



Kansas
Speaks



Program
Evaluation



Labor &
Migration
Study



Economic
Impact
Analysis



Survey
& Focus
Group
Research



Strategic
Planning



Grants
Facilitation



**YEARS OF SERVING
GOVERNMENT & NONPROFITS**

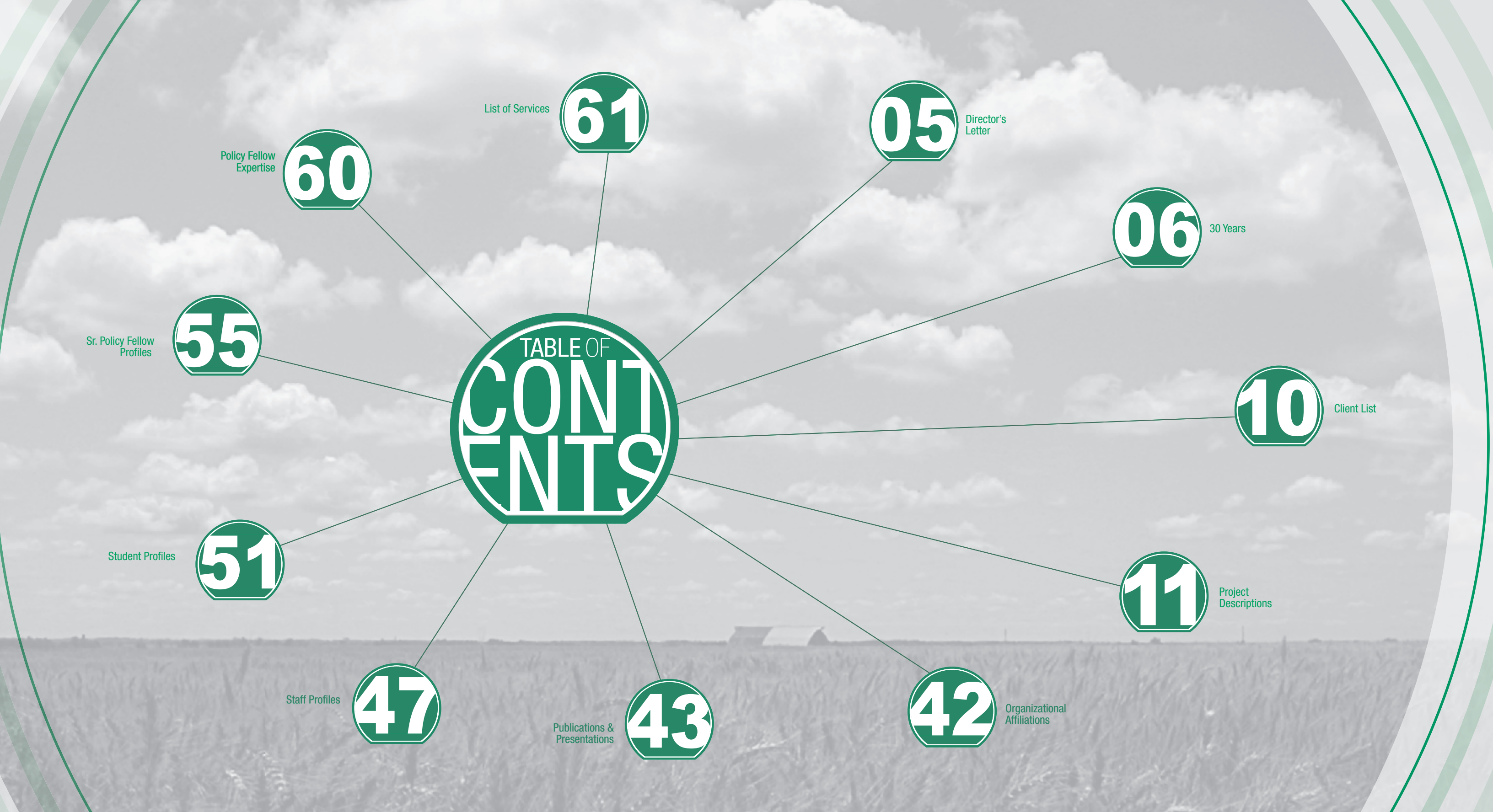
Docking Institute 2010 Annual Report

www.fhsu.edu/docking (785) 628-4197



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 400 major 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.



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DIRECTOR'S LETTER

Greetings from the Docking Institute of Public Affairs to all of our clients, fellows and supporters as we finish up another productive year of assisting non-profit and government organizations in Kansas and the surrounding region. I'd like to express my appreciation to all of our clients for choosing the Docking Institute for their research needs, as well as to our staff and fellows for their hard work in meeting those needs. Working together, we have promoted the welfare of the citizens of Kansas and helped the state operate at peak efficiency by using scientifically-based research to guide their policy decisions.

The year has brought several changes for the Docking Institute, including some new student researchers and a new location on the campus of Fort Hays State University. We are happy to now occupy a nice suite of offices on the third floor of Custer Hall. To better serve our clients, we have postponed moving the telephone survey center, but plan to have the entire operation in Custer Hall by summer 2011.

We continue to deal with the challenges of a struggling economy and the resultant strain on the state budget. We also welcome a new governor and newly elected state legislators and support them as they grapple with finding the best ways to nurture the state economy back to health. It is our hope that the work we do at the Docking Institute, assisting government entities in operating more efficiently, helps to demonstrate the importance of higher education in balancing the state budget.

We invite you to peruse our annual report and see for yourself the many valuable contributions the Docking Institute makes in supporting the state of Kansas. Please feel free to contact me or our Assistant Director, Mike Walker, to discuss your organizational research needs. We look forward to a promising new year and continue our commitment to providing high quality research services at affordable costs to our clients in the public sector.

Sincerely,

A handwritten signature in dark ink, appearing to read "Gary Brinker".

Gary Brinker, Director
Docking Institute of Public Affairs

Celebrating 30 Years

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 400 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.



George Docking

was the thirty-fifth governor of Kansas. Born in Clay Center, Kansas on February 23, 1904, his education was attained in the public school system of Lawrence, Kansas, and at the University of Kansas, where he graduated in 1925. Docking entered public service in 1952, serving as a fundraiser for the presidential campaign of Adlai Stevenson. In 1954, he ran unsuccessfully for governor, but two years later he was victorious. He was reelected to a second term in 1958, becoming the first Democratic governor to serve two terms. During his tenure, he battled with the Republican controlled legislature over taxes and expenditures. After Docking left office on January 9, 1961, he secured an appointment as director of the Export-Import Bank in Washington, D.C. He served in this capacity until his death on January 20, 1964. Governor George Docking is buried at the Highland Park Cemetery in Kansas City, Kansas.



Robert Blackwell Docking

was born in Kansas City, Missouri, on October 9, 1925. He received an undergraduate degree from the University of Kansas in 1948, and a graduate certification from the University Of Wisconsin Graduate School of Banking. Docking served as a corporal in the U.S. Army Air Corps during World War II, and as a first lieutenant in the U.S. Air Force Reserve from 1946-1951. He was mayor and city commissioner of Arkansas City. He was elected Governor of Kansas in 1966 and reelected in 1968, 1970 and 1972. During his tenure, he chaired the Midwestern Governors' Conference. Governor Robert Docking passed away October 8, 1983, and he is buried at Highland Park Cemetery in Kansas City, Kansas.



Thomas R. Docking

was the forty-first Lieutenant Governor of the State of Kansas. A fourth generation native Kansan, Thomas R. Docking was born in Lawrence, Kansas, on August 10, 1954. He received his bachelor's degree in economics and political science from the University of Kansas in 1976. Mr. Docking received a master of business administration degree and juris doctorate from the University of Kansas in 1980. Mr. Docking practices in the areas of taxation, business and estate planning, and banking and commercial law.

