

2011 Annual Report





MISSION & HISTORY

The primary mission of Fort Hays State University's Docking Institute of Public Affairs is to facilitate effective public policy decision-making among governmental and non-profit entities. The Docking Institute of Public Affairs began as the Fort Hays State University Institute of Public Affairs in 1980. In October 1988, the Kansas Board of Regents changed the name to the Docking Institute of Public Affairs in honor of Kansas Governors George Docking and Robert B. Docking and Lieutenant Governor Tom Docking. Since that time, the Docking Institute has been a leader in facilitating public policy research and planning for Kansas and its rural regions, conducting more than 431 major projects. Today, the Docking Institute offers 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



As the Docking Institute of Public Affairs closes out another year of assisting government and non-profit organizations around the region, we thank our clients and supporters for their trust and commitment to our mission. With the national economy finally showing signs of recovery, we look forward to a productive and rewarding new year in 2012. In addition to completing numerous applied research initiatives, the Institute underwent several changes as we evolve to meet the research demands of the future.

Two of our staff members, Leslie Paige and Joyce Wolfe (now Joyce Connolly), moved on to positions that better met their needs and interests. Leslie now works full-time for the FHSU Graduate School. Joyce is now a researcher for the Institute for Transportation & Development Policy. We will miss their contributions to the Institute's mission, as well as their friendship and camaraderie, and wish them the best. We welcome our new manager of the Center for Survey Research, Tanner Bartholomew. Tanner is a recent graduate of Fort Hays State University and worked under Joyce supervising survey interviewers for more than a year. Tanner also has formal training and experience in grant writing and intends to continue honing these skills to the benefit our clients who need these services. We also welcome our new interns and student researchers, Bradley Pendergast, Sam Shepic, Kaci Norman and Eric Menendez, who is completing his senior year in high school.

Other new initiatives of 2011 include collaboration with the Kansas Department of Social and Rehabilitation Services, whereby Kansans with limited mobility will work in their homes remotely as telephone survey interviewers. Tanner worked with FHSU computer technicians to set up an interactive network that connects the remote interviewer to the computerized telephone interview system housed on the University's server through the Internet. This arrangement will provide employment opportunities for disabled Kansans, as well as a pool of reliable, highly qualified telephone interviewers for the Institute's survey data collection.

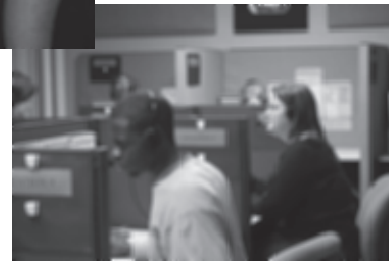
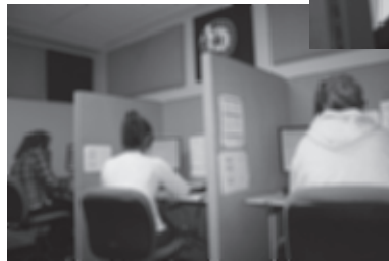
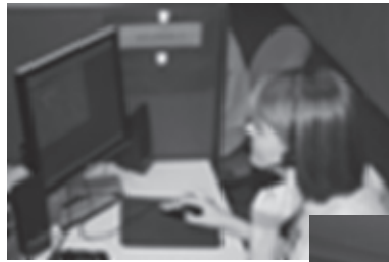
Looking ahead to 2012, the Docking Institute will strive to continue to offer high-quality research services, continually working to utilize new knowledge and technology to stay on the cutting edge of the science of research methodology. We also remain committed to providing Fort Hays State University students of the social sciences with opportunities to gain experience in applied research, preparing them to assume permanent positions in the public, non-profit and private sectors of the economy. We invite all organizational leaders to peruse our website and contact me or Mike Walker to discuss your research needs.

Best Wishes,

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

Gary Brinker, Director
Docking Institute of Public Affairs
Fort Hays State University

The University Center for Survey Research



NEW home **NEW** manager **NEW** quality control

In 2008 the University Center for Survey Research and Docking Institute offices were moved to Wiest Hall to allow for the remodeling of Picken Hall. Since there was limited space in Wiest, they had to put the survey center in the basement and all other offices on sixth floor. This year we are delighted to announce that all of the Docking Institute has been reunited in our permanent home on the third floor of Custer Hall.

Along with a new home came a new survey center manager. We are pleased to welcome Tanner Bartholomew to our staff. Tanner worked as a telephone surveyor, shift supervisor and student manager before accepting the position in August. Tanner received his Bachelor of Arts degree in sociology and a Grant Writing Certificate from Fort Hays State University in May 2011.

New Quality Control:

- has upgraded each of the 19 calling stations with a new phone and auto dialing capabilities. There are two efficiency advantages of auto dialing compared to manually dialing. Firstly, auto dialing can connect much faster than a surveyor manually entering a number. Also, the dialers ensure that each phone number is dialed correctly and interviews are completed with the desired respondents.
- implemented a new monitoring system. This system enables a supervisor to monitor phone calls. This will greatly help supervisors train new surveyors on how to handle difficult situations, properly refer to station materials, learn to be more inviting to respondents and verify the accuracy of the survey data.



HIRING PROCESS OF A SURVEYOR

Students start the hiring process by applying on JobX using their TigerTracks account location within the Fort Hays State University website. Once the application is submitted, a student will receive an invitation to the next training. The waiting period for the first invitation varies depending on how busy the survey center is and how many surveyors are needed. The invitation provides the date, time, and content of the training. Students are expected to reply in a timely manner to the first invitation and before all training positions are filled. Once students reply, the manager then records their names and emails them with further instructions.

