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## **Director's** Letter

Communication and responsiveness are necessary ingredients to successful service delivery and the Docking Institute continues its tradition of ensuring both. Institute staff and policy fellows frequently travel to meet with governmental and non-profit leaders to discuss potential project and programming needs. While many of our research and planning services are useful to multiple entities, we tailor each service to meet the unique needs and to respond to on-the-ground exigencies of a particular organization or locale. Frankly, this is not only best for the client, it is the most rewarding approach for staff and policy fellows, allowing their intellectual curiosity to explore opportunities and address challenges facing governmental and non-profit organizations. During all phases of a project, lead researchers or planners keep in close contact with the client. The Institute also provides draft reports to the client for review and feedback to ensure that we have achieved the information objective(s) prior to producing a final report. Institute staff or policy fellows are frequently invited to present results, allowing for Q&A with the client and the client's constituents. Consistent with the spirit of communication and responsiveness in serving both the client and the broader public, Institute research reports are posted on our Web site 60 to 90 days after delivery to the client.

The Institute is particularly pleased to have received an AT&T Excelsator grant award in 2007, allowing the Institute to install key technology for enhancing communication and responsiveness. Detailed in this annual report, the Institute added a videoconference facility to its office. This videoconferencing allows us to conduct 'face-to-face' meetings with distant locations at a moment's notice. Communications are carried over Internet Protocol, requiring no line charges to the Institute or the distant sites. Multiple sites can be bridged into calls. We are committed to in-person meetings (allowing us to see more of the great state of Kansas through the windshield!), but we are finding clients to be increasingly interested in meeting in a videoconferencing format. This technology doubles as a computer work station with a 50" computer monitor, allowing research teams to more efficiently brainstorm, analyze data, wordsmith reports, etc.

We invite you to explore our 2007 annual report and our Web site ([www.fhsu.edu/docking](http://www.fhsu.edu/docking)). If you are visiting Hays, please stop by our offices for a tour of our updated, state-of-the-art survey center and other facilities. As always, if the Docking Institute can be of service, do not hesitate to call.

Sincerely,



**Brett Zollinger, Director**



**Mike Walker, Assistant Director**

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 310 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.



## **AT&T Kansas – AT&T Excelerator Grant**

Coordinator: Leslie Paige, MS, EdS; Brett Zollinger, PhD

The Docking Institute of Public Affairs is proud to be a recipient of the AT&T Excelerator Grant. This grant assistance has strengthened the Docking Institute's ability to meet our mission by providing increased capacity for service delivery to Kansas' non-profits and government entities through enhanced interactive communications technology. This technology enables Institute staff to dynamically examine data sets, deliver multimedia presentations, conduct strategic and project planning and communicate with staff, fellows and partners in the room or hundreds of miles away. The video conferencing capability integrates into the system and allows us to gather information, plan, problem-solve and communicate to others in Kansas or out of state without having to lose time from the office due to travel.

Technology is essential for us to meet our mission. We meet with clients as needed to discuss research design and for planning purposes. The new technology allows us to record all information generated during brainstorming, planning and presentation sessions. The display enables us to collaboratively examine and share data and other information with partners and clients without losing an entire work day for a one-hour meeting. This project increases efficiency and will continue to increase organizational effectiveness and enhance overall service delivery.