Past and Present Directors:

1984 - 1991.....Larry Gould, Ph.D.
1992.....Ronald J. Fundis, Ph.M.
1993 - 1998.....Mark Bannister, J.D.
1999 - 2001.....Joseph Aistrup, Ph.D.
2002 - 2007.....Brett Zollinger, Ph.D.
2008 - Present.....Gary Brinker, Ph.D.

Past and Present Homes:



Picken Hall

1989 - 2008



Wiest Hall

2008 - 2010



Custer Hall

2010 - present



1980 – The Fort Hays State University Institute of Public Affairs opened its doors, providing Western Kansas and the public with services such as public policy research, strategic planning and grant proposal writing.

1988 – In honor of Kansas Governors George and Robert B. Docking and Lieutenant Governor Tom Docking, the Kansas Board of Regents changed the Institute's name to the Docking Institute of Public Affairs. Through a variety of programs and services targeting regional development and growth, the Institute's staff carries on the tradition of public service exemplified by the Docking family.

1990 – Public Administration Training program started for the Kansas County Treasurers Association. This was created to improve the skills of its members.

1992 – Telepower – The Docking Institute developed this conference series which focuses on the applications of telecommunications and information technologies.

1993 – The Docking Telecommunications Success Awards program created to recognize communities and businesses for their outstanding achievement in the area of telecommunications development and use.

1994 – The Docking Institute's Center for Survey Research has a new permanent room and equipment set-up. Among other survey accomplishments, the Institute successfully conducted a multi-county bilingual telephone survey.

1995 – The Docking Institute's Center for Survey Research performed its first national survey. The Institute surveyed local telephone companies from across the United States to examine their vision of the future "universal service" and to identify companies' roles in economic development in their service area.

1996 – Sykes Enterprises Incorporated expanded into Hays, Kansas. Many of the Docking Institute's tools were used in recruiting, and by the end of 1996, this high-tech firm employed approximately 325 new, full-time employees in Hays.

1997 – Kansas Citizens Justice Initiative Project – The Docking Institute provided duties such as coordinating public hearings, scheduling commission meetings, processing public comments, and acting as an intermediary among the co-chairs, the co-reporters and the commission members. The Institute conducted surveys of three groups of Kansans identified by the Commission.

1999 – The Docking Institute was one of five international recipients to win an Award of Excellence as part of McGann Associates Think Tanks and Civil Societies Program, based in Philadelphia, Pennsylvania.

2000 – Financial Fitness Foundation (F3) – Working with Jill Docking, the institution provided financial education and training in high schools around the state.

2000 – The Docking Institute received the American Economic Development Council's and the National Rural Economic Development Association's "Best of Class" awards, the highest award for research, for its labor availability research methodology.

2001 – The Docking Institute's Center for Survey Research upgraded its survey technology. With the improvements, the center easily surveys almost any population, ranging from single neighborhoods to the entire nation, using telephone, mail, or web-based survey methodologies.

2001 – Statewide labor survey – The Institute conducted a statewide labor availability study for the Kansas Department of Labor. The study measured the available labor pool in the state and assessed skills, employment history, willingness to commute, wage levels, desired benefits and underemployment.

2002 – The Docking Institute conducted three statewide surveys on crime victims' issues and subsequent strategic planning for the Crime Victims' Services unit in the Kansas Attorney General's office.

2003 – The Institute assisted in the Governor and Lieutenant Governor's Prosperity Summits by facilitating discussion on the most important challenges facing Kansas and the most promising opportunities for future economic and community prosperity in this region of the state.

2004 – Western Kansas Partnership Summit – The Docking Institute facilitated this for regional appointees to the Governor's Economic Policy Council. The Docking Institute helped bring together leaders from all sectors of the Western Kansas community to search for answers toward improving the prosperity of Western Kansas.

2010 – Political Poll of Kansas Public University Students – The Docking Institute conducted a poll of Washburn University and Kansas Board of Regents Universities, excluding Kansas State University, to measure students' political attitudes prior to the November elections.

2009 – Kansas Speaks – The Institute began an annual statewide public opinion survey of adult residents in Kansas, measuring opinions on a wide variety of important policy issues.

2008 – Kansas Academy of Mathematics and Science (KAMS) – The Docking Institute developed an evaluation plan, developed the proposal for KAMS and served as the local evaluator. KAMS is Kansas' premier residential learning experience for exceptional high school juniors and seniors with an interest in mathematics and science.

2007 – The Docking Institute was a recipient of the AT&T Exceleator Grant. This grant provided increased capacity for service delivery through enhanced interactive communications technology.

2006 – Kansas Consumer Sentiment – Statewide survey to determine consumer sentiment in Kansas, attitudes toward state spending in economic development areas, and ratings of government performance in helping the state economy.

2005 – Kansas Underground Salt Museum STAR Bond Feasibility Analysis – This report showed that the museum generated 925 new full-time jobs in the Hutchinson area; it had a total impact of \$36 million at the operating level of 250,000 visitors per year.

	Survey Research	City of Hays
	Grants Facilitation	City of Larned and Larned PRIDE
	Grants Facilitation	Colby Multipurpose Activity Center
	Strategic Planning	Composites Kansas WIRED Initiative
	Program Evaluation	Eudora USD 491, "Safe Schools/Healthy Students"
	Strategic Planning	First Call for Help
	Strategic Planning	First Care Clinic
	Strategic Planning	Hays Head Start
Health Needs Assessment		Heart of Kansas Family Healthcare Inc.
Labor Study		Hutchinson/Reno County Chamber of Commerce
Program Evaluation		Kansas Academy of Mathematics and Science (KAMS)
Public Policy		Kansas County Treasurer's Association
Survey Research		Kansas Department of Commerce and Western Kansas Rural Economic Development Alliance (wKREDA)
Survey Research		Kansas Health Institute
Survey Research		Kansas Health Policy Authority
Economic Impact Study		Kansas Highway 36 Association
Survey Research		Kansas Small Business Development Center (KSBDC)
Survey Research		Kansas State University/Office of Local Government, Hoisington/Barton County
Survey Research		Kansas State University/Office of Local Government, Sheridan County
Labor Study		Leadville/Lake County Chamber of Commerce
Survey Research		Legacy Regional Community Foundation
Strategic Planning		North Central Kansas Technical College
Strategic Planning		Pawnee County Economic Development Commission
Strategic Planning		Pratt Community College
Survey Research		Public Square Communities, LLC/Kansas Leadership Center
Economic Impact Study		Quest Center for Entrepreneurs
Survey Research		RTI International
Economic Impact Study		Rush County Highway Department
Survey Research		Schwab-Eaton/City of Bel Aire
Survey Research		State of the State Kansas
Survey Research		University Student Political Poll
Strategic Planning		Wichita Area Sexual Assault Center



Program Evaluation

Conducting an assessment of program implementation and program outcomes is indispensable for agencies in making 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.

PROJECTS COMPLETED



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 program evaluation services for the USD 491 Safe Schools Healthy Students federal grant initiative. Activities included developing and deploying surveys, data collection from service providers, ten year trend analysis of Communities That Care data, web-based process evaluation and collaboration with the SSHS National Evaluation Team.

PROJECTS UNDERWAY

Kansas Health Foundation “Nutrition and Physical Activity Initiative” Evaluation

by Brett Zollinger, Ph.D.; Joyce Wolfe, M.S.

