrum of programs and services designed to foster regional development and growth in accordance with its original mission. Our staff and policy fellows are proud to carry on the tradition of public service exemplified by the Docking family.

















### DIRECTOR'S LETTER

As I complete my first full year as director of the Docking Institute, I would like to express my gratitude to all of our clients for choosing the Docking Institute for their research needs. A special thanks also goes to all of the Docking staff members for their numerous accomplishments. This has been a difficult year for Kansas in dealing with the hardships of an ailing economy, including unemployment for many workers, drastic funding cuts to state departments and public education and difficult decisions for state legislators in balancing the budget. Our clients in the non-profit and public sector have been especially hard-hit by these challenging economic conditions. The Docking Institute has tried to ease the burden by providing cost-effective research services that allow our client organizations to operate as efficiently as possible.

Among our many accomplishments in 2009 was the debut of Kansas Speaks, a large-sample state-wide survey of Kansas residents sponsored by the Docking Institute and Fort Hays State University. This survey measured the opinions and policy preferences of Kansans on a number of key issues, including the economy, taxes, state government, energy policy, education, healthcare, various social issues and the overall quality of life in Kansas. The report is available through a tab on the Docking Institute's home page, http://www.fhsu.edu/docking/. Our hope is that the general public will find the results interesting and that state legislators will use the information to better understand the views of their constituents.

Fort Hays State University (FHSU) and the Docking Institute launched a new web design in early 2010. Although the FHSU home page no longer has a visible link to the Docking home page, our site can be easily accessed through the Quicklinks drop-down menu located in the upper right corner of the FHSU home page.

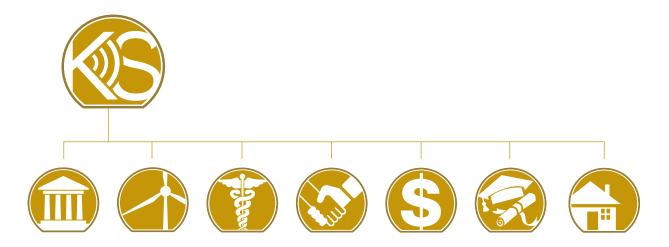
As we all continue to navigate through the economic slump, know that the Docking Institute is there to provide you with quality research services at competitive costs. Please feel free to contact me or our assistant director, Mike Walker, to discuss your organization's needs or to request a proposal or cost estimate. Here's hoping that 2010 brings signs of economic recovery and better days ahead for the citizens of Kansas.

Sincerely,

Gary Brinker, Director Docking Institute of Public Affairs

#### **2009 SPOTLIGHT**

#### KANSAS SPEAKS



In pursuit of our statewide public affairs mission, the Docking Institute of Public Affairs sponsored and conducted a statewide public opinion survey of adult residents of Kansas, measuring their opinions on a wide variety of important policy issues. Aptly called Kansas Speaks, the survey results suggest that Kansans think highly of their home state and maintain confidence in the state economy.

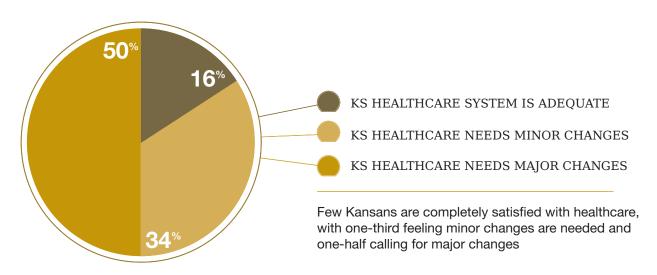
Docking Institute researchers surveyed 1,220 Kansans between the months of May and August 2009, producing results that are accurate within plus or minus 2.9 percent.

When asked to rate Kansas as a place to live, 64.2 percent of respondents rated it as either excellent or very good, while only 1.5 percent rated it as less than fair. As for the state's economy, 42 percent of respondents rated it good and 32 percent rated it as fair. Only 16 percent thought the state economy was in poor or very poor condition. However, even fewer – 11 percent – rated the Kansas economy as very good or excellent.

They also weighed in on the topic of health care, which is perhaps the most hotly debated current event across the nation, with 50 percent of respondents indicating a strong desire for changes in the Kansas healthcare system and an additional 33 percent saying minor changes were required. Women, members of ethnic minorities and lower income respondents were more likely to report a desire for changes in the Kansas healthcare system. A majority of respondents, 56 percent, said they thought it was the responsibility of government to make sure all Americans had healthcare coverage, while 18 percent strongly disagreed.



#### WHICH BEST DESCRIBES YOUR OPINION OF HEALTHCARE IN KANSAS?



### HOW SATISFIED WITH KANSAS PARTY LEADERS' ATTEMPTS TO IMPROVE THE HEALTH OF THE KANSAS ECONOMY?





#### Some other interesting results:

Almost half, 47 percent, said they thought state spending should be decreased; 35 percent thought the current level of state spending was appropriate and 18 percent favored an increase in state spending.

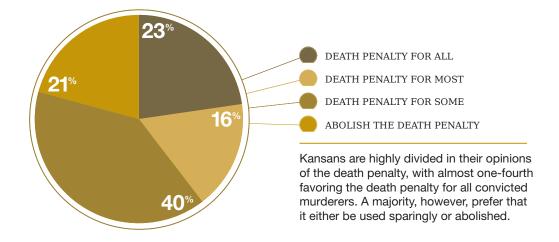
When asked about state support for developing various sources of energy, the strongest levels of support were for wind energy, followed by solar, gas, oil and biofuels such as ethanol. Nuclear energy and coal tended to have the lowest support.

Respondents were highly divided on opinions of the death penalty in Kansas, with the most common response, 40 percent, favoring limited use, 21 percent in favor of abolishing the death penalty and 23 percent in favor of executing all convicted murderers.

A majority of respondents, 52 percent, said funding for K-12 public education should be increased and 93 percent said it should at least be maintained at the current level.

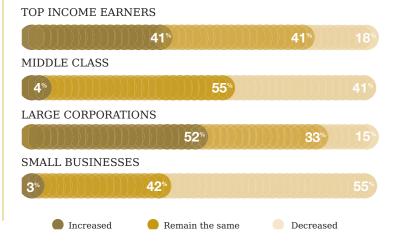
"We wanted to give Kansans a voice," said Dr. Gary Brinker, director of the Docking Institute. "National polls regularly take the pulse of Americans on vital issues, but the opinions of Kansans have remained mostly a matter of speculation, until now, that is. The release of our first 'Kansas Speaks' survey will establish a baseline, and we hope to conduct a new scientific survey each year to see how the opinions of Kansans are evolving."

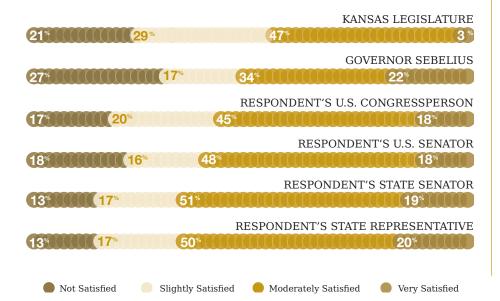
The complete report is available on Docking's website at www.fhsu.edu/docking by clicking on the Kansas Speaks 2009 tab. Our hope is that the legislature will use Kansas Speaks as a tool to know the policy preferences of their constituents.



### PREFERENCES FOR TAXATION OF VARIOUS GROUPS

Although many Kansans preferred keeping tax rates as they are currently, the remainder tended to feel that taxes on the middle class and small businesses should be reduced, while taxes on large corporations and the top income earners should be increased.





### HOW SATISFIED ARE YOU WITH THE PERFORMANCE OF:

Although Kansans were unlikely to say they were "very satisfied" with the Kansas legislature, they tended to have high levels of satisfaction with their own state representatives and senators. Satisfaction with Governor Sebelius tended to be more polarized.

## 2009

Labor Study Central Missouri Economic Development Alliance

Population Estimate City of Hays Population Study

Grants Facilitation Colby Multipurpose Activity Center

Strategic Planning EduKan

Program Evaluation Eudora USD 491,"Safe Schools/Healthy Students"

Strategic Planning First Call for Help

Strategic Planning First Care Clinic

Survey Research College of Education and Technology, Fort Hays State University

Economic Impact Study President's Office, Fort Hays State University

Labor Study Hutchinson/Reno County Chamber of Commerce

Program Evaluation Johnson County Department of Corrections

Survey Research Kansas Department of Commerce and

western Kansas Rural Economic Development Alliance (wKREDA)

Program Evaluation Kansas Health Foundation, "Change Something"

Program Evaluation Kansas Health Foundation, "Evaluation of Kansas Communities LLC"

Program Evaluation Kansas Health Foundation, "Nutrition and Physical Activity Initiative"

Economic Impact Study Kansas Highway 36 Association

Survey Research Kansas Small Business Development Center (KSBDC)
Survey Research Kansas State University/Office of Local Government

Survey Research Kansas State University/Office of Local Government, Columbus County

Survey Research Kansas State University/Office of Local Government, Rice County

Survey Research Kansas State University/Office of Local Government, Russell County

Survey Research Labor Market Information Services (Green Jobs), Wilson County

Leavenworth County Development Corporation

Survey Research Legacy Regional Community Foundation

Strategic Planning Marianna Kistler Beach Museum of Art

Economic Impact Study Nex-Tech, Inc.

Strategic Planning North Central Kansas Technical College

Strategic Planning Pawnee County Economic Development Commission

Economic Impact Study Quest Center for Entrepreneurs

Survey Research RTI International

Survey Research Schwab-Eaton/City of Bel Aire

Grants Facilitation WaKeeney, USD 208

Strategic Planning Wichita Area Sexual Assault Center





# **Program Evaluation** Conducting an assessment of program implementation and program outcomes is indispensable for agencies to make informed decisions about their initiatives. Government and non-profit organizations often need tangible documentation of a program's effectiveness to receive or maintain funding. The Docking Institute has the necessary expertise and experience to help organizations develop evaluations of processes and outcomes, perform needs assessments, and author required technical evaluation reports for submission to federal or state funders.

#### **Johnson County Department of Corrections**

by Gregory Weisenborn, Ph.D.

The Johnson County Department of Corrections contracted with the Docking Institute to conduct a work analysis and process audit for three key management roles for the adult population in the Johnson County Department of Corrections: Residential Case Managers, House Arrest Officers and Intensive Supervision Officers. Analysis of work flow and work methods led to specific recommendations for increasing efficiency and effectiveness related to (among other things) facility layout, standardized work processes, and workforce retention.

### Kansas Health Foundation "Public Square Communities LLC" Evaluation by Brett Zollinger, Ph.D.; Michael Walker, M.S.

The Docking Institute was contracted by the Kansas Health Foundation to assess the fit between the mission of the Kansas Health Foundation and the mission of the Public Square Communities LLC's community development process and to measure Public Square program constituents' satisfaction. Feedback was collected regarding satisfaction with the overall "Public Square" planning/community development process used by Public Square; satisfaction with various components/characteristics of the planning/community development process, perceived benefits of seeking Public Square Accreditation from Public Square Communities LLC, and gaps and potential areas for improvement in the planning/development process. Most (67%) say their community's primary motivations for participation in the Public Square process are to improve the community in general, and almost a third (30.8%) said their community is involved primarily to address a community crisis.