The purpose of the second invitation is to inform a surveyor that he or she has a position at the training. It reminds the student to dress appropriately and to complete the necessary paperwork with student employment. If this paperwork is not completed, the student will not be permitted to attend the training.

TRAINING

The two-hour training session is designed to introduce prospective surveyors to the basic skills and knowledge that they will need in order to properly perform the job. Training begins with an introduction of survey center supervisory staff, shift times, sign-up procedure, and pay. Next, surveyors learn the University Center for Survey Research's telephone surveying philosophy, which consists of two main ideas.

1. Standardization, which simply means presenting the survey questions to all respondents as uniformly as possible, so that each respondent understands or perceives them in the same way.
2. Demeanor; we remind surveyors that they are representing not only the University Center for Survey Research, but also the Docking Institute, Fort Hays State University, and the client that has contracted the survey. Because of this, surveyors are expected to contribute to and maintain a professional working environment. Surveyors are then informed of the coding of dispositions.



After each phone call is made, the surveyor must record the disposition, or summary of what happened during the phone call. After the record has been coded, the WinCati software will automatically store the record, allowing it to be accessed whenever needed. Finally, a surveyor will be trained to use the WinCati instrument. They will practice reading the survey aloud and leave messages, while supervisors evaluate their efforts and provide constructive criticism.

After a surveyor has attended the initial training session, they must work a three-hour night shift for "booster" training. The booster training reiterates everything covered in the initial training, and gives supervisors further insight on a surveyor's ability and potential. At the end of their first night shift, surveyors are expected to call for at least thirty minutes. For the first two weeks of employment, the surveyor's performance will be closely monitored by a supervisor. Supervisors will check the accuracy of disposition codes and messages, listen to surveyors' voices, and document and inform surveyors of errors.

Survey Research	College of Education and Technology, Fort Hays State University
Labor Study	Central Missouri Economic Development Alliance
Survey Research	Economics, Finance and Accounting Department, Fort Hays State University
Labor Study	Ellis County Coalition for Economic Development
Labor Study	Falls City Economic Development and Growth Enterprise, Inc.
Economic Impact Study	Fort Hays State University
Strategic Planning	Hays, USD 489
Labor Study	Hutchinson/Reno County Chamber of Commerce
Survey Research	Institute for Policy and Social Research
Program Evaluation	Kansas Academy of Mathematics and Science
Survey Research	Kansas Board of Regents
Public Policy	Kansas County Treasurers Association
Program Evaluation	Kansas Health Foundation
Survey Research	Kansas Health Institute
Survey Research	Kansas Health Policy Authority
Survey Research	Kansas Small Business Development Center
Survey Research	Kansas State University/Office of Local Government, Cheyenne County
Survey Research	Kansas State University/Office of Local Government, Marshall County
Public Policy	Kansas Speaks
Survey Research	Kelly Center, Fort Hays State University
Labor Study	Leadville/Lake County Chamber of Commerce
Survey Research	Marianna Kistler-Beach Museum of Art
Economic Impact Study	Nex-Tech, Inc.
Labor Study	Ottawa Franklin County Economic Development
Survey Research	Public Square Communities
Survey Research	Republic County Economic Development Corporation
Economic Impact Study	Rush County Highway Department
Labor Study	Salina Area Chamber of Commerce
Relocation Study	Salina Area Chamber of Commerce
Program Evaluation	State Library of Kansas
Survey Research	Teacher Education Department, Fort Hays State University



Program Evaluation

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



Kansas Academy of Mathematics and Science

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

The Kansas Academy of Mathematics 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. These data are 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 the program. The evaluation results so far suggest a highly successful program with high levels of satisfaction among participants. The first cohort completed the program in spring of 2011, at which time most opted to continue and complete their undergraduate degrees at Kansas universities.

Kansas Health Foundation “Nutrition and Physical Activity Initiative” Evaluation

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

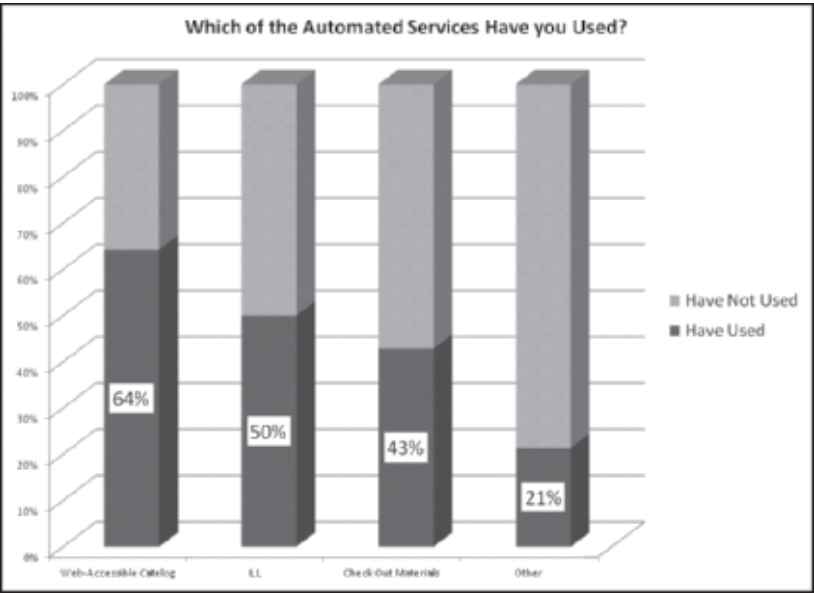
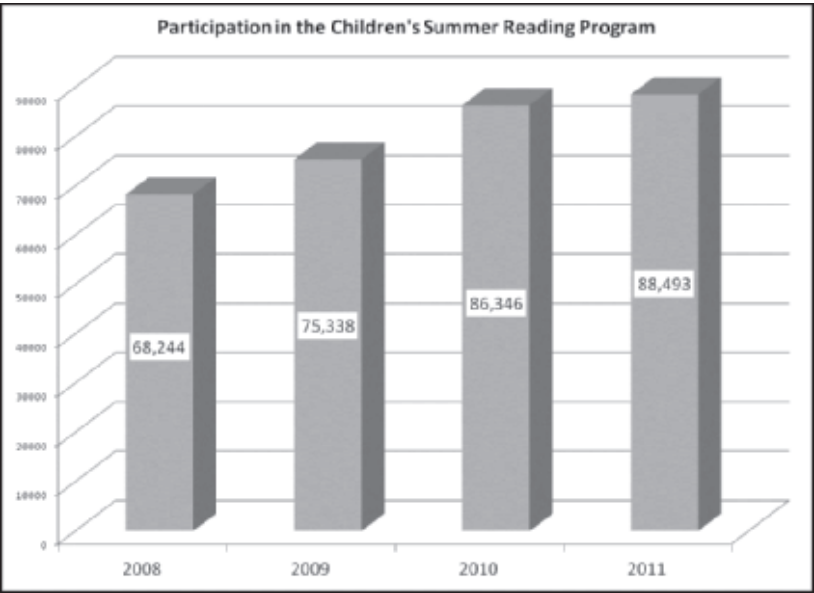
In 2006, the Docking Institute was awarded a grant by the Kansas Health Foundation to evaluate the effectiveness of the Kansas Health Foundation “Nutrition and Physical Activity (NPA) Initiative.” One semi-annual and three annual surveys of Kansans’ awareness, attitudes and behavior regarding nutrition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