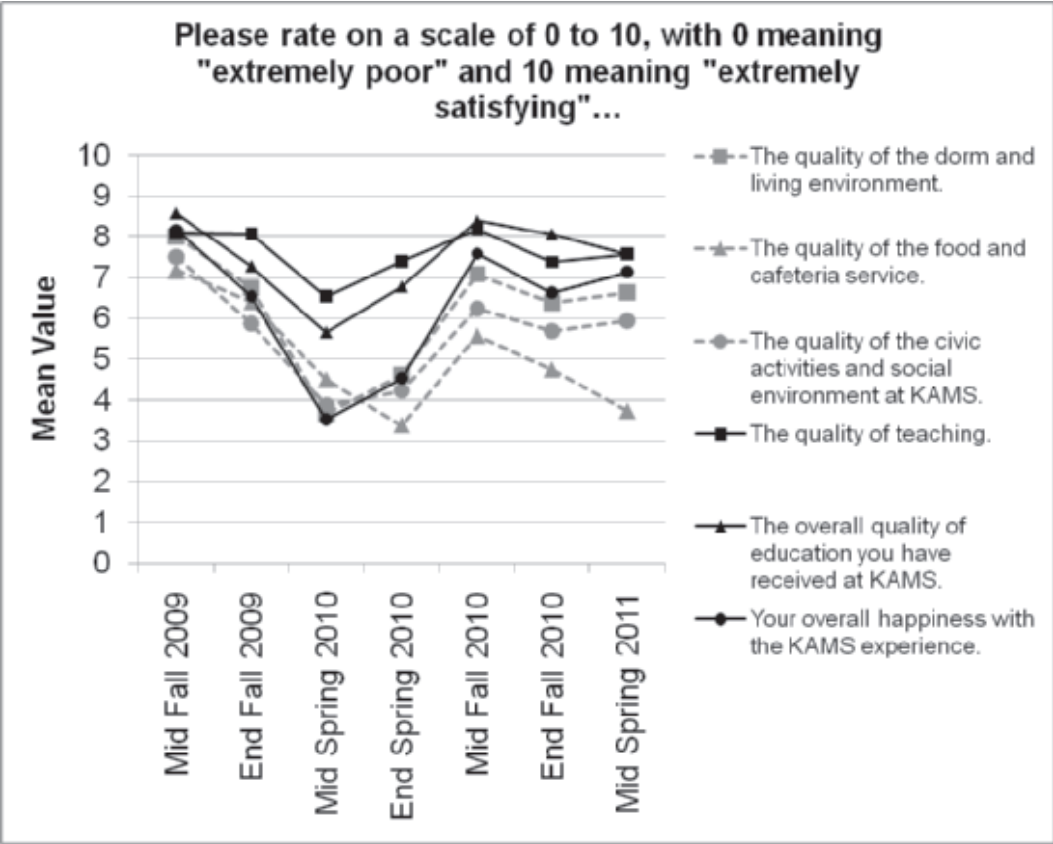
In 2006, the Docking Institute was awarded a grant by the Kansas Health Foundation to evaluate the effectiveness of the Kansas Health Foundation “Nutrition and Physical Activity (NPA) Initiative.” One semi-annual and three annual surveys of Kansans’ awareness, attitudes and behavior regarding nutrition 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 limited detectable contribution to improvement in awareness, attitude or behavior regarding nutrition or physical activity.

Four additional 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.

Kansas Academy of Mathematics and Science (KAMS)

by Stephen Kitzis, Ph.D.; Gary Brinker, Ph.D.

The Kansas Academy of Math and Science (KAMS) is a state funded program to place Kansas’ most promising scholars on an accelerated academic track by allowing them to attend college during their junior and senior years of high school. Fort Hays State University was selected to house this innovative new program, and the Docking Institute was selected to conduct the program evaluation, led by Senior Fellow Dr. Stephen Kitzis. The evaluation takes periodic measures of participants’ opinions and suggestions for improving the program, as well as measures of participants’ retention, academic achievements and career trajectories. The data is used by program directors to modify policies to make them more functional, and will also be used by legislators to decide whether to continue funding of the program. The evaluation results so far suggest a highly successful program with high levels of satisfaction among participants. The first cohort will complete the program this spring, at which time most or all will opt to continue and complete their undergraduate degrees at Kansas universities.





Labor and Migration Studies

Based on government labor data alone, firms considering relocation or expansion can often conclude incorrectly that there is not sufficient 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, 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 entrepreneurship, job satisfaction and other issues.

The migration of people in and out of a local area is an important issue for community and economic planners. This is especially true for areas experiencing dramatic or sustained population decline or increase. Migration studies assess past and current migration trends, and determine issues and factors that might encourage people to remain in a local area, relocate elsewhere, and/or return.

PROJECTS COMPLETED



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 the Docking Institute to conduct a study to assess the job aspirations and migration intentions of residents of western Kansas. This study included a telephone survey of 1,266 households in 53 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 addressed career and education backgrounds (in the case of the general population and alumni) and future plans (for high school and college seniors). Questions also addressed plans to migrate out of the area or back to the area, as well as awareness of wKREDA’s “We Have Jobs” initiative.

Some Findings Include:

- The northwestern Kansas population has declined by over 100,000 since 1930, while the southwestern Kansas population has remained relatively stable. Both regions have experienced some population decline over the past 5 years but the counties with the largest populations have experienced population growth, suggesting that some western Kansans might be migrating from the rural areas to the larger towns within western Kansas.
- When asked if they “like living in western Kansas,” 67.9% of high school students, 71.6% of college students and 88.2% of the general population agreed.
- The most common reasons people move to, or back to, western Kansas are to live near family members (71.9%), for a better quality of life (63.5%) and for a job opportunity (61.9%).
- There were strong tendencies measured for western Kansas parents with children in high school to want their children to attend college (91.3%), to perceive that their children want to attend college (83.9%), and for high school students in western Kansas to express a desire to attend college (88.8%).
- Compared to high school seniors, college students were less likely to “strongly agree” and more likely to “strongly disagree” that you have to “move away from western Kansas to be successful.”
- Alumni residing outside western Kansas were more likely to advise teenagers to either remain in their current communities or move away for only a few years before returning. Alumni residing within western Kansas were more likely to advise teenagers to move away for extended time periods or forever.

High School Seniors Surveys, Spring 2010 – Pro Bono

by Michael Walker, M.S.

During the Spring 2010 semester, the Institute surveyed seniors in nine high schools throughout western Kansas. In all, 350 students were interviewed. The survey addressed career and education plans, intentions to migrate, community satisfaction, school satisfaction and awareness of wKREDA’s “We Have Jobs” initiative. Each school was provided with a report comparing 2010 findings to a similar study conducted for each school in 2009. The schools that participated in 2010 were:

- Colby High School
- Ellis High School
- Hays High School
- Hill City High School
- Jetmore High School
- Norton Community High School
- Pratt High School
- Ulysses High School
- Victoria High School

PROJECTS UNDERWAY

Leadville/Lake County Chamber of Commerce – Labor Availability Analysis

by Michael Walker, M.S.

The Leadville-Lake County Chamber of Commerce contracted the Docking Institute in 2010 to assess the available labor pool in the greater Lake County area of Colorado. The Lake County Labor Basin includes Chaffee, Eagle, Lake, Park, Pitkin, and Summit Counties in Colorado. The population of the labor basin was estimated to be 138,902 and the Civilian Labor Force was estimated to be 74,587 at the end of 2010. Address-based sampling methods were employed, and sampled residents were contacted by telephone or paper questionnaire. Surveying began in November and is expected to continue into the first week of February 2011. Of particular interest to the client are questions addressing travel times during winter months and mining skills among respondents.



Survey and Focus Group Research

Valid and reliable information about one's client or service area population is essential for effective decision-making. The 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.

PROJECTS COMPLETED



City of Hays Population Study — Survey Research

by Jian Sun, Ph.D.; Gary Brinker, Ph.D.

The City of Hays contracted the Docking Institute of Public Affairs at Fort Hays State University to estimate the number of persons in the City of Hays on an average day in addition to the permanent residents of Hays and the total number of persons in the City of Hays during the following five sports events: a) the State 2-1A High School Football Championship Game on November 28, 2009, b) the Hays City Shootout during December 3 to 5, 2009, c) the 3-2-1A State High School Wrestling Tournament on February 26 and 27, 2010, d) the 1A State Boys and Girls High School Basketball Tournament during March 9 to 12, 2010, and e) the Special Olympics Basketball & Cheerleading Tournament during March 18 to 20, 2010.