### PROJECTS UNDERWAY



#### **Eudora USD 491 "Safe Schools Healthy Students" Evaluation**

by Leslie Paige, M.S., Ed.S.; Marilyn Ray, M.D., M.P.H.; Stephen Kitzis, Ph.D.; Joyce Wolfe, M.S.

The Docking Institute was contracted to provide an evaluation research project design and provide services for the USD 491 Safe Schools Healthy Students federal grant initiative that runs from July 1, 2008 through June 30, 2012. Activities have included developing and deploying surveys, data collection from service providers, ten year trend analysis of Communities That Care data, web-based process evaluation systems and collaboration with the SSHS National Evaluation Team.

### Kansas Health Foundation "Nutrition and Physical Activity Initiative" Evaluation

by Marilyn Ray, M.D., M.P.H.; Brett Zollinger, Ph.D.; Joyce Wolfe, M.S.

In 2006, the Docking Institute was awarded a grant by the Kansas Health Foundation to evaluate the effectiveness of the Kansas Health Foundation "Nutrition and Physical Activity (NPA) Initiative." One semi-annual and three annual surveys of Kansans' awareness, attitudes and behavior regarding nutrition and physical activity were conducted of four community health foundation service areas where the initiative was active. Adults in Oklahoma and Missouri were also surveyed, and these served as a control. The final survey of these four initial community foundation service areas was completed in 2009. Findings suggest that the NPA Initiative had no detectable contribution to improvement in awareness, attitude or behavior regarding nutrition or physical activity.

An additional four community health foundation service areas, along with another Kansas community without a health foundation serving as a control, were added to the NPA Initiative in 2008. Following annual surveys in 2008 and 2009, these five additional areas will be surveyed every other year until 2017, and the comparison group of adults in Oklahoma and Missouri will be surveyed with the same schedule. Surveys will continue to monitor over time the awareness, attitudes and behavior of respondents regarding nutrition and physical activity.



# **Labor Study** Based on government labor data alone, firms considering a relocation or expansion can often conclude incorrectly that there is not a sufficient amount of qualified labor to meet their needs. The Docking Institute offers a unique study of a client's labor basin. A labor study assesses the labor supply, availability and skill level of a region. Additionally, labor studies determine the working status, education and training levels, willingness to commute, and desired wages and benefits of people looking for employment or who would consider seeking new employment for the right opportunity. Depending upon the needs of the client, studies can include questions about entrepreneurism, job satisfaction, and other issues.

### Central Missouri Economic Development Alliance – Labor Availability Analysis by Michael Walker, M.S.

The Docking Institute was contracted by the Central Missouri Economic Development Alliance to assess the available labor in the West Central Missouri Labor Region. The region encompasses 18 counties in Missouri and portions of two others. For this study, the region was subdivided into five overlapping labor basins of about nine counties each. The labor basins were centered around Henry, Johnson, Lafayette, Pettis and Saline Counties. Surveying was completed at the end of 2008, and the report was delivered to the client in February of 2009. A similar study was conducted in 2005. The regional and basin reports for the 2008-2009 study included a trend analysis.

### **Leavenworth County Development Corporation – Labor Availability Analysis** by Michael Walker, M.S.

The Docking Institute was contracted by the Leavenworth County Development Corporation for the purposes of assessing labor force availability in the Leavenworth County area. The Leavenworth County Labor Basin included Atchison, Douglas, Jefferson, Johnson, and Leavenworth counties and a portion of Wyandotte County in Kansas, and Platte County in Missouri. The purpose of the study was to assess the "Available Labor Pool" in this labor basin. The "Available Labor Pool" represents those who indicate that they are looking for employment or would consider changing their jobs for the right employment opportunity. The population of the Leavenworth County Labor Basin is estimated to be 360,145. About 21% of the population (or 74,463 individuals) are considered to be part of the Available Labor Pool (ALP). An estimated 9,469 members of the ALP are currently employed as general laborers, while an additional 7,328 work in government services or technical/high skill blue-collar occupations. An estimated 25,968 members of the ALP work in service sector jobs, while 15,914 work in professional white-collar jobs.

"The Docking Institute conducted an analysis of a LaborShed Survey and provided us with the Leavenworth County Labor Basin Report. This report was presented to our community leaders by the Docking Institute so they could educate us about the characteristics of workers in the region. It was a great learning experience for all involved and the Report will serve as a good resource for economic development."

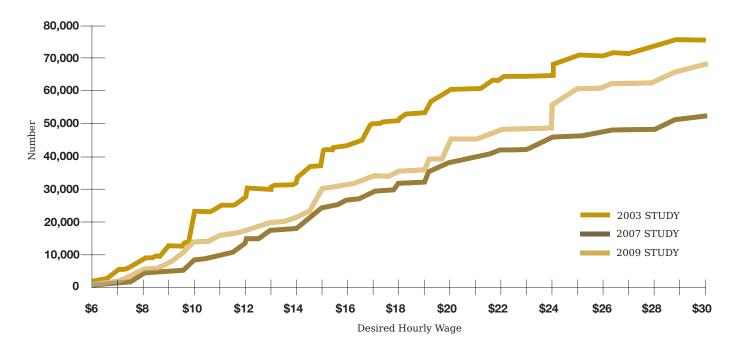
Victoria Rowley
Economic Development Coordinator
Leavenworth County Development Corporation



### Hutchinson/Reno County Chamber of Commerce – Labor Availability Analysis by Michael Walker, M.S.

The Docking Institute was contracted by the Hutchinson/Reno County Chamber of Commerce for the purpose of assessing labor force availability in the Hutchinson/Reno County area. The Hutchinson Labor Basin included the counties of Harvey, Kingman, McPherson, Reno, Rice, Stafford, and the northwest portion of Sedgwick in Kansas. The population of the Hutchinson Labor Basin is estimated to be 352,137. About 23% of the population (or 84,210 individuals) are considered to be part of the Available Labor Pool (ALP). An estimated 31,286 ALP members (37.2%) are interested in a new job at \$16 an hour, 16,974 (20.2%) are available at \$12 an hour, and 5,199 (6.2%) are available at \$8 an hour. Of the 65,802 members in the subset of employed members of the ALP, 23,643 (36%) consider themselves underemployed.

#### **Hutchinson Labor Availability Analysis - Desired Hourly Wage**





Survey and Focus Group Research
Valid and reliable information is essential for effective decision-making. The Docking Institute's University Center for Survey Research provides professional survey design, data gathering and data analysis services. Institute researchers help clients select the most appropriate survey methodology based on the client's needs, goals and budget. Available survey methods include telephone surveys (using a 20-station CATI system), mail surveys, web surveys, personal interviews, and focus groups. The Institute can survey almost any population, from single neighborhoods to the entire nation, and in multiple languages.

### FHSU College of Education and Technology - Former Student Pedagogical Behaviors and Opinions Survey

by Jian Sun, Ph.D.; Joyce Wolfe, M.S.

The College of Education and Technology entered into a multi-year contract with the Docking Institute to conduct an annual survey of alumni or certificate/endorsement recipients from the college. The survey measured self assessment satisfaction among former students of the College of Education and Technology on a variety of education standard categories, such as being liberally educated, assuming a professional role within the school, appreciation for pedagogical theory and research, providing a supportive environment for diverse learners, integrating technology, knowledge and use of assessment and diagnostic techniques, and using reflection as a tool for self-assessment.

### FHSU College of Education and Technology - Mentors and Employers Survey by Jian Sun, Ph.D.; Joyce Wolfe, M.S.

The College of Education and Technology entered into a multi-year contract with the Docking Institute to conduct an annual survey of mentors and employers of graduates or certificate/endorsement recipients from the college. The survey assessed mentors and employers perceptions of College of Education and Technology graduates on a variety of education standard categories, such as being liberally educated, assuming a professional role within the school, appreciation for pedagogical theory and research, providing a supportive environment for diverse learners, integrating technology, knowledge and use of assessment and diagnostic techniques, and using reflection as a tool for self-assessment.

### Kansas Small Business Development Center (KSBDC) – Survey Research by Jian Sun, Ph.D.; Michael Walker, M.S.

The Kansas Small Business Development Center contacted the Docking Institute to conduct a combination of web, mail and telephone surveys of the KSBDC clients. The study assessed the quality of services provided by the KSBDC to entrepreneurs and small business owners. The KSBDC has eight regional offices and five outreach centers in Kansas, serving many small businesses in different regions of the state. About 40% of the respondents were already in business when they contacted the KSBDC, 60% contacted the KSBDC for help with starting a new business, 93% of respondents agree that the KSBDC counselors had the skills needed to advise clients, and 57% of respondents say that the counseling services provided by the KSBDC were excellent.



### Kansas State University, Office of Local Government – Health Care Needs Survey for Columbus, Kansas

by Joyce Wolfe, M.S.

Kansas State University's Office of Local Government contracted with the Docking Institute to administer a telephone survey to a random sample of adults in Columbus, Kansas, for the purpose of assessing rural health care needs. The Docking Institute surveyed 207 respondents and delivered the data to the client for review and analysis.

### Kansas State University, Office of Local Government – Health Care Needs Survey for Rice County, Kansas

by Joyce Wolfe, M.S.

Kansas State University's Office of Local Government contracted with the Docking Institute to administer a telephone survey to a random sample of adults in Rice County for the purpose of assessing rural health care needs. The Docking Institute surveyed 210 respondents and delivered the data to the client for review and analysis.

### Kansas State University, Office of Local Government – Health Care Needs Survey for Russell County, Kansas

by Joyce Wolfe, M.S.

Kansas State University's Office of Local Government contracted with the Docking Institute to administer a telephone survey to a random sample of adults in Russell County for the purpose of assessing rural health care needs. The Docking Institute surveyed 205 respondents and delivered the data to the client for review and analysis.

### Kansas State University, Office of Local Government – Health Care Needs Survey for Wilson County, Kansas

by Joyce Wolfe, M.S.

Kansas State University's Office of Local Government contracted with the Docking Institute to administer a telephone survey to a random sample of adults in Wilson County for the purpose of assessing rural health care needs. The Docking Institute surveyed 212 respondents and delivered the data to the client for review and analysis.

### PROJECTS **COMPLETED** (cont.)

#### Labor Market Information Services (Green Jobs) - Market Survey

by Michael Walker, M.S.; Joyce Wolfe, M.S.

Labor Market Information Services, Kansas Department of Labor, contracted with the Docking Institute to conduct a telephone survey of a sample of business owners in the state of Kansas. The study was designed to measure the number of green jobs in Kansas.

#### RTI International - Survey Research

by Michael Walker, M.S.; Joyce Wolfe, M.S.

The Docking Institute was contracted by RTI International to conduct a survey to establish baseline data of the general population in seven Kansas communities regarding the issue of second-hand smoke. Data was delivered to the client for review and analysis.

### PROJECTS UNDERWAY

# Kansas Department of Commerce and western Kansas Rural Economic Development Alliance (wKREDA) – Western Kansas Job Aspirations and Migration Intentions Study

by Michael Walker, M.S.; Gary Brinker, Ph.D.

The Kansas Department of Commerce and wKREDA contacted Docking Institute to conduct a study to assess the job aspirations and migration intentions of residents of western Kansas. This study will include a telephone survey of approximately 1,200 households in 46 counties in western Kansas, a web survey of high school and college seniors, and a web survey of high school and college alumni who have moved out of the area. The surveys will ask questions relating to career and education backgrounds (in the case of the general population and alumni) and future plans (for high school and college seniors). Questions will also address plans to migrate out of the area or back to the area, as well as awareness of wKREDA's "We Have Jobs" initiative. Research is underway and will continue into 2010.