State Library of Kansas

by Gary Brinker, Ph.D; Jennifer Sauer, M.A.; Mary Alice Wade, M.A.

The State Library of Kansas, in a competitive bidding process, selected the Docking Institute to conduct the Library Services Technology Act evaluation. Every four years, the federal government grants state libraries funding to pursue enhanced delivery of services. The grant requires an independent evaluator be selected to monitor dispersal of funds and assess the impact on library users. The final report will be submitted in February 2012.

State Library of Kansas





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.



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 labor availability 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 is estimated to be 138,902, with a civilian labor force of 74,587. Using data collected from telephone interviews and mail questionnaires, the Institute estimates the available labor pool (ALP) for the Lake County Labor Basin to be 30,690 individuals. The ALP consists of working age adults who indicate that they are currently looking for work or would seriously consider a new or different job. Surveying began on November 22, 2010 and ended February 7, 2011.

Two-fifths (40%) of the members of the Leadville Lake County Labor Basin ALP will commute up to 45 minutes, one way, for an employment opportunity. Almost 80% will commute up to 30 minutes for employment. Of particular interest to the client was travel times during winter months, when snow storms can extend commute times. When asked, 64% of the ALP indicated that they would “travel twice as long during winter months” to a job. Given this condition, 63.8% of the Leadville Lake County ALP will commute up to 45 minutes, one way, for an employment opportunity, and 91.8% will commute up to 30 minutes for employment.

Salina Area Chamber of Commerce – Relocation Study

by Michael Walker, M.S.

The Salina Area Chamber of Commerce contracted the Docking Institute to assess the willingness of people to move to Salina for an employment opportunity. The area of study includes 20 counties in north central Kansas: Barton, Clay, Cloud, Ellis, Geary, Gove, Graham, Jewell, Mitchell, Morris, Norton, Osborne, Phillips, Republic, Rice, Rooks, Russell, Sheridan, Smith and Trego.

The population of the study area is estimated to be 184,016. The working age population (those individuals between the ages of 18 and 65) is estimated to be 110,434. Data collected from telephone interviews suggests that:

- 35,011 individuals (or 37.7% of the working age population) are interested in a new job,
- 16,665 will consider moving for a new job, and
- 13,366 are willing to move to Salina for a new job opportunity.

Salina Area Chamber of Commerce - Labor Availability Analysis

by Michael Walker, M.S.

The Salina Area Chamber of Commerce contracted the Docking Institute to assess labor availability in the Salina area. The Salina Kansas Labor Basin includes Clay, Cloud, Dickinson, Ellsworth, Geary, Lincoln, Marion, McPherson, Mitchell, Ottawa, Republic, Rice and Saline counties in Kansas. The population of the labor basin is estimated to be 200,452 with a civilian labor force of 113,259. Using data collected from telephone interviews, the Institute estimates the available labor pool (ALP) for the Salina Kansas Labor Basin to be 44,919 individuals. The ALP consists of working age adults who indicate that they are currently looking for work or would seriously consider a new or different job. Surveying took place from May 9 to June 23, 2011.

About 71% of the Salina ALP has at least some college experience and 98% has at least a high school diploma. The average age for members of the available labor pool is about 46 years old and women make up 54% of the available labor. About a fifth (21%) indicate that they speak “at least a little” Spanish.

It is estimated that 24.1% of the ALP currently works in general labor occupations and 6.1% in government services occupations (such as police and fire) or technical/high skill blue collar occupations (such as welder and lab technician). It is also estimated that 37.7% work in service sector occupations (such as clerical worker, retail sales clerk, and certified nurse’s assistant), while an additional 15.0% works in white-collar professional occupations.



Central Missouri Economic Development Alliance – Labor Availability Analysis

by Michael Walker, M.S.

The Docking Institute was contracted by the Central Missouri Economic Development Alliance to assess the available labor in the West Central Missouri Labor Region. The region encompasses 20 counties in Missouri. The region includes five overlapping labor basins of about nine counties each. The labor basins were centered on Henry, Johnson, Lafayette, Pettis and Saline Counties. A similar study was conducted in 2008-2009, which included a trend analysis.