The Docking Institute designed three surveys in order to make the proposed estimates: 1) a telephone survey of residents in the nine-county region comprising Ellis County (excluding the City of Hays) and eight counties contiguous with Ellis County (Barton, Graham, Ness, Osborne, Rooks, Rush, Russell, and Trego Counties), 2) a face-to-face survey of attendees to each one of the five sports events, and 3) a mail survey of Hays residents. Using the data from those surveys and the U.S. Census, the Docking Institute estimates:

There are **27,284 people in Hays on an average day**, including Hays residents, non-Hays residents who travel to Hays for any reason from the nine-county region and those non-Hays residents who stay in local hotels/motels on an average day.

32,916 people were in Hays on the day when the State 2-1A Football Championship was hosted.

29,983 people were in Hays on the peak attendance day of the Hays City Shootout.

37,192 people were in Hays on the peak attendance day of the 3-2-1A State Wrestling Tournament.

35,614 people were in Hays on the peak attendance day of the 1A State Basketball Tournament.

32,319 people were in Hays on the peak attendance day of the Special Olympics.

5,515 people travel to Hays from the nine-county region for any reason on an average day.

3,580 people travel to Hays from the nine-county region for shopping or retail trade on an average day.

699 people travel to Hays from the nine-county region to see a doctor, dentist, hospital or other health service provider on an average day.

On an average day, **1,605** people travel to Hays from the nine-county region to work.

On an average day, **619** people travel from the nine-county region to attend school in Hays.

On an average day, **1,359** visitors stay in hotels and motels in Hays.



Heart of Kansas Family Healthcare Inc – Health Survey Research for Barton/ Pawnee County

by Gary Brinker, Ph.D.

Heart of Kansas Family Healthcare Inc. contracted with the Docking Institute to conduct a regional health needs assessment survey to determine current levels of critical health indicators for the target population residing in Barton and Pawnee counties. Between April 28th and May 11th, 2010, Docking contacted 479 random adults. The survey data were then compared to statewide baseline data from the Kansas Department of Health and Environment to assess the health needs of the region.

Kansas Health Foundation – Physical Essentials, Physical Focus and Physical Dimensions Survey

by Gary Brinker, Ph.D.

The Kansas Health Foundation contracted with the Docking Institute to measure the usage and perceived value of its Physical Essentials, Physical Focus and Physical Dimensions curricula among university and K-12 physical education teachers in Kansas. Results showed that the Physical Essentials program is almost universally known and still widely utilized to varying degrees among elementary physical education teachers in Kansas public schools. Those utilizing the program see positive effects on their students.

Kansas Small Business Development Center (KSBDC) – Survey Research

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

The Kansas Small Business Development Center contracted with the Docking Institute to conduct a combination of web, mail and telephone surveys of the 2009 KSBDC clients. The KSBDC has eight regional offices and five outreach centers in Kansas, serving many small businesses in different regions of the state. The study assessed the quality of services provided by the KSBDC offices/centers to entrepreneurs and small business owners. The research found that among those small businesses that contacted the KSBDC to start a new business, 51.3% did start a new business in 2009. The survey also showed that 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 Hoisington/Barton, 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 Hoisington, Kansas, for the purpose of assessing rural health care needs. The Docking Institute surveyed 206 respondents and delivered the data to the client for review and analysis.





Kansas State University, Office of Local Government – Health Care Needs Survey for Sheridan 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 Sheridan County, Kansas, for the purpose of assessing rural health care needs. The Docking Institute surveyed 200 respondents and delivered the data to the client for review and analysis.

Legacy Regional Community Foundation (Tiny Teeth) – Health Survey

by Michael Walker, M.S.

The Legacy Regional Community Foundation contracted with the Docking Institute to administer a survey to evaluate the Tiny Teeth Healthy Habits educational program. The Institute surveyed parents involved in the program in two areas of Kansas. Parents residing in Medicine Lodge, Sharon, Sun City, Kiowa, Pratt, and other communities west of Wichita were surveyed in August 2009 and February 2010. Parents in McPherson, Minneapolis, Concordia, Hillsboro, Mankato, and other communities near Salina were surveyed in September 2009 and April 2010. A total of 152 questionnaires were completed. Thirty-three were completed in August of 2009, 64 in September 2009, 18 in February 2010, and 37 in April 2010.

RTI Secondhand Smoke – Survey Research

by Michael Walker, M.S.

The Institute conducted a follow-up to a 2009 study for RTI International/KHI addressing the issue of second-hand smoke. Residents of seven communities in Kansas were surveyed in 2010. Communities included Arkansas City, Greensburg, Independence, Iola, Junction City, Pittsburg and Topeka. Interviewing took place from October 4 to December 8, 2010. More than 1,220 interviews were completed. Data was delivered to the client for review and analysis.

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

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

Schwab-Eaton, PA of Manhattan, KS 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. The survey showed that almost all of the respondents felt city parks are safe when they visit them. More than seventy percent (71.9%) of all the respondents strongly or moderately supported 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 supported using property tax to finance the improvements and 71.9% strongly or mildly oppose using property tax.

State of the State Kansas – Political Poll

by Gary Brinker, Ph.D.; Jian Sun, Ph.D.

In October of 2010, the Docking Institute collaborated with the online news forum “State of the State Kansas” [www. stateofthestateks.com](http://www.stateofthestateks.com) to conduct a political poll of key legislative districts. The survey attempted to measure voters’ opinions on key issues and politicians, as well as make predictions on the outcome of the upcoming election.

University Student Political Poll – Pro Bono

by Gary Brinker, Ph.D.

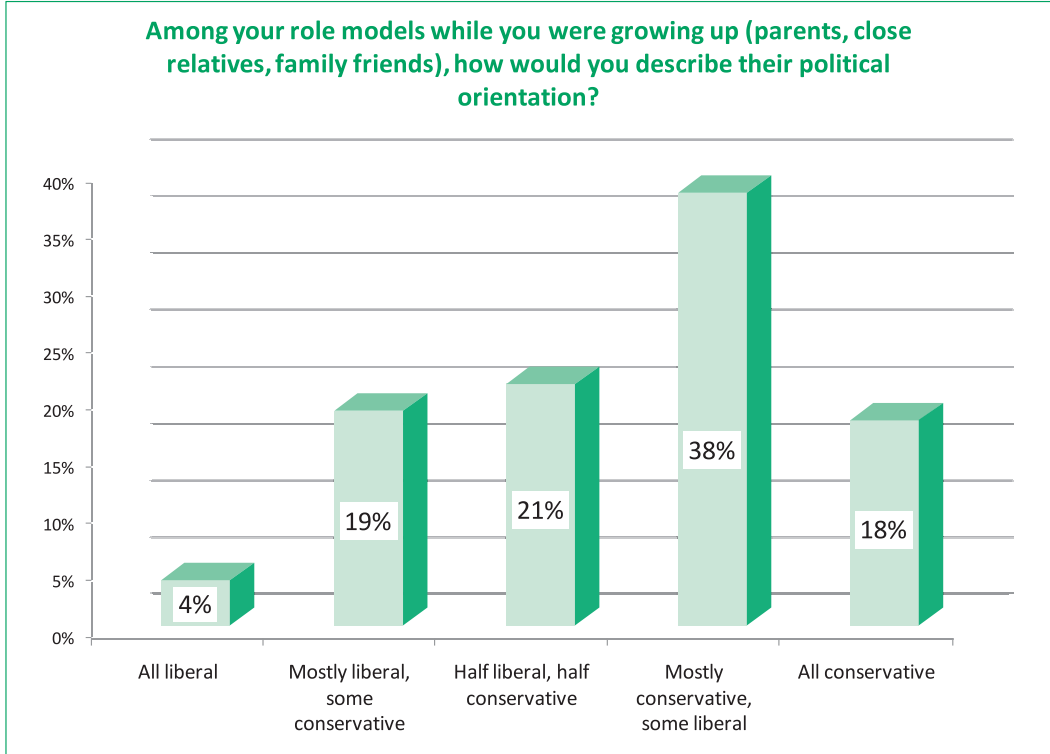
In October of 2010, the Docking Institute sponsored an online survey of Kansas Regents University students to measure their political participation and opinions on key political issues. All of the universities except Kansas State, which opted not to participate, provided email addresses of a random sample of their students, and each sampled student was sent an invitation to participate via email with a hyperlink to the online survey. Results showed that respondents were highly diverse in their political orientations and opinions of public officials, particularly with regard to President Obama and Governor Brownback. Interestingly, parents and role models of the more liberal students tended to be conservative.