### **Legacy Regional Community Foundation (Tiny Teeth) – Health Survey**

by Michael Walker, M.S.; Marilyn Ray, M.D., M.P.H.

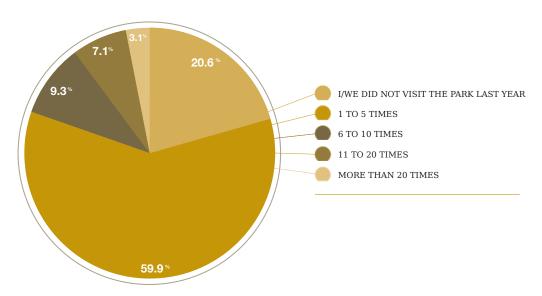
The Legacy Regional Community Foundation contracted with the Docking Institute to administer a survey to evaluate the Tiny Teeth Health Habits educational program. The survey will question parents about their knowledge and opinions of their child's dental care.

#### Schwab-Eaton/City of Bel Aire - Parks and Recreation Survey

by Jian Sun, Ph.D.; Michael Walker, M.S.

Schwab-Eaton, PA of Manhattan, Kansas, contracted with the Docking Institute to conduct a city parks survey. The study measured opinions and attitudes about the use of city parks, satisfaction with existing facilities, the need for improvement of existing parks and facilities, and the need for new parks and facilities. Almost all of the respondents feel city parks are safe when they visit them. More than seventy percent (71.9%) of all the respondents strongly or moderately support using partnerships with public or private entities to finance the future improvements to the parks and recreation system. About twenty-two percent (22.1%) of all the respondents strongly or mildly support using property tax to finance the improvements, and 71.9% strongly or mildly oppose using property tax.

#### HOW MANY TIMES DID YOU VISIT THE PARK IN THE PAST YEAR?





Econ	omic Impact Analysis
·	Policy assessment often requires an economic impact analysis of existing and proposed activities or programs. Government agencies and non-profit organizations can use economic impact assessments to determine the total monetary benefit of their activities in a local or regional economy. Often, such information is important for convincing decision-makers that continued or increased funding is warranted. Our economists have analyzed the economic impact of manufacturers, service organizations, hospitals, correctional facilities, institutions of higher learning, business incubators, infrastructure upgrades, and other existing and potential programs and projects.

### Nex-Tech, Inc. – Economic Impact Study

by Emily Breit, Ph.D.

The Docking Institute of Public Affairs was contacted by Nex-Tech, Inc. to provide an economic impact analysis of the number of jobs that would be generated as a result of the funding provided by the Broadband Stimulus Program if received by Nex-Tech, Inc. and Rural Telephone.

### Fort Hays State University President's Office – Economic Impact Study by Tom Johansen, Ph.D.

The Docking Institute of Public Affairs was contacted by the Fort Hays State University President's Office to provide an economic impact analysis to estimate how much revenue the university brings in to the Hays community. The results of the study concluded that FHSU had a total annual impact of over \$194 million on the local community.

### PROJECTS **UNDERWAY**

### Kansas Highway 36 Association - Economic Impact Study

by Preston Gilson, Ph.D.; Gary Brinker, Ph.D.

The Kansas Highway 36 Association contracted with the Docking Institute of Public Affairs to perform economic impact research on the potential economic effects resulting from an upgrade of U.S. Highway 36 from a two-lane to a four-lane divided highway. Analysis has begun and a final report will be delivered in January 2010.

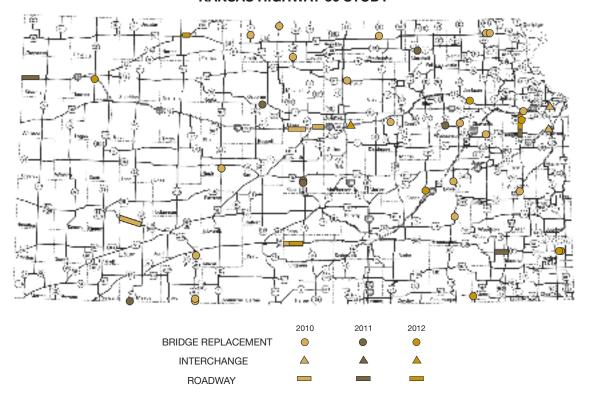
### Quest Center for Entrepreneurs – Economic Impact Study

by Preston Gilson, Ph.D.

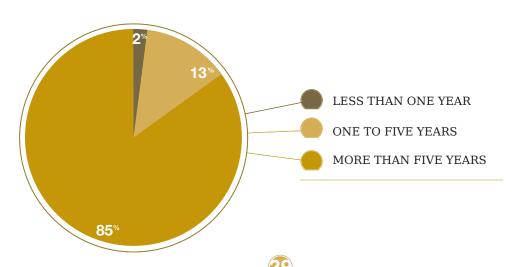
Quest Center for Entrepreneurs contracted with the Docking Institute of Public Affairs to conduct survey research for the purpose of performing an analysis of the economic impact within Reno County of the Quest Center for Entrepreneurs. Dr. Gilson has made many on-site investigations and began surveying past and present clients of the Center in the fall of 2008. Analysis is under way and will continue into 2010.



#### **KANSAS HIGHWAY 36 STUDY**



#### HOW LONG HAS BUSINESS BEEN AT THE LOCATION?





Grants Facilitation
To meet the demands of government and other non-profit entities, the Docking Institute offers a comprehensive set of grants facilitation services, providing clients the means to access needed external resources to meet organization goals. Because customized approaches best serve the varying needs of our clients, the Institute tailors grants facilitation services to the unique needs of every client, ranging from funding searches to project/budget planning to grant proposal writing, submission, and management.

#### WaKeeney, USD 208, History Today Grant

by Leslie Paige, M.S., Ed.S.

The Docking Institute assisted USD 208 with program management of the Teaching American History grant. The Docking Institute was primarily responsible for the grant-related communications and program coordination, although other activities included recruiting participants and assisting the primary evaluator with survey administration and data collection.

### PROJECTS UNDERWAY

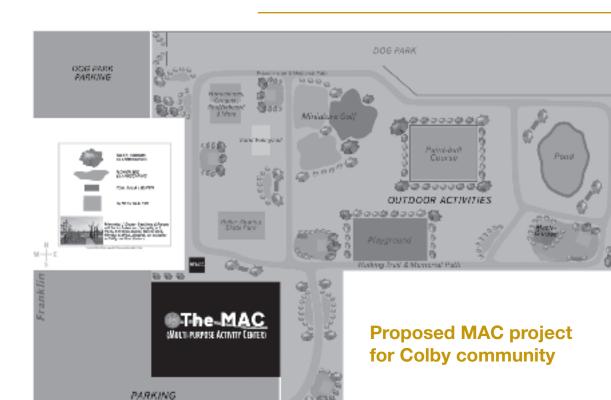
### **Colby Multipurpose Activity Center**

by Leslie Paige, M.S., Ed.S.

The Docking Institute is assisting Talent Initiative, Inc. to secure grant funding to construct a multipurpose activity center for the Colby community. Based upon a prioritized list of potential funders, Docking will develop appropriate grant proposal materials.



#### The Docking Institute provides tailored grants facilitation services.



#### **Building Activities**

- Snack Bar/Coffee Shop
- Golf Simulator
- Arcade
- · Roller Skating
- Recording Studio
- Rock Climbing Walls & Boulder
- 2 Large Multi-purpose Rooms
- Stage for Concerts
- Playground type equipment for small kids
- Dance Machines
- Indoor Walking Trail (2nd Floor)

- Racquetball
- Multipurpose Gym Floor
- Cardio/Fitness Area
- And much more

#### **Outdoor Activities**

- Dog Park
- Walking Nature Trail (memorial path)
- Miniature Golf Course
- Skate Park
- Paintball
- Horseshoes
- · And much more





Strategi	c Planning
	Visionary leadership begins with a plan that strategically prioritizes scarce community resources. The Docking Institute has worked with more than 55 entities including state agencies, educational institutions, museums, communities, economic development organizations and chambers of commerce to conduct strategic planning. The Docking Institute customizes the strategic planning process to meet each organization's requirements. Our comprehensive package of strategic planning services includes project organization, data analysis and assessment, survey work, group facilitation, and plan writing.

# PROJECTS COMPLETED

# **EduKan – Strategic Planning Session**

by Brett Zollinger, Ph.D.; Gary Brinker, Ph.D.

The current strategic plan was developed as a continuation of the 2007 strategic plan, incorporating unfinished goals from the 2007 plan and developing new goals based on new environmental conditions.

# First Call for Help - Strategic Planning Session

by Leslie Paige, M.S., Ed.S.; Gary Brinker, Ph.D.

The Docking Institute facilitated a strategic planning session for First Call for Help of Ellis County. The facilitators helped participants revisit the mission statement, conducted a visioning exercise, and identified and prioritized key goals. Participants also brainstormed the strengths, weaknesses, opportunities, and threats faced by the Ellis County First Call for Help.

# Marianna Kistler-Beach Museum of Art, Kansas State University – Strategic Planning Session

by Brett Zollinger, Ph.D.; Gary Brinker, Ph.D.

The Docking Institute of Public Affairs facilitated a strategic planning for staff of the Marianna Kistler-Beach Museum of Art. The facilitators helped participants identify the museum's strengths, weaknesses, opportunities, and threats, and to identify major goals to capitalize on the strengths/opportunities and address the weaknesses/threats. The following objectives were set to achieve the goals: develop and promote museums "branding", expand access to and use of the collections, and identify and develop audiences.

# North Central Kansas Technical College (NCKTC) – Strategic Planning Session by Leslie Paige, M.S., Ed.S.; Gary Brinker, Ph.D.

The Docking Institute was contacted by NCKTC to facilitate strategic planning for the college. They conducted an environmental scan to help NCKTC decision-makers and planners understand current trends with regard to the college's external and internal environments. The scan was on primary employers of NCKTC graduates, a web-based survey of faculty and staff members, a survey of current students, an assessment of program specific headcount trends and a review of the program offerings of other technical colleges in the region. The facilitator helped NCKTC analyze their strengths, weaknesses, opportunities, and threats and identified major goals and objectives.

# PROJECTS UNDERWAY



# First Care Clinic - Strategic Planning Session/Needs Assessment

by Leslie Paige, M.S., Ed.S.; Marilyn Ray, M.D., M.P.H.; Gary Brinker, Ph.D.

The Docking Institute was contracted to conduct a needs assessment for First Care Clinic. The needs assessment will include construction of a profile of First Care's clientele based on organizational records, secondary data from the U.S. Census, public health organizations, and local healthcare non-profits. The profile will also include a survey of First Care clients. A report will be delivered in 2010.

# Pawnee County Economic Development – Strategic Planning Session

by Brett Zollinger, Ph.D.; Gary Brinker, Ph.D.

The Docking Institute was contacted by the Pawnee County Economic Development Commission to conduct an environmental scan and facilitate strategic planning sessions. A report will be delivered January 2010.

# Wichita Area Sexual Assault Center – Strategic Planning Session

by Leslie Paige, M.S., Ed.S.; Marilyn Ray, M.D., M.P.H.