Ellis County Coalition for Economic Development – Labor Availability Analysis

by Michael Walker, M.S.

The Ellis County Coalition for Economic Development contracted the Docking Institute to assess the available labor in the greater Ellis County area of Kansas. The Ellis County Labor Basin includes Barton, Ellis, Graham, Ness, Osborne, Rooks, Rush, Russell, and Trego Counties in Kansas. The population of the labor basin is estimated to be 84,147, with a civilian labor force of 50,720. Telephone surveying to determine the size and characteristics of the available labor pool are scheduled to begin in January 2012.

Falls City Economic Development and Growth Enterprise, Inc. – Labor Availability Analysis

by Michael Walker, M.S.

Falls City Economic Development and Growth Enterprise, Inc. (EDGE) contracted the Docking Institute to assess the available labor in the greater Richardson County area of Nebraska. The Richardson County Labor Basin includes Richardson, Johnson, Nemaha and Pawnee Counties in Nebraska; Brown, Doniphan and Nemaha Counties in Kansas; and Atchison and Holt Counties in Missouri. The population of the labor basin is estimated to be 62,305, with a Civilian Labor Force of 34,126. Telephone surveying to determine the size and characteristics of the available labor pool began at the end of 2011 and is expected to be completed in February 2012.

Hutchinson/Reno County Economic Development – Labor Availability Analysis

by Michael Walker, M.S.

Hutchinson/Reno County Chamber of Commerce contracted the Docking Institute to assess labor availability in the greater Reno County area of Kansas. The Hutchinson Kansas Labor Basin includes Harvey, Kingman, McPherson, Pratt, Reno, Stafford, and portions of Sedgwick Counties in Kansas. The survey is expected to be completed in March 2012.

Ottawa/Franklin City Economic Development Inc. – Labor Availability Analysis

by Michael Walker, M.S.

Ottawa/Franklin County Economic Development, Inc. contracted the Docking Institute to assess labor availability in the greater Franklin County area. The Franklin County Labor Basin includes Anderson, Coffey, Douglas, Franklin, Johnson, Linn, Miami and Osage counties in Kansas. The population of the labor basin is estimated to be 394,095, with a civilian labor force of 212,530. Data collecting using telephone interviews will determine the available labor pool for the Franklin County Labor Basin. The survey is expected to be completed in February 2012.



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 19-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



Economics and Finance Department, Fort Hays State University – Retirement Survey

by Gary Brinker, Ph.D.; Carl Parker, Ph.D.; Kathleen Arano, Ph.D.

Drs. Carl Parker and Kathleen Arano of Fort Hays State University asked the Docking Institute to administer a mail survey to a random sample of Kansas Regents university professors to measure their intentions and financial preparation for retirement. The data will be used for pure research. The authors are studying the effect of the economic downturn on faculty retirement plans.

Institute for Policy and Social Research and the Research and Graduate Studies office at the University of Kansas – Survey Research

by Michael Walker, M.S.

The Institute assisted the Institute for Policy and Social Research (IPSR) at Kansas University with an Office of Experimental Program to Stimulate Competitive Research project to assess land use among farmers in Kansas (among other issues). The Docking Institute was contracted to perform data entry for mail questionnaires collected by IPSR staff, call respondents who had not completed the mail questionnaire and remind them to do so, and complete telephone interviews with respondents indicating they will not be able to complete the mail questionnaire. The Institute performed data entry on 2,185 mail questionnaires, and completed approximately 5,260 five minute telephone reminders and 12 full-length 45-minute telephone interviews.

Kansas Health Institute – Survey of Birth Mothers

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

The Kansas Health Institute contracted with the Docking Institute to administer a telephone survey to a sample of Kansas women who gave birth in 2009. The purpose of the survey was to help the state of Kansas find ways to provide better support for pregnant women. The Docking Institute surveyed 745 respondents and delivered the data to the client for review and analysis.

Kansas Health Policy Authority – Kansas Physician Survey

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

In 2011, the Docking Institute was selected to conduct a survey of Kansas physicians for the Kansas Health Policy Authority. The purpose of the survey was to collect information on current and projected usage of digitalized medical records. KHPA intends to promote a centralized database of medical records to make it easier for medical professionals to access up-to-date medical files of their patients. The data from the survey will be used by the team of experts charged with developing this statewide system.

Kansas Small Business Development Center (KSBDC) – Survey Research

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

The Docking Institute conducted a combination of Web, mail and telephone surveys for the Kansas Small Business Development Center (KSBDC). The KSBDC has eight regional offices and 13 outreach centers in Kansas, serving small businesses in different regions in Kansas. The survey asked 2010 KSBDC clients (Kansas entrepreneurs and small business owners) about the quality of services provided by the KSBDC offices/centers, and collected employment and financial information on the small businesses served by the KSBDC. The research found that among those small businesses that contacted the KSBDC to start a new business, 46.2% did start a new business in 2010. The survey also showed that 94.5% of the respondents agree that the KSBDC counselors responded to clients' needs, and 56.2% of the respondents think that the overall knowledge and expertise of the KSBDC counselors are excellent. Among those small businesses surveyed, 517 businesses achieved growth in total sales from 2009 to 2010, and the total sales increase of those 517 businesses was \$68,884,698. Among those small businesses surveyed, a total of 3,022 jobs were retained or created in 2010. It is estimated that these jobs would have generated \$5,630,698 individual income tax revenue for the state of Kansas, and \$37,820,018 individual income tax revenue for the federal government in 2010.

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

by Tanner Bartholomew, B.A.