The study also showed that some universities, K.U. and Washburn, tended to have more liberal and Democratic students, while others, Fort Hays State, Wichita State and Emporia State, tended to have more conservative and Republican students.

- About one-third of respondents self-identified as Republican, one-third as Democrats and the remaining third as Green, Libertarian or Independent. Proportions of liberals, moderates and conservatives were also roughly equal.
- About 86% of respondents said they were registered to vote, and among those, 87% expressed an intention to vote on November 2.
- Three-quarters of respondents said they had voted in a previous election. This proportion also said they had political conversations with friends or family. Two-fifths had made a political statement in an online social media forum. About one-fourth said they had posted a political comment on a blog, one-fourth had attended a debate and one-fourth had made a political contribution.
- Respondents tended to report believing that the economic recession was not yet over, yet were mostly confident that they would be able to find employment after graduation.

PROJECTS COMPLETED (cont.)

- Respondents attending Pittsburg State, Washburn University and Emporia State were more likely to report being registered to vote, while those attending Fort Hays State and the University of Kansas were the least likely.
- The mean rating for President Obama was most positive for respondents attending the University of Kansas, Emporia State and Washburn University. It was most negative among those attending Fort Hays State.
- Respondents attending Wichita State, the University of Kansas and Fort Hays State were most likely to believe they would be able to acquire employment upon graduating.
- A strong positive correlation was measured between the political orientation of respondents' primary role models in growing up and their own political orientation as adults.
- A strong correlation was also measured between respondents' political orientation and their attendance of church or religious services. The more often respondents attended religious services, the more likely they were to be political conservatives.



PROJECTS UNDERWAY



Kansas Health Institute – Survey of Birth Mothers

by Jian Sun, Ph.D.; Gary Brinker, Ph.D.

The Docking Institute contracted with the Kansas Health Institute to conduct a survey of Kansas birth mothers for the purpose of assessing and providing for their needs. The study will interview by telephone 1,000 women who gave birth in Kansas in 2009 and is projected to be completed in April 2011.

Kansas Health Policy Authority – Kansas Physician Survey

by Marilyn Ray, M.D., M.P.H.; Gary Brinker, Ph.D.

The Kansas Health Policy Authority hired the Docking Institute to conduct an online survey of Kansas physicians to measure their opinions, as well as current and projected usage of electronic medical records technology. The survey results will be used to facilitate the development of a statewide digital medical records system to improve the efficiency and reliability of medical records communication among health professionals.

Public Square Communities – Survey Research

by Michael Walker, M.S.; Brett Zollinger, Ph.D.

The Docking Institute was contracted by the Kansas Leadership Center to evaluate Public Square Communities LLC's community development process. Research methods include 1) a telephone survey of a random sample of households in eight communities that have maintained or reached Accredited Public Square Community status as defined by Public Square Communities, 2) telephone interviews with steering committee members in communities yet to reach Accredited status, and 3) focus groups with community developers associated with Public Square Communities, LLC. Surveying and focus group research will take place in 2011.



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.

PROJECTS COMPLETED



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. The results suggest significant economic benefits for the thirteen counties along U.S. 36 as a result of upgrading to rural expressway standards.

Quest Center for Entrepreneurs – Economic Impact Study
by Preston Gilson, Ph.D.

This report estimates the economic impact of the Quest Center on Reno County. The Docking Institute’s independent analysis shows that the benefits (\$52 million) accruing to Reno County’s economy exceed the costs of operating the Quest Center (\$200 thousand). The study projects economic impact based on NAICS code, number of full-time employees, and from two time periods to determine the economic impact of the Quest Center through its 54 client businesses on the economy of Reno County in 2008.

PROJECTS UNDERWAY

Rush County Highway Department – Economic Impact Study
by Preston Gilson, Ph.D.; Gary Brinker, Ph.D.

The Rush County Highway Department contracted with the Docking Institute of Public Affairs to perform an analysis of the economic impact of converting RS 587 in Rush County from U.S. 183 to RS 230 to a sand surface vs. an all-weather blacktop.

Kansas Hwy 36 Project

Potential New Economic Development Thirteen County Region			
	Current	Annual Impact Period Impact	Ten Year Study
Population (2008)	74,564	898	
Interchange Development			
Convenience Stores		\$82,385,400	\$823,854,000
Restaurants		\$17,972,910	\$179,729,100
Motels		\$2,777,475	\$27,774,750
Subtotal of Sales Impact			\$1,031,357,850
Other Economic Activity			
Tourism	\$237,800,000	\$1,000,060	\$10,000,600
Highway Construction			\$1,412,292,000

Total Economic Impact, All Sources, 10-Year Period = \$2,450,000,000

The overall economic impacts of upgrading US 36 to rural expressway standards through the thirteen county study area are positive. The one-time economic impact on the thirteen counties from the construction phase (assuming costs of \$4,000,000 per mile) is estimated at \$1,412,300,000. The total long-term economic impact of sales from new interchange businesses following the construction phase is estimated at \$1,031,357,850 for the ten year study period. The total economic impact from all sources over the ten year period is estimated to be \$2,450,000,000. All of this economic activity will also create at least 898 new jobs.



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.

PROJECTS COMPLETED



City of Larned and Larned PRIDE

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

The Docking Institute provided technical assistance and editing services for submitting a Kansas Department of Commerce Small Communities Improvement Program (SCIP) grant. In February of 2011, a \$125,000 grant was awarded to Larned and will be used to renovate Doerr-Vernon Park.



Dr. Gary Brinker at the Kansas Association of Counties Conference in Kansas City.

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.



Dr. Gary Brinker describes some of the Docking Institute's services to a county administrator.



Strategic Planning

Visionary leadership begins with a plan that strategically prioritizes scarce community and 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, environmental scans, data analysis and assessment, survey work, group facilitation, SWOT analysis, and plan writing.

PROJECTS COMPLETED

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 and strategic planning for First Care Clinic. The needs assessment included construction of a profile of First Care’s clientele based on organizational records, secondary data from the U.S. Census, national and state public health organizations and local healthcare non-profits and a survey of First Care clients.

Hays Head Start – Strategic Planning Session

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

The Docking Institute was contracted to facilitate a three-hour session with designated Hays Head Start and Parents as Teachers/Early Head Start (PATHS) staff members for the purpose of creating new mission and vision statements. Although there is a strategic plan in place, the organizations no longer have separate names, but now are known as Early Childhood Connections. There were ten participants representing Head Start and PATHS. Led by the facilitator, the participants generated a prioritized list of core values, reviewed the long-term goals from the strategic plan and then brainstormed the vision and mission statements. The next step in the process will be to present the governing boards with the proposed mission and vision statements for formal adoption.

North Central Kansas Technical College (NCKTC) – Strategic Planning Session

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

The Docking Institute was contacted by NCKTC to facilitate strategic planning for the college. Docking 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 included surveys of employers of NCKTC graduates, a web-based survey of faculty and staff members, a web-based 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 (SWOT) and identified major goals and objectives for the coming years.