The Docking Institute was contacted to conduct strategic planning for the Wichita Area Sexual Assault Center. The environment scan was initiated in 2009, and the strategic planning is scheduled for early 2010.

# 2009

## ORGANIZATIONAL AFFILIATIONS

Joyce Wolfe American Association for Public Opinion Research

Leslie Paige American Association of State Colleges and Universities Grants

Resource Center Grants.gov Committee

Joyce Wolfe American Evaluation Association

Michael Walker Community Development Society

Leslie Paige Consortium to Prevent School Violence

Gary Brinker Hays Chamber of Commerce

Marilyn Ray Kansas Governor's Domestic Violence Fatality Review Board

Gary Brinker Midwest Sociological Society

Michael Walker Midwest Sociological Society

Leslie Paige National Association of School Psychologists: Leadership

Development Committee Co-Chair and PREPaRE Workgroup

Leslie Paige Office of Juvenile Justice and Delinquency Prevention,

Juvenile Justice Resource Center: Technical Assistance Consultant

Michael Walker Population Association of America

Michael Walker Rural Sociological Society

Leslie Paige Safe Schools/Healthy Students National Communications Team:

**Technical Assistance Consultant** 

Gary Brinker Southwest Social Sciences Association



# **PUBLICATIONS**

## Bannister, Mark, and Jon Tholstrup.

(Spring 2009) "Eligible Telecommunication Carrier Designation, the Kansas Case Study 1997-2007." Kansas Journal of Law and Policy. Vol. XVIII, No. 3, 372-391.

#### Bourassa, Steven C., Donald R. Haurin, Jessica L. Haurin, Martin Hoesli, and Jian Sun.

(2009) "House Price Changes and Idiosyncratic Risk: The Impact of Property Characteristics." *Real Estate Economics*. Vol. 37(2): 259-278.

#### Brinker, Gary, and Ravindra Amonker.

(2009) "Progress of Family Planning Program of India." Free Inquiry in Creative Sociology, Volume 3.

## Breit, Emily S., and Gregory Weisenborn.

(2009) "Development and Implementation of a Multidimensional MBA Program Assessment Day." *Journal of Business & Leadership.* (a Cabell's listed journal; ISSN: 1559-3355)

## Canter, Andrea, Leslie Paige and Steven Shaw.

(Eds.) (in press). Helping Children at Home and School. 3rd edition. Bethesda, Maryland: National Association of School Psychologists.

#### Dale, Kathy.

(Spring 2009) "Living a Legacy of Leadership." NorthStar for Principals, Master Teacher. Manhattan, Kansas. Vol. 4(11).

#### Dale, Kathy.

(Spring 2009) "Journal of Academic Leadership with Editor Kathy Dale: Studying the Profession of Education." *Research Matters*.

#### Kuzma, Joanne M., Gregory Weisenborn, Thomas Philippe, Anthony Gabel, and Rachel Dolechek.

(2009) "Analysis of U.S. Senate Web Sites for Disability Accessibility." *Review of Business Research.* (a Cabell's listed journal; ISSN 1546:2609).

#### Lin, Ye, Jian Sun, and Xiaochuan Wu.

(2009) "Toward Successful Overseas Training for Chinese Public Officials." *Journal of Public Affairs Education.* Vol. 15(2): 203-218.

#### Mills, Shala and Bryan Bennett.

(May 2009) "y cant they rite?: Integrating Writing Assessment Across the Undergraduate Political Science Major." *Academic Leadership, The Online Journal.* Vol. 7(2)

#### Rackaway, Chapman.

(2009) "Predictors of Success in State Legislative Campaigning." Methods of Forecasting American Election Outcomes: Studies in Strategies of Prediction. Edited by Chandrasekhar Putcha. Edwin Mellen, Press.

# **PRESENTATIONS**

## Mark Bannister and Anthony Gabel presented

"Employee Selection, Social Networks, and Individual Privacy" at Fort Hays State University Business and Leadership Symposium, Hays, Kansas, September 2009.

## Mark Bannister, Jason Zellar, and Keyu Jiang presented

"Integration of IA Research into an Undergraduate Capstone Course." Proceedings of the 13th Colloquium for Information Systems Security Education, Seattle, Washington, June 1-3, 2009.

#### Darren Hendrickson and Brett Zollinger presented

"Spending on Complementary and Alternative Medicine: The Impact of Illness" at the Midwest Sociological annual conference, Des Moines, Iowa, April 2009.

# Kate McGonigal presented

"Spurs, Spins, and Wrecks: The Women Who Hold the Bull Ropes" at the Midwest Sociology Society annual conference, Des Moines, Iowa, April 2009.

#### Marilyn Ray, Brett Zollinger, Joyce Wolfe and Juliene Maska presented

"Exploring Domestic Violence Victim Service Seeking Behaviors: A Statewide Study of Kansas" at the Midwest Sociological Society annual conference, Des Moines, Iowa, April 2009.

#### Gregory Weisenborn and Thomas Philippe presented

"Analysis of U.S. Senate Web Sites for Disability Accessibility" at the International Academy of Business and Economics conference, Las Vegas, NV, October 2009.

#### Anthony Gabel, Stacey Smith, and Gregory Weisenborn presented

"Pandemic Readiness and Response: An H1N1 Survey and Case Study at a Midwestern State Comprehensive University" at the 2009 Business & Leadership Symposium, Hays, KS, September 2009.

#### Emily S. Breit and Gregory Weisenborn presented

"Development and Implementation of a Multidimensional MBA Program Assessment Day," 2009 Business & Leadership Symposium, Hays, KS September 2009.

# LABOR STUDIES **HIGHLIGHT**

# Labor Availability Studies: A critical tool for economic developers

A Docking Institute labor study provides up-to-date telephone survey data from the general population residing in a specific geographical region (or "labor basin") from which employers can reasonably draw a sizable labor pool. Institute researchers determine the "available labor pool" – those workers and non-working adults that are available for work given the right mix of opportunities and benefits – within the labor basin.

# **Basic Approach for Labor Analysis**

Our approach is simple. We ask ourselves: "What would a prospective employer want to know about a **local** labor force?"

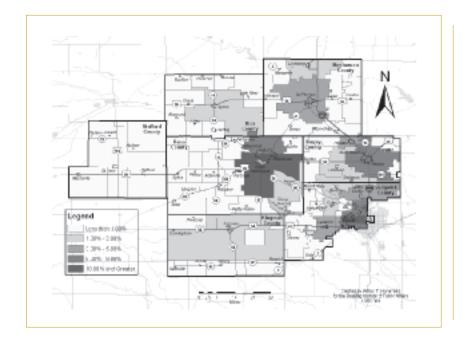
Who is available for full-time work?

What are the characteristics of available workers?

Do available workers possess needed skills or experiences to fill potential jobs?

Are available workers willing to commute for a new or different job?

What are the wage and benefit demands of available workers?



Percent of Total Available Hutchinson Labor Basin by Zip Code



The Docking Institute has conducted more than 75 labor availability and employer surveys in 274 counties across six states in the past 15 years.

# **Repeat Customers for Labor and Employer Studies**

Columbia, Missouri	2001, 2002, 2003, 2004, 2005, 2007
Elkhorn Valley, Nebraska	2003, 2005, 2007
Ellis County, Kansas	1994, 2004
Great Bend, Kansas	2001, 2005
Hutchinson/Reno County, Kansas	2003, 2007, 2009
Manhattan	1998, 2002, 2008
Northeast Kansas	1997, 2007
Northwest Missouri	1999, 2006
Southwest Missouri	2001, 2002, 2005
West Central Missouri	2005, 2009
Wichita, Kansas	2006, 2007, 2008

"The Docking Institute provides quality research at very reasonable costs. The Central Missouri Economic Development Alliance hired the Institute to conduct multiple labor basin studies encompassing 18 counties in west central Missouri. Previous studies were conducted in 2005, and we returned last year because we found the Institute to be efficient and professional. Mike Walker responded quickly to questions during the proposal and data gathering phases of the project, and he provided clear and understandable research results. We found the entire process to be very beneficial and rewarding."

Linda M. Christle, CEcD

Executive Director

Economic Development Sedalia - Pettis County, Missouri



Left to Right back row: Gary Brinker, Lynette Pfeifer, Dr. Marilyn Ray, Michael Walker, Jian Sun Left to Right front row: Micki Armstrong, Leslie Paige, Joyce Wolfe





## Gary Brinker, Ph.D.

Dr. Gary Brinker has been the director of the Docking Institute and an associate professor of sociology in the Department of Sociology and Social Work at Fort Hays State University since August 2008. He was previously the director of the Center for Social Sciences and Public Policy Research at Missouri State University (MSU) from May 2002 to July of 2008 and the associate director from August 1997 to May 2002. His teaching interests include research methods, social problems and quantitative analysis. His sponsored research projects define an eclectic research agenda. Some of his more recent projects include program evaluations for the MSU History Department's Teaching American History grant (U.S. Dept of Education), the MSU Mathematics Department's Research Experience for Undergraduates grant (National Science Foundation) and The Forest Institute's Healthy Marriage and Family grant (U.S. Dept. of Health and Human Services). Gary has been the principal investigator for more than 60 applied research projects, including program evaluations, needs assessments and public opinion surveys in the areas of education, substance abuse, environment, politics, family planning, aging, community health and marketing. He is a member of the Midwest Sociological Society, Southwest Social Sciences Society and the Hays Chamber of Commerce. He has published articles in the International Journal of Sociology of the Family, Free Inquiry in Creative Sociology, Journal of Applied Sociology, North American Journal of Psychology, Social Development Issues, Journal of Population and International Review of Modern Sociology. Gary earned a master of arts degree in sociology in 1994 and a doctorate degree in applied sociology in 1997 at Baylor University.



# Michael S. Walker, M.S.

Mike Walker is the assistant director of the Docking Institute and an instructor in the Department of Sociology and Social Work at Fort Hays State University. He was the acting director from June to August 2008. He joined the Institute in 2000 as a research scientist. He designs a variety of research projects involving survey research, focus group research, and strategic planning. He has been the lead researcher for dozens of labor and employment studies in Kansas, Missouri, and Nebraska and is currently active in survey research, strategic planning, and community development efforts in Kansas. Mike is a member of the Rural Sociological Society, the Community Development Society, the Midwest Sociological Society, the Population Association of America, and the Western Social Science Association. He recently presented research findings at the Rural Sociological Society meetings in Manchester, New Hampshire. Prior to coming to Fort Hays State University, he performed ethnographic and survey research in California, Colorado, Utah, Idaho and Nebraska. He also participated in archeological digs in southern Utah, completed a political internship in Washington, D.C. and served in the U.S. Army. He regularly teaches urban/rural sociology, community theory and development, demography, and social research methods. Mike received his master of science degree in sociology from Utah State University in 1995 and is currently pursuing a doctorate in sociology at Kansas State University.

#### Jian Sun, Ph.D.

Dr. Jian Sun joined the Docking Institute in July 2007 as a research scientist. His responsibilities include survey design, survey administration, data analysis, and report writing. He has research experience on housing price analysis, sprawl, property taxation, land use policies, and growth management policies. He was involved in several planning projects in the United States and China, including land use planning, transportation analysis, and community economic development. He has published in the academic journals *Environmental and Planning A, Journal of Real Estate Literature, Journal of Housing Economics, Journal of Urban Affairs, Journal of Public Affairs Education, and Real Estate Economics.* Jian is also an assistant professor in FHSU's Department of Political Science, teaching public administration courses. Jian received his doctorate degree from the University of Louisville in 2007.