# CLIENT LIST 2007


American Democracy Project – Public policy  
City of Great Bend, Kansas – Strategic planning  
East Central Kansas Economic Opportunity Corporation (ECKAN) – Survey research  
Elkhorn Valley Economic Development – Labor study  
Ellis County Coalition for Economic Development – Survey research, business plan  
Ellsworth County Medical Center – Survey research  
Falls City, Nebraska, Economic Development & Growth Enterprise, Inc. (EDGE) – Labor study  
Fort Hays State University, College of Education and Technology – Survey research  
Fort Hays State University, Department of Communication Disorders – Strategic planning  
Hays Recreation Commission – Feasibility study, Survey research  
Highland Community College – Strategic planning, survey research  
Hutchinson/Reno County Chamber of Commerce – Labor study  
Kansas County Treasurers Association – Training, survey research  
Kansas Department of Commerce – Economic impact study  
Kansas Department of Wildlife & Parks, Kansans Survey on Deer Management Issues – Survey research  
Kansas Department of Wildlife & Parks, Land Operator Deer Management Survey – Survey research  
Kansas Department of Wildlife & Parks, Land Operator Furbearers Management Survey – Survey research  
Kansas Governor’s Grants Program – Program evaluation  
Kansas Health Foundation, “Change Something” media campaign – Survey research, program evaluation  
Kansas Health Foundation, “Early Brain Development” media campaign – Survey research, program evaluation  
Kansas Health Foundation, Nutrition and Physical Activity Project – Survey research, program evaluation  
Kansas Health Foundation, “Take It Outside” media campaign – Survey research, program evaluation  
Kansas State University, Office of Local Government – Survey research  
Miami County Economic Development – Labor study, survey research  
Ness County Commission – Economic impact study  
Phillips County Economic Development – Survey research  
Regional Economic Development Inc. of Columbia, Missouri – Labor study  
Smoky Hill Education Service Center – Program evaluation  
Smoky Hills Public Television/Kansas Public Telecommunications Service – Program evaluation  
Tech Rescue, Inc. – Grants facilitation  
Thomas County Economic Development – Labor study  
Thomas More Prep-Marian High School – Economic impact study  
USD 208, WaKeeney – Grants facilitation/management  
Wichita State University, Center for Economic Development & Business Research – Labor study



## **Project** Descriptions



## Program Evaluation



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

# Completed Projects

## **Kansas Domestic Violence Services Evaluation**

Authors: Joyce Wolfe, MS; Marilyn Ray, MD, MPH; Brett Zollinger, PhD

The Kansas Governor's Grants Program contracted with the Docking Institute of Public Affairs to conduct an evaluation of domestic violence services offered by the state. This was accomplished through the use of a general population telephone survey of Kansas women and a self-administered survey of domestic violence victims. Among more than 2,500 Kansas women 18 years of age or older, about 10% report victimization during the past year, leading to an extrapolated calculation of more than 106,000 total domestic violence victims in the state during 2006. Among victims, service satisfaction is high. Nearly 91% of more than 250 victims surveyed report an improvement in their situation after receiving domestic violence services. In addition to domestic violence prevalence and service satisfaction, researchers investigate differences between service seeking and nonservice seeking victims, and perceptions of the general population of women regarding domestic violence.

## **Kansas Health Foundation "Take it Outside" Campaign Evaluation**

Authors: Marilyn Ray, MD, MPH; Brett Zollinger, PhD; Leslie Paige, MS, EdS

The Docking Institute was awarded a grant by the Kansas Health Foundation to evaluate Kansans' attitudes, perceptions, and behaviors regarding the "Take it Outside" (TIO) media campaign on environmental tobacco smoke. Through the administration of a telephone survey of Kansans and non-Kansans in 2006 and 2007, this evaluation assessed the current social climate in Kansas regarding environmental tobacco smoke and its dangers and evaluated the effectiveness of the media campaign. Results show that respondents recall the TIO ads most frequently from television and billboards. Sixty-four percent of Kansans remembered an ad asking adult smokers not to smoke around children. Kansas smokers recalling the ads were more likely than those Kansas smokers not recalling the ads to have attitudes against environmental tobacco smoke exposure around others, particularly children. Multivariate analysis shows that Kansas smokers who have someone else living in the home are more likely to have rules against smoking in the home than non-Kansas smokers. Nearly half of the residents in Kansas are aware of the Kansas Health Foundation, and attitudes about the foundation are very favorable.

## **Kansas Health Foundation "Early Brain Development" Campaign Evaluation**

Authors: Stephen Kitzis, PhD; Heath Marrs, EdD; Marilyn Ray, MD, MPH; Leslie Paige, MS, EdS; Joyce Wolfe, MS; and Brett Zollinger, PhD

The Kansas Health Foundation awarded the Docking Institute a grant to evaluate Kansans' attitudes and perceptions regarding the "Early Brain Development" media campaign. The six-month campaign consisted primarily of television and radio ads running from February to July 2007. The key message of the ads was that Kansas can be the best state in the nation to raise a child by the year 2020. Components of the evaluation included a general population telephone survey, focus groups, archival data collection, and a survey of Kansas legislators. Focus group participants cite poverty, the economy, and lack of awareness as some of the barriers to Kansas being perceived as the best state to raise a child. However, telephone surveys indicate that Kansas respondents thought Kansas was doing better in meeting the needs of children than non-Kansan respondents thought about their own states. Participants from both rural and urban areas share concern about the uneven availability across the state of social services that would be helpful for children's development. Overall, participants recognize that the quality of life of children in the state is closely connected to the quality of life of both parents and the community.