PROJECTS UNDERWAY



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 two strategic planning sessions. Docking researchers traveled to Larned to meet with community key informants to identify the county’s strengths, weaknesses, opportunities and threats (SWOT), and then develop key goals and objectives for promoting the region’s economic health.

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 a strategic planning for the Wichita Area Sexual Assault Center (WASAC). The Docking Institute of Public Affairs facilitated the strategic planning process that included representatives from the board and staff. In the day-long session, the results of the environmental scan were presented, followed by a strengths, weaknesses, opportunities, and threats (SWOT) analysis. Based on these results, participants formulated a set of primary goals for best exploiting the WASAC’s strengths and opportunities, while addressing perceived weaknesses and guarding against potential threats. The participants reviewed and made suggestions for revising the mission and vision statements. Major issues were prioritized and goals were drafted. The participants began the process of formulating sets of objectives for achieving each goal, along with the action steps, timelines and responsibilities for completing the objectives.

PROJECTS COMPLETED

WIRED – Strategic Planning Session

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

The Docking Institute was contacted by Workforce Innovations in Regional Economic Development (WIRED) in Wichita, Kansas and asked to conduct a strategic planning session, which was to include a preliminary environmental scan and S.W.O.T. analysis. Docking collaborated with WIRED and researchers at Wichita State University to establish dates and locations for two planning sessions, facilitated by senior Docking staff and fellows and attended by all interested parties involved in the composites and advanced materials industry in the Wichita region.



Docking Institute Senior Policy Fellow, Dr. Brett Zollinger, facilitates a strategic planning session for Pratt Community College.

PROJECTS UNDERWAY

Pratt Community College – Strategic Planning Session

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

The Docking Institute contracted with Pratt Community College to facilitate a strategic planning initiative. Researchers traveled to Pratt to meet with key college administrators and board members. The college’s strengths, weaknesses, opportunities and threats (SWOT) were assessed, followed by the development of key goals and objectives for the coming years. A report will be delivered in January 2011.



Docking Institute student researcher, Tanner Bartholomew, takes notes during a strategic planning session for Pratt Community College.

Joyce Wolfe American Association for Public Opinion Research

Leslie Paige American Association of State Colleges and Universities
Universities Grants Resource Center

Joyce Wolfe American Evaluation Association

Michael Walker Community Development Society

Michael Walker Midwest Sociological Society

Gary Brinker Midwest Sociological Society

Leslie Paige National Council of University Research Administrators

Michael Walker Population Association of America

Michael Walker Rural Sociological Society

Gary Brinker Southwest Social Sciences Association

PUBLICATIONS

Rackaway, Chapman, William Lyons and John M. Scheb II.
(2010) American Government: Politics and Political Culture. Fifth edition. Kendall Hunt Publishers.

Rackaway, Chapman, Michael A. Smith, Kevin Anderson and Ryan Sisson.
(2010) “The Eulogy Effect: The Impact of a Candidate’s Death on Media Coverage During Campaigns.” Politics and Popular Culture. Edited by Leah Murray. *Cambridge Scholars Press*.

Rackaway, Chapman.
(2010) “Predictors of Success in State Legislative Campaigning.” Predictive Models in Presidential Campaigns. Edited by Chandrasekhar Putcha. *Edwin Mellen Press*.

Rackaway, Chapman.
(2010) “Campaign.” 21st Century Political Science: A Reference Handbook. Edited by John Ishiyama and Mairjke Bruening. Sage Publications.

Breit, Emily S. and Gregory Weisenborn.
(2010) “Development and Implementation of a Multidimensional MBA Program Assessment Day.” *Journal of Business & Leadership*. (a Cabell’s listed journal; ISSN: 1559:3355).

Canter, Andrea S., Paige, Leslie Z., and Steven Shaw.
(2010) “Helping Children At Home and School III: Handouts for Families and Educators.” *National Association of School Psychologists*.

Sun, Jian and Ye Lin.
(2010) “Mega-events, Local Economics, and Global Status: What Happened before the 2008 Olympics in Beijing and the 2010 World Expo in Shanghai.” *Journal of Current Chinese Affairs*. 39(2):133-165.

PRESENTATIONS

Brett Zollinger, Marilyn Ray and Darren Hendrickson presented
“Sociodemographic Differences in Oral Health Awareness, Attitudes, and Practices: Findings From a Statewide Study” at the Midwest Sociological Society annual conference, Chicago, IL, April 2010.

Chapman Rackaway presented
“Being the Most Conservative. Ideological Strategies in a Six-Way Primary” at the Midwest Political Science Association annual meeting, Palmer House Hilton, Chicago, IL, March 2010.

Chapman Rackaway and Jacob Kessler presented
“The YouTube Census” at the American Democracy Project annual meeting, Providence, RI, June 2010.

PRESENTATIONS (cont.)

Chapman Rackaway presented
“Video Killed the Textbook Star: Use of Multimedia Supplements to Enhance Student Learning” at American Political Science Association Teaching and Learning Conference, Philadelphia, PA, February 2010.

Gary Brinker presented
“Obstacles to Wind Energy Development in Kansas” at the Midwest Sociological Society annual conference, Chicago, IL, April 2010.

Gregory Weisenborn, Gary Bergmiller and Paul R. McCright presented
“Lean and Sustainability Programs: Evidence of Operational Synergy for Lean Manufacturers and Logical Growth Toward Sustainability” at the Symposium of the Journal of Business and Leadership, Hays, KS, October 2010.

Gregory Weisenborn, Anthony Gabel and Stacey Smith presented
“H1N1 Pandemic Readiness and Response: A Survey of Subjects’ Intended Actions at a Midwestern State Comprehensive University” at the Fort Hays State University College of Business & Leadership Research Seminar, Hays, KS, April 2010.

Gregory Weisenborn, Anthony Gabel and Stacey Smith presented
“H1N1 Pandemic Readiness and Response: A Survey of Subjects’ Intended Actions at a Midwestern State Comprehensive University” at the Southwest Business Symposium, University of Central Oklahoma, March 2010.

Kate McGonigal presented
“Analysis of the City of Ellis [Kansas] Survey of Police Department Perceptions and Attitudes” at the Southwestern Social Sciences Association annual conference, Houston, TX, April 2010.

Mark Bannister presented
“Business Colleges: We Have To Nurture the Jungle If We Are Going to Live In It” at the Business and Leadership Symposium, Hays, KS, October 2010.

Shala Mills and Darrell A. Hamlin presented
“Ginger Rogers and the Mom in Tennis Shoes: Obstacles for Women in Politics and Strategies for Breaking Through” at the Kansas Women’s Leadership Conference, Hays, KS, March 2010.

Leslie Paige presented
“Grantwriting 101: An Essential Skill for School Psychologists” at the Mid-South Conference for the Mississippi Association for Psychology in the Schools, Alabama Association of School Psychologists, and Tennessee Association of School Psychologists, Tupelo, MS, October 2010.



Left to Right back row: Gary Brinker, Lynette Boys, 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 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. Gary has been the principal investigator for more than 75 applied research projects, including program evaluations, needs assessments, economic impact studies, population projections and public opinion surveys in the areas of education, substance abuse, environment, education, politics, family planning, aging, community health and marketing. He is the editor of the Missouri Electronic Journal of Sociology and a member of the Midwest Sociological Society, Southwest Social Sciences Society and the Hays Area 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 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, and the Population Association of America. 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. His research interests include housing prices, urban developmental policies, and public administration. 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 articles 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, Real Estate Economics, and Journal of Current Chinese Affairs. 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 directed a project for the Hays Unified School District and received national recognition from the Surgeon General's Office and the Centers for Disease Control SafeUSA as a "Best Practice." 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 the co-editor of Helping Children at Home and School III: Handouts for Families and Educators. 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 degrees 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. 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, the Research Environment Committee, and the Undergraduate Research Experience 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.