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 Cheyenne County, Kansas, for the purpose of assessing rural health care needs. The Docking Institute surveyed 404 respondents and delivered the data to the client for review and analysis.

PROJECTS COMPLETED (cont.)



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

By Tanner Bartholomew, B.A.

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 Marshall County, Kansas, for the purpose of assessing rural health care needs. The Docking Institute surveyed 322 respondents and delivered the data to the client for review and analysis.

Kelly Center, Fort Hays State University – Social Norms Survey

by Gary Brinker, Ph.D.

The Kelly Center, a department of Fort Hays State University that provides counseling, tutoring and testing services to its students, contracted with the Docking Institute to conduct a survey of random FHSU on-campus students to measure behaviors and perceptions of drug and alcohol usage. The data will be used by the center’s coordinator of the Drug and Alcohol Wellness Network to develop programs and channel resources.

PROJECTS UNDERWAY

FHSU College of Education and Technology – Mentors and Employers Survey

by Jian Sun, Ph.D.

The College of Education and Technology at Fort Hays State University asked the Docking Institute to conduct an online survey of its recent graduates working as teachers, as well as their supervisors or mentors, in order to assess the quality of their training and determine where curricular changes may be needed. The survey is scheduled to be conducted annually for an indefinite period.

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 at least six 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 and 2012.

Republic County Economic Development – Housing Survey

by Jian Sun, Ph.D.

The Republic County Economic Development Corporation contracted the Docking Institute to conduct a housing study. The study assesses housing demand and availability in Republic County, Kansas, using data published by the U.S. Census Bureau and data collected from surveys of individuals living in Republic County, individuals living out of Republic County, and major employers in Republic County.

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

by Gary Brinker, Ph.D.

Multi-Tier System of Supports is a coherent continuum of evidence-based, system-wide practices to support a rapid response to academic and behavior needs, with frequent data-based monitoring for instructional decision-making to empower each Kansas student to achieve high standards. Faculty researchers and students in the FHSU College of Education and Technology (COET) contracted with the Docking Institute to collect survey data from a sample of teachers in primary and secondary education in Kansas for the purpose of evaluating the implementation and effectiveness of this program. The data will be delivered to COET researchers for analysis in February 2012.



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



Fort Hays State University – Economic Impact Study
by Thomas Johansen, Ph.D.; Kathleen Arano, Ph.D.

As part of an effort to document the value of Fort Hays State University, the Office of the President commissioned the Docking Institute to conduct a study to assess the economic impact of the University on the Kansas economy. The study utilized state-of-the-art software (IMPLAN) to estimate the impact of spending, wages and social capital resulting from the operations of Fort Hays State University. The authors estimate the short-term expenditures and long-run human capital economic impact of the University to be \$1,460,000,000.

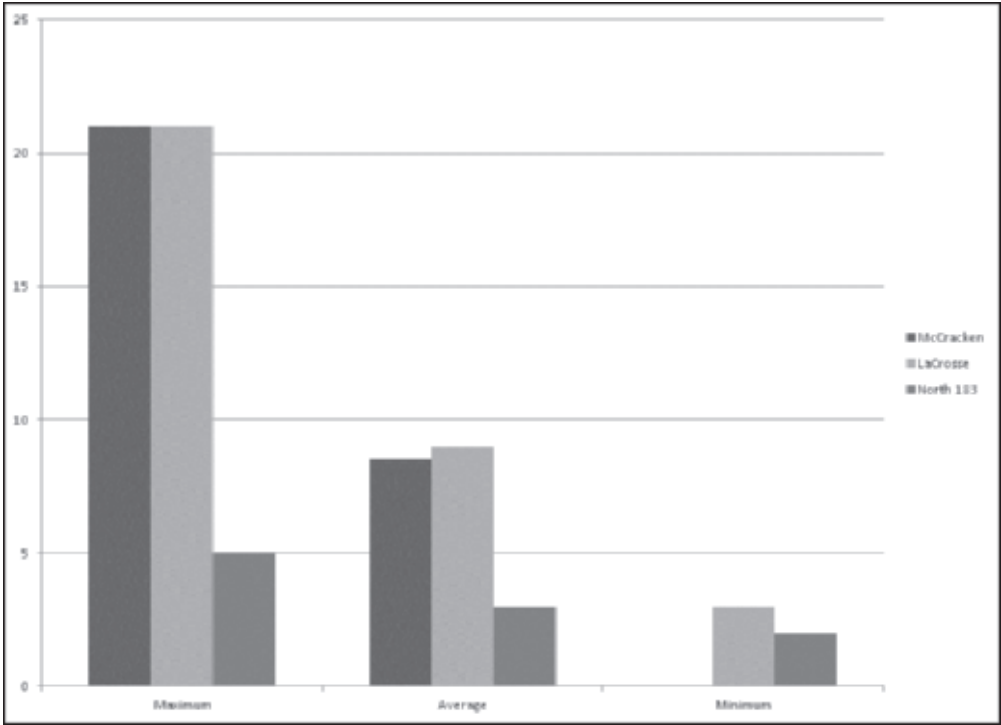
Nex-Tech, Inc. – Economic Impact Study
by Preston Gilson, Ph.D.

Nex-Tech, Inc. contracted with the Docking Institute of Public Affairs to conduct two studies to evaluate the economic impact of the Notice of Proposed Rulemaking to implement the National Broadband Plan, released by the Federal Communications Commission in March 2010, on Nex-Tech’s service areas in Kansas. The study utilized state-of-the-art software (IMPLAN) to estimate the impact of spending, wages and the tax base resulting from implementation of the new federal policies. The study concluded that the proposed regulatory changes will cause \$133,069,159 in economic loss to the region, a loss of 630 jobs and a loss of \$26,051,893 in total employee compensation, which will have significant negative impacts on the rural Kansas areas served by Rural Telephone, Nex-Tech and Nex-Tech Wireless.