### **READI Grant, Smoky Hill Education Service Center, Salina, Kansas**

Author: Joyce Wolfe, MS; Leslie Paige, MS, EdS

The READI project involved 45 school districts in central Kansas and addressed crisis planning at both school and district levels. The purpose of the project was to better enable first responders (especially school nurses) to react to natural disasters and other crisis incidents. Increasing the number of hazards addressed by schools and decreasing response times for various crisis drills were two main goals of the grant. Evaluation results show that a total of 289 new hazards were addressed in the districts that participated in the READI project with an average of 11 new hazards addressed per district. Additionally, when taken as a group, the participating districts show a slight improvement in response time for evacuation drills, lockdown drills, and severe weather drills, with many having response times under one minute.

## **Projects Underway**

### **Kansas Health Foundation “Change Something” Campaign Evaluation**

Authors: Marilyn Ray, MD, MPH; Brett Zollinger, PhD; Joyce Wolfe, MS

The Docking Institute was awarded a grant by the Kansas Health Foundation to evaluate Kansans’ awareness, attitudes, and behavioral changes regarding the Nutrition and Physical Activity or “Change Something” Media Campaign. Through the administration of continuous telephone surveying of Kansans and non-Kansans, this evaluation will assess the changes in awareness that small improvements in nutrition and physical activity can benefit health. Effectiveness of the media campaign over time will also be evaluated.

### **Kansas Health Foundation Nutritional and Physical Activity Project**

Authors: Marilyn Ray, MD, MPH; Brett Zollinger, PhD; Joyce Wolfe, MS

The Docking Institute was commissioned to evaluate Kansans’ awareness, attitudes, and behavioral changes regarding the Nutrition and Physical Activity Media Campaign. In 2008, the Institute will add five new sites in Kansas to this ongoing evaluation research.

### **SHPTV/KPTS Ready To Learn Evaluation**

Authors: Joyce Wolfe, MS; Leslie Paige, MS, EdS

The Docking Institute is evaluating the Ready to Learn project sponsored by Smoky Hills Public Television and the Kansas Public Telecommunications Service. Ready To Learn is an early learning partnership between PBS and the U.S. Department of Education. Ready To Learn combines children’s educational television and online resources with community outreach to help parents and educators prepare young children for success in school. An evaluation tool designed by the Docking Institute is being used to assess pre- and post-workshop knowledge, and subsequent adoption, of Ready To Learn elements.

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## Labor Studies

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

# Projects Completed

## **Elkhorn Valley Economic Development – Labor Availability Analysis**

Authors: Michael Walker, MS; Brett Zollinger, PhD

Antelope, Boone, Madison, Pierce, Platte, Stanton, and Wayne counties in Nebraska comprise the Elkhorn Valley Labor Basin. The population of this labor basin is estimated to be 103,170. Analysis by the Docking Institute of Public Affairs indicates that within this available labor pool (ALP), 6.1% non-working and 18.6% working individuals are looking for new employment, while 4.5% non-working and 70.8% working individuals would consider new and/or different employment for the right opportunities. Nearly 71% of the ALP has some college experience, and more than 97% has completed high school. The average age of the ALP is 44. Thirty-four percent of the employed ALP believe they are underutilized. Almost 74% of this group has some college experience and almost 90% is willing to change jobs to improve its underutilized status.