Lynette Boys, B.A.

Lynette Boys joined the Docking Institute in June 2008 as the administrative specialist. Responsibilities include: budget records, billing contracts, management of accounts, monitoring of fund balances, assigning expenses, payroll, and maintaining the website. She oversees student employment through JobX and supervises and coordinates the student activities. She is also responsible for design and publication of the Institute's 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

Tanner Bartholomew

Tanner joined the Docking Institute in January 2009 as a telephone surveyor in the survey center. In August 2010, he began working as a survey shift supervisor and as a survey center undergraduate assistant. He graduated from Rock Hills High School in 2007. He is currently a senior majoring in sociology with a minor in psychology. He will graduate in May 2011 and hopes to attend graduate school.

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 in December 2011 and become a school counselor.

Brett Keenan

Brett joined the Docking Institute as an intern in the fall of 2006 and continued as a student worker with the Institute until he graduated in May 2010. 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 majored in physics with a minor in mathematics and is currently attending graduate school at the University of Kansas.

Jingyuan Liu (Jenny)

Jenny joined the Docking Institute in January 2009 as an intern and continued 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 and is currently a junior majoring in chemistry. She plans to attend pharmacy 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.

Jessica Sudermann

Jessica joined the Docking Institute in May 2008 as a telephone surveyor in the survey center. In October 2009, she began work as a survey center undergraduate assistant and survey center shift supervisor. She graduated from Mankato High School in Mankato, Kansas in 2006. She graduated from Cloud County Community College with an Associate Degree in Science and is currently a senior majoring in history and secondary education. She plans on teaching high school history and government classes upon graduation in May 2012.

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.



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



Jellison Bridge

The Docking Institute of Public Affairs is located on the campus of Fort Hays State University in Hays, Kansas.



Sheridan Hall



Picken Hall
from the Quadrangle

SENIOR POLICY FELLOWS

In addition to our permanent staff, the Docking Institute maintains a cadre of scholars and professionals that work with us ad hoc.

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* (2010, 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*, *Social Science Quarterly*, *Soviet Studies*, *American Review of Politics*, *Kansas Business Review*, *Kansas Government Journal*, *Congressional Quarterly* and *Court Review*. He currently is a co-principle investigator on an National Science Foundation funded project entitled “Hyper-extractive Economies and Sustainability: Policy Scenarios for Sustainable Water Use in the High Plains Aquifer.” He also regularly comments on Kansas politics for regional and national newspapers. Joe received his Ph.D. from Indiana University in 1989.



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 on-campus, 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 Association as a Senior Fellow.



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.



Stephen Kitzis, Ph.D.

Senior Policy Fellow 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 USD's 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.



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.



Carl D. Parker, Ph.D.

Senior Policy Fellow Carl D. Parker is chair of the Department of Economics, Finance, and Accounting 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.



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

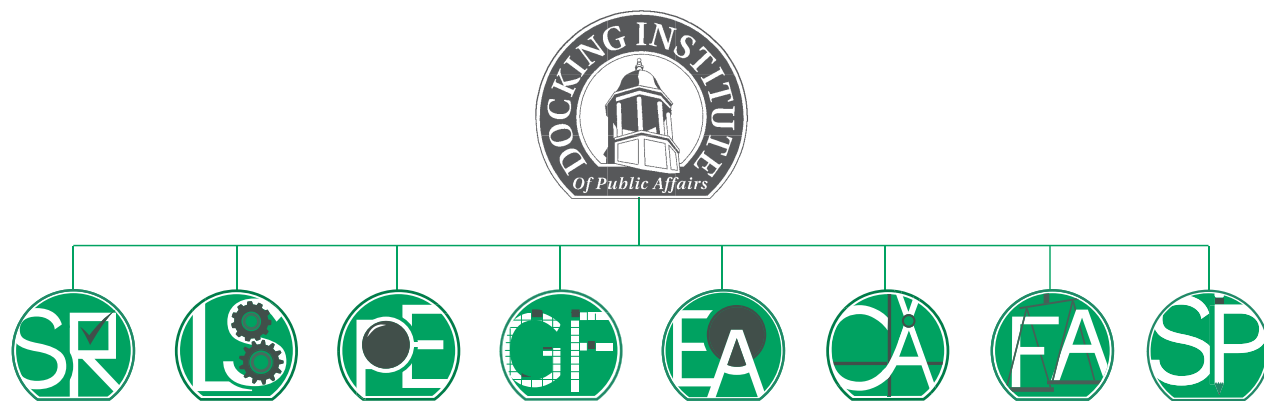
Senior Policy Fellow Marilyn Ray serves as adjunct faculty for the Department of Sociology at Fort Hays State University, teaching such courses as Medical Sociology and Death and Dying. She is also a board certified radiologist who practices radiology in northwest Kansas and eastern Colorado. She obtained 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.



Brett Zollinger, Ph.D.

Dr. Brett Zollinger was the director of the Docking Institute until June 2008 and is currently a senior policy fellow for the Institute. 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 in sociology from Utah State University in 1998.

- **Micki Armstrong, M.S.**, Fort Hays State University – family, multiculturalism, mediation, sociology, and cultural anthropology
- **Emily Breit, Ph.D.**, Fort Hays State University – commercial banking, corporate governance, and corporate finance
- **Curt Brungardt, Ph.D.**, Fort Hays State University – leadership studies, grant-writing, and strategic planning
- **Keith Campbell, Ph.D.**, Fort Hays State University – social psychology, cultural diversity, indigenous peoples, and grant writing.
- **Chris Crawford, Ph.D.**, Fort Hays State University – leadership, organizational innovation, knowledge management, and quality management
- **Kathy Dale, Ed.D.**, Fort Hays State University – systemic and systematic continuous improvement and leadership development
- **Robert Duffy, M.A.**, Fort Hays State University – outpatient counseling and diagnostics
- **John Heinrichs, Ph.D.**, Fort Hays State University – geosciences, remote sensing, world geography, climatology, and glaciology
- **Darren Hendrickson, Ph.D.**, Eastern Illinois University – medical sociology, environmental sociology, and sociological theory
- **Placido A. Hoernicke, M.F.A., Ed.D.**, Fort Hays State University – special education, English for speakers of other languages
- **Quentin Hope, M.P.P.M.**, McKinsey & Company – telecommunications, transportation, and energy industries
- **Thomas Johansen, Ph.D.**, Fort Hays State University – corporate finance, investments, and business consulting
- **Richard Lisichenko, Ph.D.**, Fort Hays State University – geographic information systems (GIS), geosciences, and geographic education
- **Mary Martin, Ph.D.**, Fort Hays State University – marketing principles, consumer behavior, marketing management, e-business, strategic electronic marketing, and database marketing
- **Micol Maughan, Ph.D.**, Fort Hays State University – business, management, and marketing
- **Rose McCleary, Ph.D.**, California State University, Bakersfield – social work
- **Kate McGonigal, Ph.D.**, Fort Hays State University – sociology, social deviance, social inequality, and women’s and gender studies
- **Shala Mills, J.D.**, Fort Hays State University – political science and victims’ rights
- **Lori Peek, Ph.D.**, Colorado State University – qualitative research methods, race and ethnic relations, and the sociology of disaster
- **Chapman Rackaway, Ph.D.**, Fort Hays State University – public opinion, campaign management, political parties, and voting behavior
- **Kevin A. Shaffer, M.S., C.C.D.P.**, Fort Hays State University– telecommunications, international message telephone service economics, and broadband internetworking services
- **Daniel D. Steeples, M.S.**, Management Consultation in Washington, D.C. – engineering management, systems engineering, operations research, and decision theory
- **Kent L. Steward, M.L.S.**, Fort Hays State University – media relations, journalism, strategic planning, and business feasibility studies
- **Greg Weisenborn, Ph.D.**, Fort Hays State University – business operations and manufacturing process efficiency, scarce inventory allocation, ergonomics and safe patient handling, student learning styles, production and operations management
- **Benjamin D. Wheeler, B.A.**, Kansas Department of Wildlife and Parks – the conservation of natural resources, environmental biology, and relationships between society



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 and Migration Studies

Based on government labor data alone, firms considering relocation or expansion can often conclude incorrectly that there is not sufficient 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, 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 entrepreneurship, job satisfaction and other issues.