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

The Rush County, Kansas, Highway Department contracted with the Docking Institute to conduct a feasibility study to inform a decision to resurface a heavily traveled road as a sand surface or all-weather black top. Researchers surveyed local residents and business owners and analyzed use pattern data to arrive at economic impact estimates for each alternative. Highway administrators will use this data to make a final decision on the type of surface to use.

Rush County
Economic Impact Study



This graph shows the number of trips per week that respondents made to McCracken, La Crosse, or north on US 183. One respondent did not travel to McCracken; however, the most common destinations were either La Crosse or McCracken (with almost no difference in number of trips). The data was used to decide whether to pave a key rural roadway in Rush County.



Strategic Planning

Visionary leadership begins with a plan that strategically prioritizes scarce community or organizational resources. The Docking Institute has worked with more than 60 entities including state agencies, educational institutions, museums, communities, economic development organizations and chambers of commerce to conduct strategic planning. The Docking Institute customizes the strategic planning process to meet each organization's requirements. Our comprehensive package of strategic planning services includes project organization, data analysis and assessment, survey work, group facilitation and plan writing.

PROJECTS COMPLETED



Marianna Kistler-Beach Museum of Art, Kansas State University – Survey Research

by Gary Brinker, Ph.D.

Beach Museum of Art – In order to provide an environmental scan of the organization’s clientele, the Marianna Kistler - Beach Museum of Art, located on the campus of Kansas State University, asked the Docking Institute to conduct two surveys. The first survey obtained by telephone interview the opinions and attitudes from a random sample of adult residents in the surrounding area regarding the Beach Museum’s exhibits and programs. The second survey, administered online, collected similar information from staff and formal members. The information will be used for strategic planning.

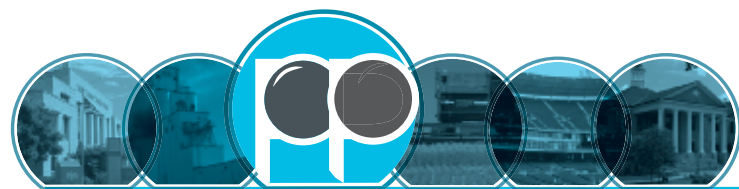
USD 489 – Strategic Planning

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

Unified School District 489, Hays, contracted with the Docking Institute to facilitate a five-year strategic planning session. The Institute will conduct two surveys, a phone survey of residents within the district’s geographic boundaries and an Internet survey of faculty, staff and parents as part of the environmental scan of the district’s operating environment.



Assistant Director Michael Walker facilitates a strategic planning session for USD 489 along with assistance from Director Gary Brinker.



Public Policy

To facilitate effective public policy decision making, the Docking Institute has more than 35 distinguished policy fellows representing industry, academia, and government. The Docking Institute assembles the right team of experts to find real-world solutions to real-world challenges. Through public affairs programming, the Docking Institute provides critical resources for today's public leaders to plan for a successful future.

PROJECTS COMPLETED



American Democracy Project

Coordinator: Curt Brungardt, Ph. D.

The Docking Institute collaborates with the American Democracy Project to provide distribution of The New York Times to 10 locations on the Fort Hays State University campus. The Times is distributed daily during the fall and spring semesters in order to promote readership and to use in the classroom.

Kansas County Treasurers Association Training

Coordinator: Jian Sun, Ph.D.

For the past 19 years, the Institute has offered 26 classes to county treasurers in Kansas, who then receive certification for their participation.

Kansas County Treasurers Association Online Training

Coordinator: Jian Sun, Ph.D.

The Docking Institute developed the first online training course for the Kansas County Treasurers Association. The course provides instruction in six topic areas related to the duties, responsibilities and operation of the office of county treasurer. The course is delivered through the Blackboard website of Fort Hays State University. In 2011, a total of 24 county treasurers completed the course.

Kansas Legislature

The Docking Institute continued its tradition hosting live call-in legislative forums on Smoky Hills Public Television most Friday evenings. Directed by Docking fellow, Chapman Rackaway, Ph.D., the show is hosted by Docking fellows experienced and knowledgeable in state politics who moderate a discussion by key state legislators and pundits.

Kansas Speaks

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

Kansas Speaks is a statewide public opinion telephone survey measuring Kansans' opinions on public issues and their evaluations of elected officials. First published in 2009, the survey is conducted annually every summer. Kansans in 2011 generally prefer keeping income, sales and property taxes at current levels, but the percentage favoring tax increases for corporations and high income earners has been on the increase since 2009, according to Dr. Gary Brinker, director of Fort Hays State University's Docking Institute of Public Affairs. This was the third annual *Kansas Speaks* survey.