# Leslie Paige, M.S., Ed.S.

Leslie Paige is the grants facilitator for the Docking Institute and for the Fort Hays State University Graduate School. She has written or helped develop funded federal, state, and foundation grants and is experienced with Grants.gov, FastLane, NSPIRES, and other federal electronic grant portals. She co-authored and was the Project Planning Director of the proposal for the Kansas Board of Regents Kansas Academy of Mathematics and Science. She is the principal investigator for the evaluation of the Eudora School District Safe Schools Healthy Students Project. The R.U.R.A.L. Safe Schools/Healthy Students Project she directed for the Hays Unified School District received national recognition from the Surgeon General's Office and the Centers for Disease Control SafeUSA as a "Best Practice." She also assisted with the coordination of activities for the History Today Teaching American History Grant. She has extensive experience in project development, project management, and providing technical assistance for federal grant projects. She has conducted strategic planning activities for local and federal agencies. Leslie is also experienced as a peer reviewer and field reader for federal grant competitions. She is co-editor of Helping Children at Home and School: 3rd Edition, to be published in 2010. Other recent publications include chapters in the Encyclopedia of School Psychology and the Handbook of School Violence and School Safety. Leslie has conducted over 100 workshops and presentations at national, state, and local levels on school safety and violence prevention, crisis response planning, social marketing, grant writing, and consensus building. Leslie received her master of science and educational specialist degree in school psychology from Fort Hays State University. She has received several honors, including National School Psychologist of the Year, Kansas School Psychologist of the Year, and the FHSU Alumni Achievement Award. A Nationally Certified School Psychologist, Leslie is active in the National Association of School Psychologists. She is currently serving as the co-chair of Leadership Development and is a member of the PREPaRE School Crisis Prevention and Intervention Training Curriculum workgroup. She is a Board Member of the Consortium to Prevent School Violence (CPSV), a volunteer organization that promotes effective implementation of positive school violence prevention practices based on high-quality scientific research. She is a member of the American Association of State Colleges and Universities Grants Resource Center's Grants.gov task force and a member of the Fort Hays State University Critical Incident Management Group and the Research Environment Committee.





## Joyce Wolfe, M.S.

Joyce Wolfe is a research scientist specializing in program evaluation and is the manager of the Institute's Center for Survey Research. Her program evaluation responsibilities include evaluation plan design, instrument development and administration, data collection coordination, and report writing. She has managed large-scale evaluation projects and has served as the lead evaluator or co-evaluator for several federal grant projects. Joyce is a member of the American Evaluation Association and has co-authored book chapters and journal articles on evaluation. She has also presented papers at the annual meetings of the American Evaluation Association and the National Association of School Psychologists. As manager of the Institute's University Center for Survey Research, Joyce is responsible for the hiring and training of surveyors, survey design, and survey management. She is responsible for implementing and maintaining the Survey Center's computer-assisted telephone interviewing system (Ci3 and WinCati). She also conducts survey data analysis and authors survey reports. Joyce is a member of the American Association for Public Opinion Research. She received her master of science degree in psychology from Fort Hays State University in June 2000.



# Marilyn Ray, M.D., M.P.H.

Marilyn Ray joined the Docking Institute in June 2009 as a research scientist. She is also a board certified radiologist who practices radiology in northwest Kansas and eastern Colorado. She obtained her MD from Tufts University in Boston and radiology training at Harvard's Beth Israel Hospital, also in Boston. After teaching for three years at the University of Southern California-Los Angeles County Hospital, and then specializing in mammography in private practice for several years, she and her family moved to Hays in 1995. Marilyn received a master's in public health (MPH) at Johns Hopkins University Bloomberg School of Public Health in May 2004. Her work at the Docking Institute includes designing and implementing surveys related to medical and health behaviors and analyzing resulting data about related health policy issues. Marilyn has collaborated with Docking Institute scientists on projects related to tobacco cessation, domestic violence, physical activity and nutrition, and oral health. She currently serves on the Kansas Governor's Domestic Violence Fatality Review Board. She also serves as adjunct faculty for the Department of Sociology at Fort Hays State University, teaching such courses as Medical Sociology and Death and Dying.



### Lynette Pfeifer, B.A.

Lynette Pfeifer joined the Docking Institute in June 2008 as the administrative specialist. She is responsible for the general operations of the office: budget records, billing contracts, management of accounts, monitoring of fund balances, assigning expenses, and payroll. She is also responsible for supervision of the student staff members and publication of the annual report. Prior to joining the Institute, Lynette worked in the Academic Advising and Career Exploration office. She received her Bachelor of Arts degree in Communications from Fort Hays State University in 1992.



# UNDERGRADUATE **STUDENTS**

#### Samuel Aistrup

Sam joined the Docking Institute in February 2009 and is a student worker. He has assisted with data entry, mailings, survey research and other projects. Sam graduated from Manhattan High School in 2008 and is currently a sophomore majoring in Political Science.

#### Olivia Davenport

Olivia joined the Docking Institute in January 2009 as an intern and is now a student worker at the Institute. Olivia graduated from Rawlins County High School in 2006 and is currently a senior majoring in sociology with a minor in psychology. She hopes to attend graduate school for school psychology after receiving her degree.

#### **Brett Keenan**

Brett joined the Docking Institute as an intern in the fall of 2006 and is now a student worker with the Institute. He has assisted with white paper research projects, editing, data entry, mailings, and various other projects. Brett graduated from Ness City High School in the spring of 2006. He is currently a senior majoring in physics with a minor in mathematics.

# Jingyuan Liu (Jenny)

Jenny joined the Docking Institute in January 2009 as an intern and continues as a student worker. She graduated from SIAS International University in 2008 and is a graduate student at FHSU working towards a master's degree in liberal studies. Upon graduation, she will either stay in the states or go back to China for employment.

#### Jenna Maresch

Jenna joined the Docking Institute in August 2007 as a telephone surveyor in the survey center. In August 2008, she began work as a survey center undergraduate assistant and survey center shift supervisor. She graduated from Pawnee Heights High School in Rozel, Kansas, in 2007, is currently a sophomore majoring in biology and plans to attend optometry school after graduation.

#### Sara Sayers

Sara joined the Docking Institute in August 2007 after returning to college. She graduated from Hutchinson High School in 1997 and attended Hutchinson Community College to study music education. She is a supervisor and an undergraduate assistant for the survey center. She is studying in the information networking and telecommunications department with a concentration in media studies and an emphasis in music technologies. After receiving her degree she plans to be a sound engineer.

#### Hannah Walker

Hannah joined the Docking Institute in June 2009 as an intern and continues as a student worker. She graduated from Hays High School in 2009 and is currently a freshman majoring in communications. Hannah plans to work in the journalism field after graduation.

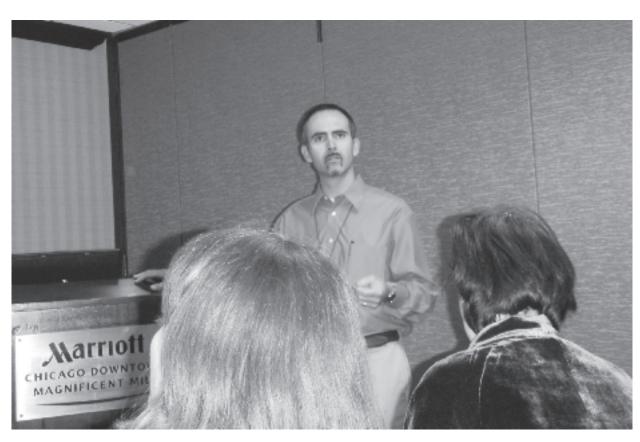
# GRADUATE **STUDENT**

#### **Tara Maneth**

Tara joined the Docking Institute in the summer of 2008 as the graduate assistant in the University Center for Survey Research. She graduated from Great Bend High School in 2004, then went on to earn a bachelor's degree in psychology at Fort Hays State University. She is currently a graduate student at FHSU working towards a master's degree in clinical psychology. Upon completion of her degree, Tara plans to work at a drug and alcohol rehabilitation center or at a mental health facility.



Left to Right: Hannah Walker, Jenna Maresch, Brett Keenan, Olivia Davenport, Jingyuan Liu



Senior fellow Brett Zollinger presents Docking Institute research at the annual conference of the Midwest Sociological Society.



# POLICY FELLOW **PROFILES**

In addition to our permanent staff, the Docking Institute maintains a cadre of scholars and professionals in the social sciences that work with us on an ad hoc basis. This allows the Docking Institute to position researchers on projects that draw on their unique training and experience to provide highly specialized expertise in areas specific to the needed research. Our fellows thus greatly expand our ability to assign the most competent researchers to each individual project we adopt.



# Joseph Aistrup, Ph.D.

Joseph Aistrup is a senior policy fellow of the Institute and associate dean of the College of Arts and Sciences at Kansas State University. He was assistant director of the Institute from 1993 to 1999 and director from 1999 to June 2002. He is the co-author of *Kansas Politics and Government: The Clash of Political Cultures* (forthcoming, University of Nebraska Press) and sole author of *The Southern Strategy Revisited: Republican Top-Down Advancement in the South*, which was nominated for the V.O. Key Award in 1997. He has published in *Economic Development Review, Economic Development Quarterly, Legislative Studies Quarterly, Political Research Quarterly, Soviet Studies, American Review of Politics, Kansas Business Review, Kansas Government Journal, Congressional Quarterly and Court Review. He also regularly comments on Kansas politics for regional and national newspapers. Joe received his Ph.D. from Indiana University in 1989.* 



## Micki Armstrong, M.S.

Micki Armstrong is an adjunct instructor in the Department of Sociology and Social Work at FHSU where she teaches courses in family, multiculturalism, mediation, sociology and cultural anthropology. She is coordinator of the FHSU Family Development Services, which provides mediation services to families. She was previously employed from 1978-1998 by the 23rd Judicial District as a Court Services Officer and has been a consultant trainer and consultant to Hays area schools for their peer mediation program. Micki is a state approved mediator/trainer in the areas of core, civil, parent/child and domestic mediation and is also trained in case management for highly conflicted families. She was a past board member of the Heartland Mediators Association and is a current member of the Office of Judicial Administration Dispute Resolution Advisory Council for the State of Kansas. She co-authored the Northwest Kansas Community Planning Team Comprehensive Strategic Plan presented to the Kansas Juvenile Justice Authority in the fall of 1999. She also co-authored an article on the Indigent Mediation Program at FHSU which was published in 2001 in the Family Court Review, an interdisciplinary journal. Micki received her master's degree in counseling at FHSU.