## **Hutchinson/Reno County Chamber of Commerce – Labor Availability Analysis**

Authors: Michael Walker, MS; Brett Zollinger, PhD

The Docking Institute of Public Affairs was contracted by Hutchinson/Reno County Chamber of Commerce to assess the available labor in the Hutchinson Labor Basin. This labor basin includes Harvey, Kingman, McPherson, Reno, Rice, Sedgwick and Stafford Counties in Kansas. The population of this labor basin is estimated to be 336,702. About 18.3% of the population (or 61,705 individuals) is considered to be part of the available labor pool (ALP). Nearly 75% of the ALP has at least some college experience and almost all (95%) has at least a high school diploma. The average age for members of the entire ALP is 44 years old, and women make up almost 52% of the ALP. Almost 88% (or 54,211 individuals) of the ALP indicate that they are “willing to work outside of their primary field of employment for a new or different employment opportunity.” The most important desired benefits to consider a new job are good salary or hourly wage, good retirement and health benefits, on-the-job training (OJT) or paid training, and good vacation benefits.

## **Regional Economic Development of Columbia, Missouri – Labor Availability Analysis**

Authors: Michael Walker, MS; Brett Zollinger, PhD

Regional Economic Development, Inc. of Columbia, Missouri, sponsored a study to assess the available labor in the Columbia Labor Basin. This is the fifth labor study conducted in the Columbia labor basin. This labor basin includes Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau, Monroe, and Randolph Counties in Missouri. The population of this labor basin is estimated to be 365,472. The Institute’s analysis estimates that there are about 107,388 individuals available for new or different employment. Of this available labor pool (ALP), 30% is actively looking for new employment, while 70% would consider new and/or different employment for the right opportunities. About 70% of the ALP has at least some college experience and 97% has at least a high school diploma. The average age for members of the entire ALP is about 44 years and almost 54% of the ALP is made up of women. Eighty-five percent of the ALP indicates that they are “willing to work outside of their primary field of employment for a new or different employment opportunity.” A trend analysis was provided comparing the results from the 2000, 2002, 2003 and 2005 studies with the present one.

## **Thomas County Economic Development Alliance – Labor Availability Analysis**

Authors: Michael Walker, MS; Brett Zollinger, PhD

The Docking Institute of Public Affairs was contracted by Thomas County Economic Development Alliance to assess the available labor in the Thomas County Labor Basin. This labor basin includes Cheyenne, Decatur, Gove, Logan, Rawlins, Sheridan, Sherman, Thomas and Wallace Counties in Kansas. The population of this labor basin is estimated to be 32,322. About 18.5% of the population (or 5,990 individuals) is considered to be part of the available labor pool (ALP). Slightly more than 78% of the ALP has at least some college experience and almost all (99%) has at least a high school diploma. The average age for members of the entire ALP is 45 years of age, and women make up almost 58% of the ALP. About 81% (or 4,875 individuals) of the ALP indicate that they are “willing to work outside of their primary field of employment for a new or different employment opportunity.” The most important desired benefits to consider a new job are good salary or hourly wage, good retirement and health benefits, on-the-job training or paid training and good vacation benefits.

## **Wichita State University, Center for Economic Development & Business Research – Labor Availability Analysis**

Authors: Michael Walker, MS; Brett Zollinger, PhD

Wichita State University sponsored a second Wichita Labor Basin study. This labor basin includes Butler, Cowley, Harper, Harvey, Kingman, Marion, McPherson, Reno, Sedgwick and Sumner counties in Kansas. The population of this labor basin is estimated to be 746,830. The Institute estimates that there are about 155,111 individuals available for new or different employment. Of this ALP, 27% is actively looking for new employment, while 73% would consider new and/or different employment for the right opportunities. About 76% of the ALP has at least some college experience and 96% has at least a high school diploma. The average age for members of the entire ALP is about 44 years and almost 53% of the ALP is made up of women. Fourteen percent of the working respondents and the unemployed respondents seeking employment are members of labor unions. More than 8% of the non-union members that work in union shops plan to join a labor union at some time in the future. A trend analysis was conducted comparing results of key indicators from a 2006 study and the current study.