The migration of people in and out of a local area is an important issue for community and economic planners. This is especially true for areas experiencing dramatic or sustained population decline or increase. Migration studies assess past and current migration trends, and determine issues and factors that might encourage people to remain in a local area, relocate elsewhere, and/or return.

Program Evaluation

Conducting an assessment of program implementation and program outcomes is indispensable for agencies to make informed decisions about the effectiveness of their programs. 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 technical evaluation reports for submission to federal and 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.

Ellis County • Hays Medical Center • Larned State Hospital • Decatur County • Norton County • Smith County • Wichita County • Russell County • Sheridan County • Logan County • Trego County • Finney County Chamber of Commerce • City of Hays • Ellis County Coalition for Economic Development • Ellis County United Way • Kansas Sentencing Commission • Corporation for Change • Kansas Department of Commerce and Housing • Kansas Rural Development Council • Farm Inc. • Hodgeman County • Rush County • Clark County • Kansas Inc. • City of Garden City • Rural Telephone Service Co., Inc. • Russell County Economic Development • Kansas Board of Regents Council on Affirmative Action • Kansas Telecommunications Strategic Planning Committee of the Kansas Legislature • Finney County Community Health Assessment Steering Committee • Cowley County Economic Development Advisory Council • Fort Hays State University/Kansas Board of Regents • Garden City Collaborative Telecommunications Group • Goodland Chamber of Commerce • Hays Business Improvement District • Pratt Chamber of Commerce • Sunflower Electric Power Corporation • Thomas County Economic Development • Western Kansas Rural Economic Development Alliance • Barton County • Cloud County Commission • Graham County • Chautauqua County • Cowley County • Ellsworth County • Barton County Economic Development Commission • State of Kansas • Gray County • Kansas Counties Treasurers' Association • Kansas Justice Initiative Commission • Kansas Governor's Office • Kansas Association of Counties/League of Kansas Municipalities • NEKCAP/NEKCRED • City of Norton • Norton County Hospital • Decatur County Economic Development • Phillips County • Southern Kansas Telephone Co., Inc. • Kansas Electric Power Cooperative, Inc. • K-10 Corridor • CloudCorp • Douglas County • Downtown Hays Ad Hoc Committee • Economic Development Administration • Fort Hays State University Alumni Association • Haskell County • Kansas Juvenile Justice Commission • Kansas Justice Initiative • City of McPherson • Manhattan Chamber of Commerce • TMP-Marian High School • Trego County • Catholic Charities • Development Corp. Of North Platte • Fort Hays State University-Forsyth Library • Harper County • Harvey County Economic Development Authority • IEL, Inc. • Kansas Chief Information Architect • Kansas Department of Commerce and Housing • Kansas Department of Health and Environment • Kansas Forest Service • Kansas Health Foundation • Kansas Bar Foundation/Kansas Office of Judicial Administration • Logan County • Meadows Development Corporation • Northwest Missouri Council of Governments/Northwest Roundtable • Osage City • Pratt Area Economic Development Corporation • Pratt County Community College • Scott County Hospital • Smoky Hill Country Club • City of Hays Affordable Housing Task Force • City of Victoria • Ellsworth County Medical Center • Financial Fitness Foundation • Finney County Economic Development Corporation • Ford County Economic Development Corporation • Fort Hays State University Advisory Committee on Equity • Fort Hays State University-College of Business and Leadership • Fort Hays State University Integrated Marketing Committee • Hadley Manor Group • Hays Interagency Coordinating Council • Hays Public Library • Hays Unified School District • Kansas Department of Social and Rehabilitation Services • Kansas Department of Wildlife and Parks • Kansas Division of Environment • Fort Hays State University-Kelly Center • Macon County (Missouri) Economic Development Association • Panhandle Area Development District • Southwest Kansas Groundwater Management District • Vision 21st Century Task Force on Workforce Development • Kansas Attorney General • Kansas Inc. • Wichita State University • Self-Help Network (Wichita State University) • Dodge City Community College • Geneva, Nebraska • Ozark Regional Economic Partnership • Information Network of Kansas • AgreeCorp • Grant, Nebraska • FHSU-Provost • Junction City-Geary County Economic Development • Marion County Economic Development • Hays Daily News • High Plains Mental Health Center • USD 489 Regional Economic Development Corporation • Chester Economic Development Corporation • FHSU-Drug and Alcohol Awareness Network • Dodge City Development Corporation • Center for Health Improvement • Hutchinson Economic Development Corporation • Junction City-Geary County Economic Development Commission • Kansas Association of the Blind and Visually Impaired • Ulysses Unified School District 214 • City of Cameron, Missouri • Cloud County Community College • FHSU-Endowment Association • Fort Hays Educational Development Center • Fort Hays State University-President's Office • Fort Hays State University-Virtual College • Great Bend Chamber of Commerce • High Plains Museum • Historic Abilene Inc. • Humane Society of the High Plains • Information Network of Kansas • Kansas Criminal Justice Coordinating Council • Kansas Governor's Federal and Other Grants Program • Kansas State University-Office of Local Government • Kansas Underground Salt Museum • Pioneer Trails Regional Planning Commission • Rumery & Associates • City of Chillicothe, Missouri • Salina Emergency Aid Food Bank • Smoky Hill Educational Service Center • Smoky Hills Public Television • Arts and Memories Museum • Cloquet, Minn., Independent School District • Colby Community College • Education Development Corporation • Ellis County Rural Fire Department • Jeffrey Donohoe Associates, LLC • Kansas Health Institute • Kansas Health Policy Authority • Pawnee County • St. Joseph, Mo., Area Chamber of Commerce • Sunrise, Inc. • USD 388 Ellis • American Democracy Project • East Central Kansas Economic Opportunity Corporation (ECKAN) • Falls City, Nebraska, Economic Development & Growth Enterprise, Inc. (EDGE) • Fort Hays State University-Department of Communication Disorders • Highland Community College • Hutchinson/Reno County Chamber of Commerce • Miami County Economic Development • Ness County Commission • Tech Rescue, Inc. • USD 208, WaKeeney • Beach Museum of Art • Central Missouri Economic Development Alliance • City of Junction City, Kansas • Eudora USD 491 • Greater Salina Community Foundation • Hutchinson News • Johnson County Department of Corrections • Kansas Academy of Mathematics and Science (KAMS) • Kansas Bioscience Authority • North Central Kansas Technical College • Oral Health Kansas • Quest Center for Entrepreneurs • Salina Area Chamber of Commerce • Schwab Eaton/City of Bel Aire • SHPTV/KPTS Ready to Lead in Literacy • Trego County-Lemke Memorial Hospital • Wichita Area Technical College • Wichita State University-Center for Economic Development and Business Research • Colby Multipurpose Activity Center • EduKan • First Call for Help • First Care Clinic • Kansas Highway 36 Association • Labor Market Information Services (Green Jobs), Wilson County • Leavenworth County Development Corporation • Legacy Regional Community Foundation • Nex-Tech, Inc. • RTI International • Wichita Area Sexual Assault Center • City of Larned • Larned PRIDE • Composites Kansas WIRED Initiative • Hays Head Start • Heart of Kansas Family Healthcare Inc. • Lake County Chamber of Commerce • Rush County Highway Department