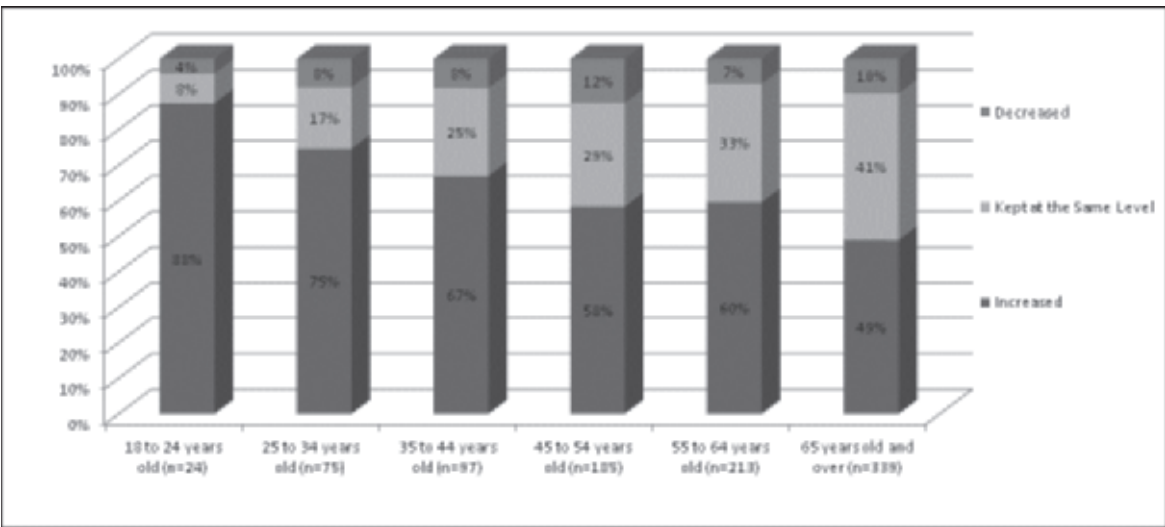
Tax increases for large corporations were favored by 63 % of respondents (up from 54 % in 2010 and 52 percent in 2009), and 58 % favored tax increases for top income earners, which was up from 47 % in 2010 and 41 % in 2009.

Among the many survey questions were three recent hot-button issues: proof of citizenship for voting, elimination of the Kansas Arts Commission and repeal of the Patient Protection and Affordable Care Act of 2010.

The Docking Institute's *Kansas Speaks* findings for 2011 were the result of a survey of 1,039 Kansas adults over the age of 18 who completed the survey by mail and by phone between June 21 and Sept. 2. The survey has a 3.04 % margin of error.

Kansas Speaks

Opinion on State Funding for Grades Kindergarten through High School by Age : 2011



Kansas Speaks found that the younger the respondent, the more likely they were to support increased state funding for K-12.

PUBLICATIONS

[Rackaway, Chapman](#)

(2011) “Video Killed the Textbook Star.” *Journal of Political Science Education*.

[Rackaway, Chapman](#)

(2011) “Communicating Politics.” Webtext. Soomo Publishing.

[Weisenborn, Gregory; Gary Bergmiller; Paul R. McCright](#)

(2011) “A New Model for Organizational Sustainability.” *Proceedings of the 2011 Industrial Engineering Research Conference*, T. Doolen and E. VanAken, eds.

[Weisenborn, Gregory; Gary Bergmiller; Paul R. McCright](#)

(2011) “Lean and Sustainability Programs: Evidence of Operational Synergy for Lean Manufacturers and Logical Growth Toward Sustainability.” Review of Business Research.

PRESENTATIONS

[Gary Brinker; Tanner Bartholomew; Kate McGonigal](#)

“Effect of Wearing Pink Uniforms on Female Athletic Performance” at the Midwest Sociological Society annual conference, St. Louis, MO, March 2011.

[Chapman Rackaway](#)

“Being the Most Conservative. Ideological Strategies in a Six-Way Primary” at the Midwest Political Science Association annual meeting, Chicago, IL, April 2011.

[Gregory Weisenborn; Gary Bergmiller; Paul R. McCright](#)

“A New Model for Organizational Sustainability” at the Institute of Industrial Engineering 61st Annual Conference and Expo, Reno, NV, May 2011.

[Mark Bannister; Wally Guyot; Robert Meier](#)

“Business Students’ Media Preferences for Communication Within the College” at Fort Hays State University Business and Leadership Symposium, Hays, KS, October 2011.

HONORS

[Shala Mills](#)

Shala Mills is the national coordinator for the Global Challenges Project, a collaborative partnership between the American Association of State Colleges and Universities’ (AASCU) American Democracy Project, the New York Times Knowledge Network, and scholars from 10 AASCU campuses. The Global Challenges project creates a unique national blended learning model course that addresses the key challenges facing the globe over the next 25 years. The course uses the Seven Revolutions framework developed by the Center for Strategic and International Studies, a leading non-partisan think tank in Washington, D.C.



Back: Jian Sun, Michael Walker, Gary Brinker;
Front: Tanner Bartholomew, Lynette Boys



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 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. 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. Mike also participated in archeological digs in southern Utah, completed a political internship in Washington, DC, 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 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 from the University of Louisville in 2007.



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.



Tanner Bartholomew, B.A.

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 research assistant. He joined the Institute as a staff member in August 2011 as Survey Center Manager. His responsibilities include managing all student interviewers and supervisors. Other duties include hiring and training to ensure a full staff of interviewers and supervisors necessary for completing all survey research projects, making sure all survey work stations are operational, tracking work hours and job performance of all student interviewers and supervisors. He also monitors the progress of all survey projects, programs the CI3 CATI automated survey software, monitors the sample status and requests required sample data, along with reporting the status of the survey center and all survey projects to the directors, and performs other tasks as assigned. Tanner is a member of American Association for Public Opinion Research and Midwest Sociological Society. In May 2011, he received a bachelor of arts degree in sociology and a Grant Writing Certificate from Fort Hays State University.



The Docking Institute employs undergraduate students and provides internship opportunities.

Our students have come from a variety of academic disciplines including political science, sociology, psychology, communications, business, counseling, English, art, biology and physics. Our students have experiences at the Institute unavailable to most undergraduate students and are often assigned tasks and given responsibilities available only to graduate students at other universities. The Institute is fortunate to have such dedicated, reliable, and hard-working students.

UNDERGRADUATE STUDENTS

Olivia Davenport

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

Xue Jiang “Sophy”

Sophy joined the Docking Institute in February 2011 as a student research assistant. She graduated from Northwest University of Politics and Law in China. She is an exchange student at FHSU working towards a bachelor’s degree in general studies. After receiving her degree she plans to attend graduate school for law.