## **Regional Economic Development Inc. of Columbia, Missouri – Labor Availability Analysis**

Authors: Michael Walker, MS; Brett Zollinger, PhD

Regional Economic Development, Inc. of Columbia, Missouri, sponsored a study to assess the available labor in the Columbia Labor Basin. This is the fifth labor study conducted in the Columbia labor basin. This labor basin includes Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau, Monroe, and Randolph Counties in Missouri. The population of this labor basin is estimated to be 365,472. The Institute's analysis estimates that there are about 107,388 individuals available for new or different employment. Of this available labor pool (ALP), 30% is actively looking for new employment, while 70% would consider new and/or different employment for the right opportunities. About 70% of the ALP has at least some college experience and 97% has at least a high school diploma. The average age for members of the entire ALP is about 44 years and almost 54% of the ALP is made up of women. Eighty-five percent of the ALP indicates that they are “willing to work outside of their primary field of employment for a new or different employment opportunity.” A trend analysis was provided comparing the results from the 2000, 2002, 2003 and 2005 studies with the present one.

# Projects Underway

## **Falls City, Nebraska, Economic Development & Growth Enterprise, Inc. (EDGE) – Labor Availability Analysis**

Author: Michael Walker, MS

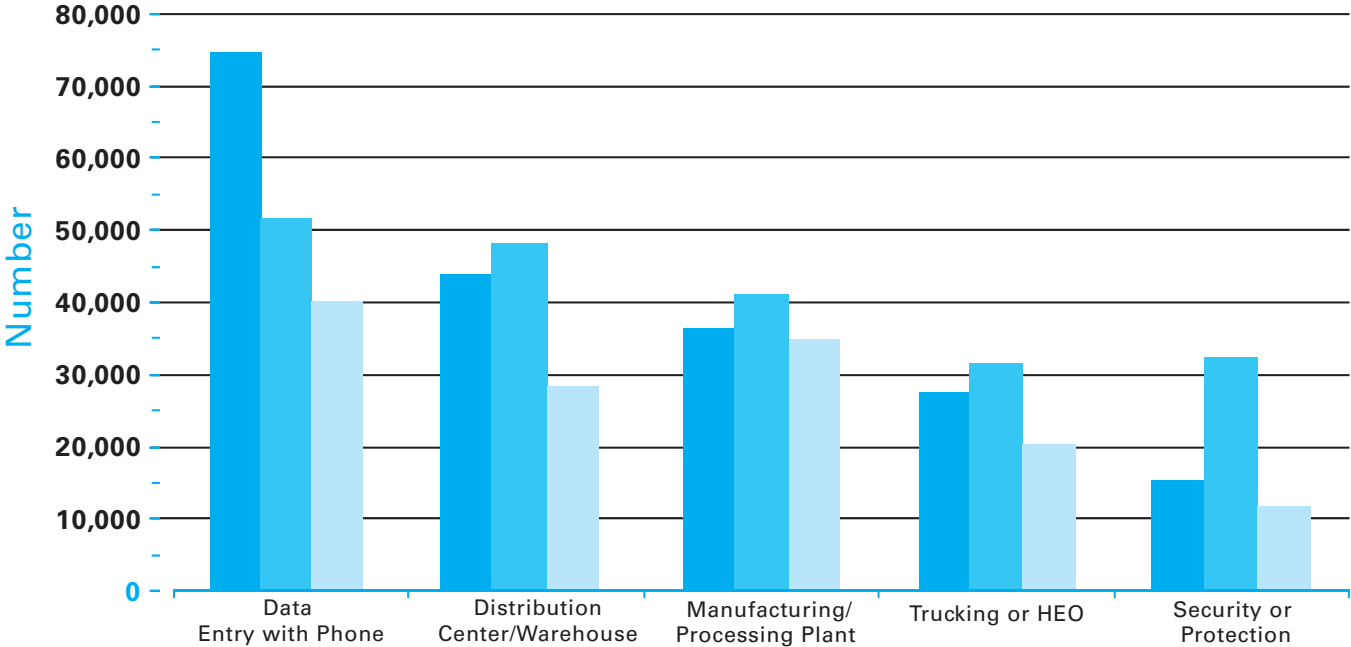
The Docking Institute of Public Affairs was contracted by the Falls City, Nebraska, Economic Development and Growth Enterprise, Inc. (EDGE) to conduct a labor availability analysis of the Richardson County Labor Basin. The report will be delivered to the client in 2008.