# Mark Bannister, J.D.

Mark Bannister is the dean of the College of Business and Leadership at FHSU. The college offers significant business, information technology, and media programs at the undergraduate and graduate levels oncampus, through domestic distance learning, and international partnerships. He is a senior policy fellow of the Docking Institute and a principal in Bannister Capital Advisors. Mark teaches course work on legal issues and management of information technologies. Mark also supervises and participates in research and programming on telecommunications, strategic planning, and community development. He has published academic articles in publications including The Federal Communications Law Journal, Economic Development Review, Economic Development Journal, Kansas Policy Review, Kansas Journal of Law and Public Policy, the proceedings of the Colloquium on Information Systems Security, Journal of Business and Leadership, and the Kansas Business Review. His writing and research focuses on telecommunications and technology regulation, intellectual property, information security, and economic development. As Chair of the Department of Information Networking and Telecommunications at Fort Hays State University from 1990-2009, he led the growth of the program from 58 undergraduate students to more than 350 undergraduate and graduate students. The Department was named the "Outstanding Undergraduate Program of the Year" in 2008 by the International Telecommunications Education and Research Association and was designated as a National Center of Academic Excellence in Information Assurance in 2009. Mark previously served as director of the Docking Institute of Public Affairs and executive assistant/general counsel to the President of Fort Hays State University. Prior to arriving at FHSU, he served professionally as Chief of Staff for the Kansas Senate President and as Associate General Counsel to the Kansas Board of Regents. Mark earned a juris doctorate in law and a masters of communication studies from the University of Kansas. His bachelor's degree is from Fort Hays State University. Mark has been recognized by the International Telecommunications Education and Research



# Emily Breit, Ph.D.

Association as a Senior Fellow.

Emily Breit is an assistant professor of economics and finance at FHSU. She focuses her research on commercial banking, corporate governance, and corporate finance. She has taught courses in bank management, financial management, financial markets and institutions, money and banking, and investments. Emily serves as the banking program director for the department and as the assistant to the dean for assessment and AACSB accreditation. She received the 2009 Outstanding Teacher Award from the College of Business. Emily received her B.B.A. and M.B.A. from Fort Hays State University and Ph.D. in finance (minor in economics) from Oklahoma State University, Stillwater.



# Curt Brungardt, Ph.D.

Curt Brungardt was appointed the Omer G. Voss Distinguished Professor of Leadership Studies at FHSU, is the executive director of the Center for Civic Leadership, and teaches courses in leadership studies. Curt has been involved in a variety of projects for the Docking Institute since 1989, including grant-writing projects, strategic planning, and leadership training. Over the last ten years, Curt has presented and facilitated more than 100 workshops throughout America. He has also published numerous articles and books in the field of organizational theory and development. His books include Social Change Leadership, Risk Leadership, and Understanding Leadership: Theories and Concepts. Curt received his master's degree from Fort Hays State University and his Ph.D. in curriculum and instruction from Kansas State University.





## Keith Campbell, Ph.D.

Keith Campbell is a professor of sociology at FHSU. Although his early research was in social psychology, his focus for the last two decades has been on cultural diversity and indigenous peoples. Research activities have taken him to Alaska more than 30 times to work with the Kenaitze Indian Tribe on such issues as subsistence, land loss, and discrimination. In 1996, he conducted interviews of women who homesteaded in Alaska in the 1950s and 1960s. His most current research involves a study of isolated rural villages in Henan Province, China. A nonprofit Keith recently started, the Community Health Partnership, has provided free assistance to Santee Sioux, Hmong refugees, and Somali refugees. Keith does consulting work in grant proposal development and program evaluation, with a special focus on rural health issues. Keith received his Ph.D. in sociology from the University of Missouri-Columbia.



#### Robert Cox, M.D.

Robert Cox is the medical director at Hays Medical Center and medical director for Kansas Foundation for Medical Care in Topeka. After having a general pediatrics practice in Hays for 17 years, he made a transition to telemedicine and administration. Robert has been active in the development and implementation of telemedicine throughout Kansas since its beginning in 1988. He has been featured as a pioneer in telemedicine in *Telemedicine and the Reinvention of Healthcare*. Robert serves on U.S. Senator Pat Robert's Science, Technology and the Future Advisory Committee. He served two terms on the Kansas Information Technology Executive Council and as a member of the Board of Directors of the American Telemedicine Association. Currently, projects of particular interest include telemedicine deployment and the engagement of hospitals and physicians with quality and safety initiatives. Robert graduated from the Kansas University School of Medicine in 1970.



## Chris Crawford, Ph.D.

Dr. Chris Crawford is the assistant provost for quality management and a professor at FHSU in the Department of Leadership Studies. Chris has an active interest in leadership, organizational innovation, knowledge management, and quality management related areas for more than a decade. Over the last fifteen years, Chris has developed and taught several undergraduate and graduate level classes in leadership and communication, has directed a large graduate program, served as assistant dean of the Virtual College, and director of the Master of Liberal Studies program. Chris has an extensive publications record with numerous articles both in the field of leadership and other cogent areas. He has published in numerous journals and has co-authored a number of books, including *Risk Leadership, Understanding Leadership: Theories and Concepts (3rd Ed.), Maximum Team Performance: Teamwork, Team Building, and Team Leading, Making Argument Work: Knowing and Applying Basic Argument Strategies (3rd Ed.), Oral Communication: Theory and Practice (2nd Ed.), and Speech Communication (3rd Ed.).* Chris has also consulted for several organizations in Kansas and North and South Carolina dealing with organizational training and development issues.

# Kathy Dale, Ed.D.

Kathy is the assistant dean of the College of Education and Technology at FHSU. She focuses her work and research in systemic and systematic continuous improvement and leadership development for superintendents and principals. Her 28 years of leadership in school administration and teaching have enabled her to keep a practitioner's perspective about educational research and the application of research in real world scenarios. Kathy is a licensed Legacy Leadership Consultant and co-author of *Legacy Leadership for Educators* that primarily serves superintendents, boards of education, and principals. She is an experienced leader and administrator who actively advocates and promotes public education through coaching executives in the best practices of leadership. In addition to working closely with superintendents and principals, Kathy works with the Kansas State Department of Education and the Wallace Foundation as an executive coach in the Kansas Laboratory for Education Leaders research project. Kathy has an Ed.D. in Education Administration from Kansas State University, a M.A. in special education from Fort Hays State University, and a B.A. from Florida Atlantic University.



#### Robert Duffy, M.A.

Robert E. Duffy has been the coordinator of the Drug and Alcohol Wellness Network at FHSU since September 1997. In that capacity he is a Kansas Addiction and Prevention Services certified counselor and directs a state-licensed outpatient counseling, diagnostic, and referral service on campus. Bob has collaborated with the Institute in the development, testing, and analysis of an annual student drinking behavior study as part of a social norms marketing campaign to reduce high-risk drinking at FHSU. He is a cofounder of The Partnership for a Safer Community, which has established a successful Safe-Ride program in Hays. Duffy received his master's degree in counseling psychology from the University of Connecticut in 1997.



## Preston Gilson, Ph.D.

Senior Policy Fellow Preston Gilson is a professor emeritus of finance at FHSU. Preston taught in the areas of international finance, risk management, real estate, financial institutions, commercial banks, managerial finance, and corporate finance. He also taught in the Public Administration Training Program and taught workshops for the Small Business Development Center. Preston's areas of expertise at the Docking Institute include housing, economic impact studies and strategic planning. His recent projects include a feasibility study about issuing STAR bonds to finance the development of visitor attractions in Kansas and an economic impact study for the Kansas U.S. Highway 36 Association. He earned his Ph.D. from St. Louis University.





## Larry Gould, Ph.D.

Senior Policy Fellow Larry Gould serves as the FHSU provost and chief academic officer and is founder and former director of the Docking Institute. He established the Telepower® Conference in 1992 and is the author of a telecommunications report requested by the governor that initiated the state strategic telecommunications plan. Larry was the 1988 recipient of the FHSU Alumni Association's Outstanding Faculty Teaching Award (Pilot Award). The Hays Area Chamber of Commerce named him Most Valuable Citizen and inducted him into the Chamber's Hall of Fame in 1996. Previously, he was director of the FHSU Model United Nations Program; Faculty Senate president; executive assistant to the president; and, dean of the College of Arts and Sciences. In 2000, he was granted the Pacesetter Award from the National Academic Advising Association. In 2008, he was awarded the William Plater Award by the American Association of State Colleges and Universities (AASCU). One of the few national awards for provosts, the Plater Award recognizes those chief academic officers who have advanced the civic mission of the campus through curricular reform, public advocacy, accountability for institutional citizenship, faculty development and recruitment, and partnerships with community organizations. He holds a B.A. in History from the Massachusetts College of Liberal Arts, an M.A. in political science from Eastern New Mexico University and a Ph.D. in political science from Purdue University.



#### John Heinrichs, Ph.D.

John Heinrichs is an associate professor of geosciences at FHSU. He teaches courses in geosciences, including geographic information systems (GIS), remote sensing, and world geography. His research specialties include climatology and glaciology, with relationship to regional and global climate. John has received grants from the National Aeronautics and Space Administration to use data from remote sensing satellites to study arctic climate and oceanography. He has been involved with the Docking Institute study of the depletion of the Ogallala Aquifer in southwestern Kansas. John received his Ph.D. in geography from the University of Colorado at Boulder and his M.S. in mathematics from the University of Wisconsin, Milwaukee.

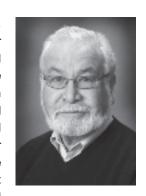


### Darren Hendrickson, Ph.D.

Darren Hendrickson is an associate professor in the Department of Sociology and Anthropology at Eastern Illinois University. Darren teaches courses in medical sociology, environmental sociology, and sociological theory. His research interests include the social and economic aspects of complementary and alternative health care use in the United States, health care policy in the United States, and a socio-historical analysis of cemeteries. His research has been published in journals such as *Illness, Crisis, & Loss, Complementary Health Practice Review, and The Chronicle of Higher Education.* Darren received his B.S. and M.S. degrees in sociology from Utah State University and his Ph.D. in sociology from the University of Akron.

### Placido A. Hoernicke, M.F.A., Ed.D.

Placido Hoernicke is an emeritus professor of special education and English for speakers of other languages and a fellow of the Docking Institute at FHSU. He has worked professionally with special education and diverse populations for over 35 years. He has developed and managed a number of state and federal grants for preparing teachers to work effectively with children in gifted programs, children with disabilities and children who are English Language Learners. Placido's most recent activity with funded programs was as the director of the FHSU Hispanic/Latino Head Start Partnership Project. The primary goal of this federally funded five-year project was to provide educational opportunities to increase the number and competency of Head Start teachers working with Hispanic/Latino children and their families. Over the years, Placido has directed a variety of projects such as a multi-year Kansas State Improvement Grant for Special Education; a Javits multicultural grant to work with gifted students and teachers; and a federal Access to the Arts Project to train teachers and others on using the arts with children with disabilities. Placido has also been a field reader for a variety of education and arts grant proposals at the federal and state levels. He has published and made presentations at professional conferences in the areas of diversity, English Language Learners, gifted children, arts for children with exceptionalities, and legal issues. Placido has also been active and held offices in professional organizations and boards such as the Council for Exceptional Children, Phi Delta Kappa, Association of Community Arts Agencies of Kansas, and the Kansas Hispanic Latino American Advisory Commission. He holds a doctoral degree in Special Education from the University of Northern Colorado as well as a master of fine arts degree from Fort Hays State University. He



# Quentin Hope, M.P.P.M.

is bilingual and bicultural (English/Spanish).

Quentin Hope is an independent research fellow and specialist in the organization practice of McKinsey & Company, an international management consulting firm. He has served clients in the telecommunications, transportation and energy industries, primarily in the areas of organization design, organization effectiveness and change management. Quentin led the field research and co-authored with Jon Katzenbach the book *Real Change Leaders* and authored the *Real Change Leader's Handbook for Action* (Random House, 1996). In prior work, Quentin founded and served as executive director of High Plains Public Radio, the public radio service for High Plains region of Kansas, Colorado, Oklahoma and Texas. He now serves as president of its board. Quentin graduated Phi Beta Kappa and summa cum laude from Oberlin College with a B.A. degree in communications studies and holds a master's of public and private management from the Yale School of Organization and Management.