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 senior majoring in chemistry. She plans to attend pharmacy school after graduating.

Brad Pendergast

Brad Pendergast joined the Docking Institute in January 2011 as an intern and is now a student worker at the Institute. He graduated from Hays High School in 2006 and is currently a junior majoring in political science with a concentration in public administration.

Sam Shepic

Sam joined the Docking Institute in August 2011 as an intern to help with data entry and other tasks. Sam graduated from Green Mountain High School, Lakewood, Colorado, in 2009 and is currently a sophomore majoring in sociology.



Left to right: Xue Jiang “Sophy,” Brad Pendergast, Olivia Davenport
Not pictured: Jenna Maresch and Sam Shepic

In addition to our permanent staff, the Docking Institute maintains a cadre of scholars and professionals who 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.

SENIOR POLICY FELLOWS



Joseph Aistrup, Ph.D.

Joseph Aistrup is a senior policy fellow of the Institute and interim 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 is current a co-principal investigator on three National Science Foundation funded projects studying water resources and land-use and land cover decisions in Kansas. 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 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 and 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 *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 Fort Hays State University, 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 Master of Communication Studies from the University of Kansas. His bachelor's degree is from Fort Hays State University.



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 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 Pilot Award as the outstanding faculty member of the year. 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. 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 USDs 489, 388, and 422, and Ulysses Prevention Project for USD 214) and a major contributor to the evaluation report for the Kansas Health Foundation's Early Brain Development Media Campaign. His teaching and research interests center on understanding the basic mechanisms of learning, creativity, and motivation. He has an extensive background in computer-based analytical techniques. Stephen worked at the NASA Jet Propulsion Laboratory for four years and as an independent systems and software analyst for 12 years before changing career goals and receiving a doctorate in experimental psychology from the University of California, Santa Cruz, in 1993.



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 University 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*.



Leslie Paige, M.S., Ed.S

Senior Policy Fellow Leslie Paige is the coordinator for the Fort Hays State University Office of Scholarship and Sponsored Projects. 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 has extensive experience in project development and management and provides technical assistance for federal grant projects. She has conducted strategic planning activities for local and federal agencies. Leslie is also experienced as a peer reviewer and field reader for federal grant competitions. She is co-editor of *Helping Children at Home and School*: 3rd Edition, published in 2010. Other recent publications include chapters in the *Encyclopedia of School Psychology* and the *Handbook of School Violence and School Safety*. Leslie has conducted over 100 workshops and presentations at national, state and local levels on school safety and violence prevention, crisis response planning, social marketing, grant writing and consensus building. Leslie received her Master of Science and Educational Specialist degrees in school psychology from Fort Hays State University.



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

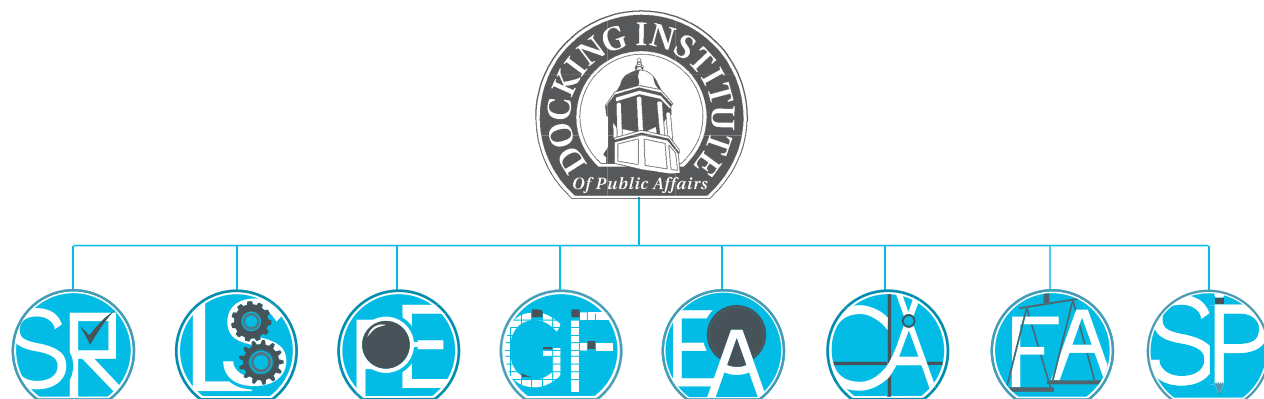
Senior Policy Fellow Marilyn Ray serves as adjunct faculty for the Department of Sociology and Social Work at Fort Hays State University, teaching such courses as medical sociology and death and dying. She is also a board certified radiologist who practices radiology in northwest Kansas and eastern Colorado. She obtained her M.D. 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 (M.P.H.) 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. 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 *Complementary Health Practice Review*, *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.

- **Kathleen Arano, Ph.D.**, Fort Hays State University – energy and labor economics
- **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
- **Larry Dreiling, M.S.**, High Plains Journal – farm policy, rural finance and 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.**, professor emeritus at 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, 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, DC – 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 – conservation of natural resources, environmental biology, and society relationships



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 19-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 write 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 "costs to benefits" 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 "costs to benefits" 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 public resources. The Docking Institute has worked with more than 55 entities, including state agencies, school districts, 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.

Public Policy

To facilitate effective public policy decision making, the Docking Institute has more than 30 distinguished policy fellows representing industry, academia, and government. The Docking Institute assembles the right team of experts to find real-world solutions to real-world challenges. Through public affairs programming, the Docking Institute provides critical resources for today's public leaders to plan for a successful future.



Fort Hays State University

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