## **Miami County Economic Development – Labor Availability Analysis**

Author: Michael Walker, MS

Miami County Economic Development contracted the Docking Institute of Public Affairs to conduct survey research for the purpose of assessing labor force availability in the Miami County Labor Basin. The report will be provided to the client in 2008.

# Work Experience as well as willingness to work in field



Source: Columbia, Missouri, Labor Basin Study

Has Experience

Will Take job in Field

Has Experience and will Take Job

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## Survey 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.

# Projects Completed

## **Ellis County Coalition for Economic Development – Incubator Business Plan**

Author: Preston Gilson, PhD

The Docking Institute was contracted by the Ellis County Coalition for Economic Development to conduct business plan research and assist in authoring an incubator business plan. The idea of the Hays/Ellis County Business Incubator is to provide (or facilitate the provision of) professional, educational, management and support services to incubator clients. Ideally it would also provide physical space for clients, including access to common-use areas. The ultimate goal of the incubator is to make Hays/Ellis County's service area a stronger economy and a better place to live.

## **Ellsworth County Medical Center – Services Needs Assessment**

Author: Jian Sun, PhD

Ellsworth County Medical Center contracted the Docking Institute to conduct a telephone survey of Ellsworth County residents to assess a number of healthcare issues. The survey was designed primarily to investigate residents' health insurance coverage, their medical service needs, barriers to receiving services, and their perceptions of the services of the Ellsworth County Medical Center. More than 90% of respondents have health insurance. Respondents identified that heart or blood pressure problems are the most prevalent health problem in Ellsworth County, and the loss of health care services is the leading health care issue.

## **FHSU College of Education and Technology – Mentors and Employers Survey**

Author: Joyce Wolfe, MS

The Fort Hays State University College of Education and Technology contracted the Docking Institute to conduct a survey of mentors and employers of graduates or certificate/endorsement recipients from the college. The survey assessed satisfaction among mentors and employers with College of Education and Technology graduates. Results will be delivered to the client in 2008.

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

Author: Joyce Wolfe, MS

The Fort Hays State University College of Education and Technology contracted the Docking Institute to conduct a survey of graduates or certificate/endorsement recipients from the college. Results will be delivered to the client in 2008.

## **Kansas Department of Wildlife & Parks – A Survey of Kansas Residents on Deer Management Issues**

Authors: Ben Wheeler, MS; Brett Zollinger, PhD

The Docking Institute was contracted by the Kansas Department of Wildlife & Parks (KDWP) to conduct a telephone survey of a random sample of Kansas residents to assess opinions and attitudes on deer management issues. Of 1,116 contacts made, 629 successfully completed the survey, resulting in a cooperation rate of 56%. The majority of respondents want the deer population in their neighborhood or near their homes to remain the same. Less than one-quarter want fewer deer in their neighborhood. Most respondents report that they have seen deer while driving on Kansas roads and highways in the past year. Sixty-four percent of respondents perceive deer as an important part of the wildlife community in Kansas. Over 80% of respondents agreed that KDWP should promote safe and ethical behavior by hunters, ensure that hunters maintain the deer herd at appropriate levels, and ensure that the deer population remains healthy and vigorous.

## **Kansas Department of Wildlife & Parks – A Survey of Kansas Land Operators on Opinions about Furbearers**

Authors: Ben Wheeler, MS; Brett Zollinger, PhD

The Kansas Department of Wildlife & Parks contracted the Docking Institute to examine Kansas landowners' opinions regarding the changes in certain furbearer populations. Primary survey objectives include determining the landowners' attitudes toward furbearer species in Kansas, assessing perceived destructiveness of furbearers, the types of damage incurred, and the response to damage. Coyote, striped skunk, and raccoon are the species most frequently reported as changing by Kansas land operators. Over three-quarters of Kansas land operators agreed that they are supportive of hunting as a way to control problem furbearers and almost half indicated that they experienced damage by furbearers in 2006. Statewide, the most prevalent types of damage are holes dug by badgers, skunks and coyotes, loss of upland birds to furbearers, and crop damage by raccoons.