#### Thomas Johansen, Ph.D.

Thomas Johansen is a professor of economics, finance, and accounting at FHSU. Tom teaches courses in corporate finance and investments and serves as the financial planning program director for the department. He has been an instructor in the Docking Institute program for the Kansas County Treasurers' certification program. Johansen also has consulting experience in small business valuation & investment strategy. Tom received his B.S. and M.B.A. from FHSU, earning a Ph.D. from Oklahoma State University, Stillwater.





# Casey Kelch, M.A.

Casey Kelch serves as the Academic Affairs Marketing Specialist at FHSU. In this position, she works closely with academic units on a variety of branding, marketing/recruitment and customer service initiatives. She serves on several University committees, including Integrated Marketing, Quality Champions, American Democracy Project, and the Internationalization Committee. She is also a member of the Hays Area Chamber of Commerce Communications Task Force and the Hays Area Young Professionals. Prior to accepting the marketing position, Casey was the special events coordinator and assistant grants facilitator at the Docking Institute. Casey received an M.A. in German literature from the University of Missouri, Columbia.



## Stephen Kitzis, Ph.D.

Stephen Kitzis is a professor of psychology at FHSU and has been the Docking Institute's lead evaluator for two federally funded Safe Schools/Healthy Students projects (RURAL for USDs 489, 388, and 422, and Ulysses Prevention Project for USD 214) and a major contributor to the evaluation report for the Kansas Health Foundation's Early Brain Development Media Campaign. His teaching and research interests center on understanding the basic mechanisms of learning, creativity, and motivation. He has an extensive background in computer-based analytical techniques. Stephen worked at the NASA Jet Propulsion Laboratory for four years and as an independent systems and software analyst for 12 years before changing career goals, receiving a doctorate in experimental psychology from the University of California, Santa Cruz, in 1993.



# Richard Lisichenko, Ph.D.

Richard Lisichenko is an associate professor of geosciences at FHSU. His primary specialization is in geographic information systems (GIS) in conjunction with other geospatial technologies. Rich has worked on GIS projects at the local, state, and federal levels. Another area of research interest is geographic education. Aside from his research activities, he has served as an editor for both geography and social studies journals. Rich received his Ph.D. in education and M.A. in geography from Kansas State University, and B.S. in geography from State University of New York, Oneonta.



#### Heath Marrs, Ed.D.

Heath Marrs is an assistant professor of psychology at Central Washington University, specializing in school and educational psychology. As an independent evaluator, Heath was the Principal Investigator for the program evaluation of the 2003-2004 and the 2004-2005 Alternative Action Projects at both Hillsboro High School, USD 410 and Peabody-Burns High School, USD 398. He is responsible for teaching undergraduate and graduate courses in the department of psychology in the areas of psychological assessment, human development, and child and adolescent psychopathology. During his doctoral studies, Heath completed an internship in Kansas State University's Office of Assessment and Program Review. He has published in the journals Reading Psychology: An International Quarterly, Individual Differences Research, and the Journal of At-Risk Issues. Heath received his Ed.D. in educational psychology from Kansas State University, his M.S. and Ed.S. degrees in school psychology from FHSU, and his B.A. in social science-psychology and biblical and religious studies from Tabor College in 1994.

## Mary Martin, Ph.D.

Mary Martin is an associate professor of marketing at FHSU. She teaches marketing principles, consumer behavior, marketing management, seminar in e-business, strategic electronic marketing, and database marketing. Prior to joining the faculty at FHSU, Mary was co-founder of a strategic consulting firm in Charlotte, NC that offered clients marketing plans, marketing research, organizational strategy, business plans, and e-business seminars. Prior to that, she was director of marketing for a company that produced interior decorative coatings for aircraft. While there, she developed web-driven and traditional marketing strategies, including website promotion, design, construction, and maintenance. Mary was previously a member of the graduate faculty of The University of North Carolina at Charlotte (UNC Charlotte) and Winthrop University. Her research interests include e-business, the effects of advertising on children, and innovative teaching strategies. She has published her research in such journals as the Journal of Public Policy & Marketing, The Journal of Advertising, Psychology and Marketing, Journal of E-Business, Journal of Fashion Marketing and Management, Journal of Business and Leadership: Research, Practice, and Teaching, The Journal of Educators Online, Southwestern Business Administration Journal, and Research in Consumer Behavior. She received her B.S. in advertising from Kansas State University, M.B.A. from Fort Hays State University, and Ph.D. in marketing from the University of Nebraska, Lincoln.



## Micol Maughan, Ph.D.

Micol Maughan is an associate professor and interim chair of the Department of Management and Marketing at FHSU. He teaches courses in business and became a policy fellow in 1999. He received the College of Business Award for most innovative teacher in 1999. Professional memberships include the Academy of Management and the Organizational Behavior Teaching Society. Recently, he was co-author of the textbook Understanding Leadership: Theories and Concepts with C.B. Crawford and Curtis L. Brungardt. His research interests include leadership, small group dynamics and person perception. Micol received his Ph.D. in social psychology (with an emphasis in organizational behavior) from Brigham Young University in 1981.



## Rose McCleary, Ph.D.

Rose McCleary was a co-principal investigator on the Docking Institute's evaluation study of a Kansas Social and Rehabilitation Service pilot project. She co-authored the resulting report titled "Evaluation of the Hays SRS Area Childcare Direct Pay Pilot Project." Other publications include contributions to *Psychological Reports, the Encyclopedia of Home Care for the Elderly, and Advances in Social Work.* Rose has presented at numerous national meetings, including NASW, the Southeastern Psychological Association, the National Hospice and Palliative Care Organization, Council on Social Work Education and others. She has extensive social work experience with diverse populations and has taught at Tulane University and in Japan. She currently teaches in the Department of Social Work at California State University in Bakersfield, and has served as a research scientist at the CSUB Applied Research Center. Rose received her Ph.D. in social work from Tulane University in 1999.





## Kate McGonigal, Ph.D.

Kate McGonigal is an assistant professor of sociology and social work at FHSU where she teaches Introduction to Sociology, Social Deviance, Social Inequality, and Women's and Gender Studies. She recently authored *Mabel Agnes Elliott: Pioneering Feminist, Pacifist Sociologist*, published by Lexington Books. In April 2009 at the Des Moines, IA meeting of the Midwest Sociological Society, she presented a paper on women bull riders. Kate received her Ph.D. and M.A. from the University of Missouri, Columbia, and her B.A. from Drake University in Des Moines.



#### Shala Mills, J.D.

Shala Mills is the chair of FHSU's Political Science Department and an associate professor. Shala has been a fellow with the Docking Institute since 1993. She has presented on the topic of "Statutes and Laws" at several training sessions for the Kansas County Treasurer's Association. Shala worked on the Justice Initiative project and, more recently, on the Victims Rights project. She received her J.D. from the Kansas University School of Law and her B.A. from Baylor University.



#### Arthur Morin, Ph.D.

Senior Policy Fellow Arthur Morin is an associate professor of political science at FHSU. Art is the director of the Master of Liberal Studies Program at FHSU. He has been instrumental in the development of the Docking Institute's Public Administration Training Program, and is the coordinator for the Institute's Kansas County Treasurer's Association training program. Art has had several book reviews published (posted) on the Resource Center for Cyberspace Studies website (http://rccs.usfca.edu/default.asp/). He has published in *Public Administration Review and Kansas Government Journal*. Art has also written reports and feasibility studies for the Docking Institute. He received his Ph.D. from the University of California, Santa Barbara.



#### Carrie Nassif, Ph.D.

Senior Policy Fellow Carrie Nassif provided expert assistance for a domestic violence study in 2006. Carrie teaches courses in personality, ethics, appraisal of adults, psychotherapy, perspectives of diversity workshops, and practicum (therapy skills). Clinical areas of interest include critical incident stress management, sexual trauma, resiliency, eating disorders, and suicide prevention. Areas of research interest include personality, creativity, supervision, and issues of diversity. Carrie is a member of the American Psychology Association, Psychological and Educational Resources in Kansas, and the Kansas Psychology Association. She received her Ph.D. in clinical psychology from the University of South Dakota in 2004.

#### Carl D. Parker, Ph.D.

Senior Policy Fellow Carl D. Parker is chair of the department of economics and finance at FHSU. His fields of specialization are labor market analysis, labor relations, economic impact studies, cost benefit analysis, and statistical and econometric modeling, estimation and evaluation. Carl received his Ph.D. in economics from Oklahoma State in 1971 and is a member of the national economics honor society, Omicron Delta Epsilon, and the national business honor society, Beta Gamma Sigma. He has published in such journals as *Economics of Education Review, Journal of the Southwestern Society of Economists, The Journal of Economics, Proceedings of the National Association for Welfare Research and Statistics, Journal of Economics and Finance, and the Journal of Finance and Economic Practice. Carl has recently worked on the Hays Recreation Commission Expansion Feasibility Study.* 



#### Lori Peek, Ph.D.

Lori Peek is an assistant professor of sociology and co-director of the Center for Disaster and Risk Analysis at Colorado State University. She is also the associate chair for the Social Science Research Council Task Force on Hurricane Katrina and Rebuilding the Gulf Coast. Lori is the author of *Behind the Backlash: Muslim Americans after 9/11* (Temple University Press, 2010) and co-editor of *Displaced: Life in the Katrina Diaspora* (University of Texas Press, 2010). Lori teaches classes on race and ethnic relations, the sociology of disaster, and qualitative research methods. In 2007, she received the Best Teacher Award from the CSU Alumni Association and the Excellence in Teaching Award from the College of Liberal Arts. Lori received her B.A. in sociology (summa cum laude) from Ottawa University, her master's in education from Colorado State University, and her Ph.D. in sociology from the University of Colorado, Boulder. She is a native of Waverly, Kansas.



### Chapman Rackaway, Ph.D.

Chapman Rackaway is an associate professor of political science at FHSU. Chapman serves as the advisor for the Political Management Program in the Department of Political Science and teaches campaign management, political parties, public opinion and voting behavior. He is the director of the new Docking Institute Campaign Academy, which trains new and potential candidates to run for political office. Chap's research and teaching interests include campaign process, political party resource allocation, voter turnout, congressional communication styles and campaign finance. He has published in the Social Science Computer Review, Journal of Political Science Education, Journal of Politics and PS: Political Science and Politics. Chap also serves as a political consultant, providing communication and strategic direction for campaigns from county auditor to U.S. Congress. He has previously taught at Lincoln University, State Fair Community College, the University of Missouri and Columbia College. He received his Ph.D. in political science from the University of Missouri in 2002.





#### Kevin A. Shaffer, M.S., C.C.D.P.

Kevin Shaffer graduated from the University of Colorado with a master of science in telecommunications in 1998, and is currently pursuing his doctoral degree in information systems through Nova Southeastern University. Prior to graduate school, Kevin lived in Osaka, Japan, for six years. Kevin's research interests include international message telephone service (IMTS) economics and the promotion of broadband internetworking services to assist rural development. His instructional responsibilities include graduate and undergraduate courses in data communications, internetworking and telecommunications.



## Daniel D. Steeples, M.S.

Dan Steeples works as a management consultant in the Washington, D.C. area. He previously served on the business school faculties of the University of Kansas, Bowling Green State University, the University of Maryland, and currently serves as an adjunct professor in the department of engineering management and systems engineering at George Washington University, where he teaches courses in operations research and decision theory. He holds master's degrees in business/statistics and operations research from the University of Kansas and the University of California at Berkeley, respectively.



#### Kent L. Steward, M.L.S.

Kent Steward, director of University Relations at FHSU, has extensive experience in media relations. He was a journalist for two decades, last serving as managing editor of The Hays Daily News for 10 years. His services to the Docking Institute include facilitating strategic planning, conducting focus groups, preparing business feasibility studies, writing and designing publications, and counseling on media relations. He served as manager of corporate communications for Sunflower Electric Power Corporation for two years before coming to FHSU in August 1997. At FHSU, Kent supervises the Office of University Relations, which handles media relations, oversees University publications, and assists with special events. He conducts workshops on media relations and other communication issues. Kent earned a B.A. in English from Pittsburg State University and an M.L.S. from FHSU.



#### Greg Weisenborn, Ph.D.

Greg Weisenborn is an assistant professor of management and chair of the Department of Management & Marketing at FHSU. He teaches production & operations management, and other related business operations courses in the College of Business & Leadership. Prior to joining the faculty at FHSU, Dr. Weisenborn worked as a manufacturing and supply chain consultant, where typical projects focused on business process efficiency & effectiveness, ERP systems implementations, and manufacturing systems improvement. Prior to FHSU, Greg was a research associate at the Veterans Administration VISN8 Patient Safety Center, was a faculty member at St. Petersburg College, and was an adjunct professor at the University of South Florida. His research and consulting interests include business operations and manufacturing process efficiency, scarce inventory allocation, ergonomics and safe patient handling, and student learning styles. Dr. Weisenborn earned B.S. and M.S. degrees in electrical engineering from Kansas State University and a Ph.D. in industrial engineering the University of South Florida.

## Benjamin D. Wheeler, B.A.

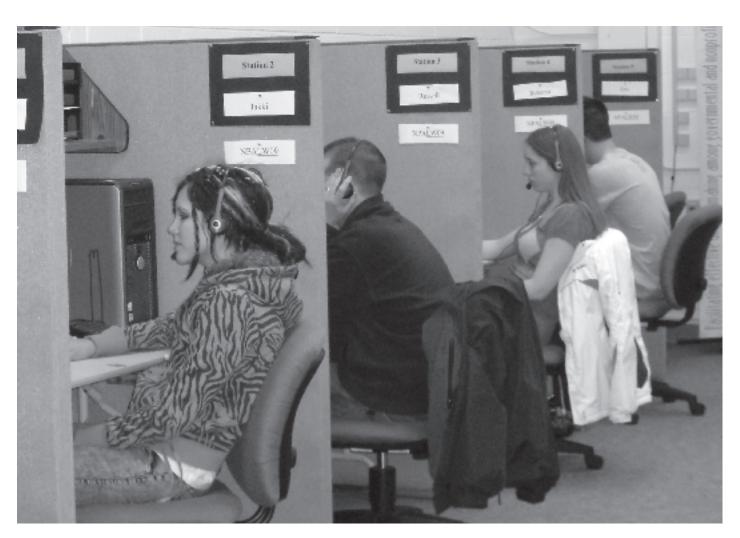
Benjamin Wheeler received his M.S. in biology from FHSU in 2007. His thesis research involves the conservation of birds relative to the Conservation Reserve Program. He has been involved with the Kansas Department of Wildlife and Parks on several projects. His research interests at the Docking Institute include the relationships between society and the conservation of natural resources. Ben obtained his B.A. in environmental biology from Bethel College in Mishawaka, Indiana in 2003.



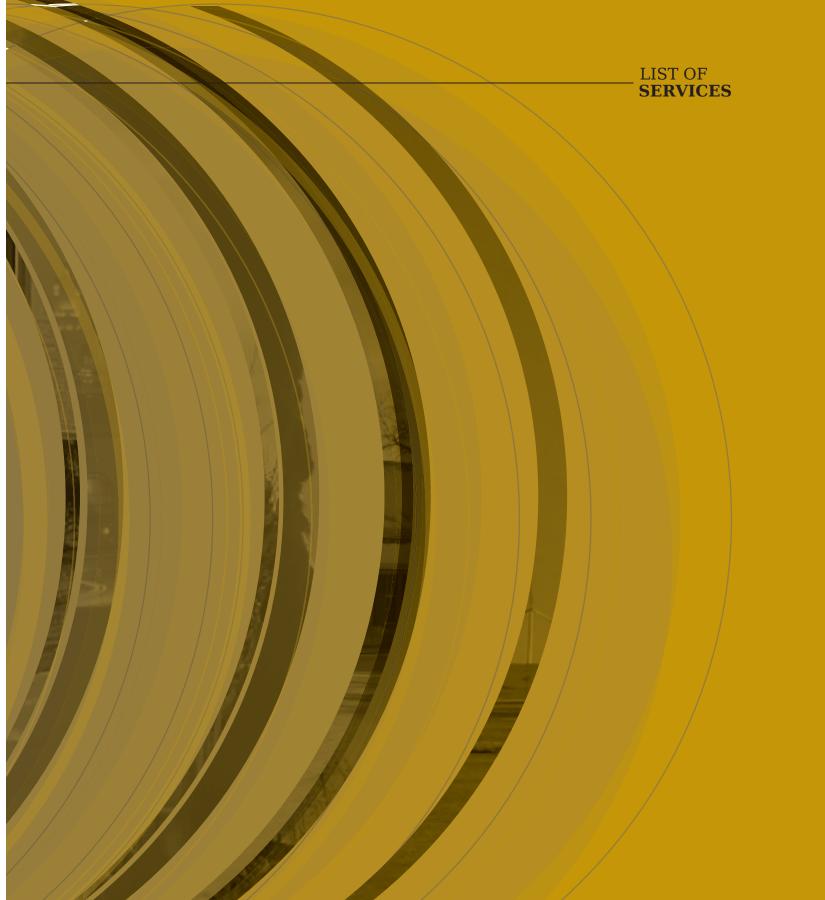
# Brett Zollinger, Ph.D.

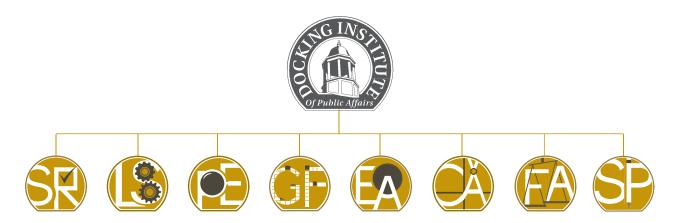
Dr. Brett Zollinger was the director of the Docking Institute until June 2008. He is chair of the Sociology and Social Work Department at FHSU. His work has been nationally recognized. He received the Rural Sociological Society's Dissertation Award in 1997. He co-authored a report on labor force dynamics in Northwest Missouri that won the Best of Class award from the National Rural Economic Development Association and the American Economic Development Council. He is a member of the Rural Sociological Society, Community Development Society, Association for Applied and Clinical Sociology, Midwest Sociological Society and the American Association of Public Opinion Research. He has published in several academic journals including, Economic Development Quarterly, Journal of the Community Development Society, Research in Community Sociology, and Rural Sociology. He also has a book chapter in the edited book, Mad About Wildlife. He has designed and conducted a wide variety of survey research projects at local, state and regional levels on such topics as labor availability, health care assessment, housing and city services satisfaction, quality of life, crime victims' issues, use of conservation tree plantings, and attitudes toward wildlife issues. He is also very active in program evaluation studies, strategic planning and community development efforts in the region. He led the Docking Institute in facilitating the 2005 Kansas Prosperity Summit planning process on behalf of the Kansas Department of Commerce and five other partner state agencies. Brett received his doctorate degree in sociology from Utah State University in 1998.





University Center for Survey Research employees conduct interviews during an evening shift.





# Survey and Focus Group Research

Valid and reliable information is essential for effective decision-making. The Docking Institute's University Center for Survey Research provides professional survey design, data gathering, and data analysis services. Institute researchers help clients select the most appropriate survey methodology based on the client's needs, goals, and budget. Available survey methods include telephone surveys (using a 20-station CATI system), mail surveys, web surveys, personal interviews, and focus groups. The Institute can survey almost any population, from single neighborhoods to the entire nation, and in multiple languages.

# **Labor Studies**

Based on government labor data alone, firms considering a relocation or expansion can often conclude incorrectly that there is not a sufficient amount of qualified labor to meet their needs. The Docking Institute offers a unique study of a client's labor basin. A labor study assesses the labor supply, availability, and skill level of a region. Additionally, labor studies determine the working status, education, and training levels, willingness to commute, and desired wages and benefits of people looking for employment or who would consider seeking new employment for the right opportunity. Depending upon the needs of the client, studies can include questions about entrepreneurism, job satisfaction, and other issues.

# Program Evaluation

Conducting an assessment of program implementation and program outcomes is indispensable for agencies to make informed decisions about their initiatives. Government and non-profit organizations often need tangible documentation of a program's effectiveness to receive or maintain funding. The Docking Institute has the necessary expertise and experience to help organizations develop evaluations of processes and outcomes, perform needs assessments, and author required technical evaluation reports for submission to federal or state funders.

#### Grants Facilitation

To meet the demands of government and other non-profit entities, the Docking Institute offers a comprehensive set of grants facilitation services, providing clients the means to access needed external resources to meet organization goals. Because customized approaches best serve the varying needs of our clients, the Institute tailors grants facilitation services to the unique needs of every client, ranging from funding searches to project/budget planning to grant proposal writing, submission, and management.

# **Economic Impact Analysis**

Policy assessment often requires an economic impact analysis of existing and proposed activities or programs. Government agencies and non-profit organizations can use economic impact assessments to determine the total monetary benefit of their activities in a local or regional economy. Often, such information is important for convincing decision-makers that continued or increased funding is warranted. Our economists have analyzed the economic impact of manufacturers, service organizations, hospitals, correctional facilities, institutions of higher learning, business incubators, infrastructure upgrades, and other existing and potential programs and projects.

# Cost-Benefit Analysis

Decision-makers often turn to cost-benefit analysis (CBA) as a tool for understanding whether benefits of a program/project exceed the costs and vice versa. The purpose of CBA is to comprehensively identify and measure all relevant economic costs and benefits that accrue to a program. Both costs and benefits are converted into monetary terms, so that a benefit to cost ratio can be estimated.

# Feasibility Analysis

Feasibility analysis estimates the monetary benefits of a potential project and compares those benefits to cost criteria. Feasibility analyses provide a projected benefit to costs scenario useful to leaders and funders in determining whether to pursue a project.

# Strategic Planning

Visionary leadership begins with a plan that strategically prioritizes scarce community or organizational resources. The Docking Institute has worked with more than 55 entities, including state agencies, educational institutions, museums, communities, economic development organizations, and chambers of commerce to conduct strategic planning. The Docking Institute customizes the strategic planning process to meet each organization's requirements. Our comprehensive package of strategic planning services includes project organization, data analysis and assessment, survey work, group facilitation, and plan writing.



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