## **Phillips County Economic Development – Senior Housing and Amenities Survey**

Author: Mike Walker, MS

Phillips County Economic Development contracted the Docking Institute to conduct a telephone survey of Phillips County residents over the age of 55 to assess attitudes regarding senior issues. The survey was designed primarily to investigate residents' housing and transportation needs, health insurance coverage and assistance, personal care services availability and barriers to receiving services, and their perceptions of the overall services offered to senior residents in the county. Ninety-four percent of the respondents live in their own houses, and almost half receive help with household chores. About 64% of the respondents were somewhat interested in an independent living facility. When asked about preferred locations of an independent living facility, 61% of respondents indicate that location doesn't matter, while 33% prefer that a facility be located near downtown.

# Projects Underway

## **East Central Kansas Economic Opportunity Corporation – Services Needs Assessment**

Author: Joyce Wolfe, MS

The Docking Institute is working with the East Central Kansas Economic Opportunity Corporation (ECKAN) to conduct self-administered surveys with ECKAN community partners and clients regarding service provision in the ECKAN coverage area. The Institute will replicate the methodology, analysis and reporting procedures used when these two groups were surveyed in 2001.

## **Kansas Department of Wildlife & Parks – Deer Populations: A Quarterly Opinion Survey of Kansas Land Operators**

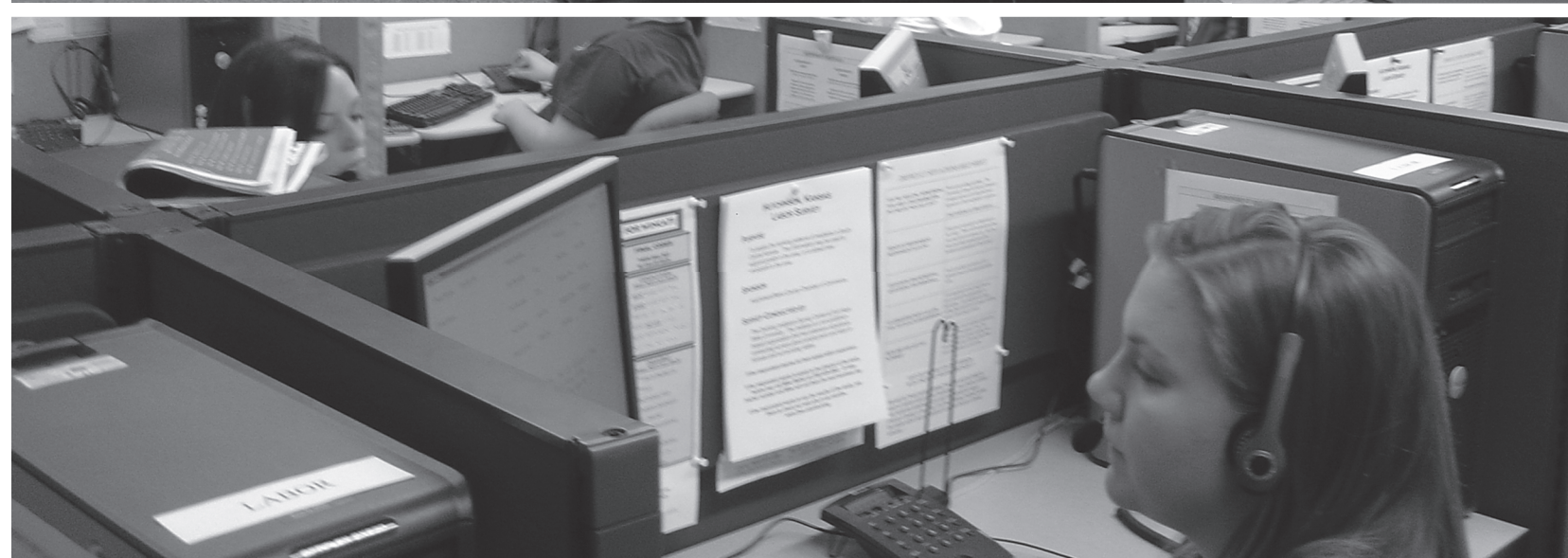
Authors: Ben Wheeler, MS; Brett Zollinger, PhD

The Kansas Department of Wildlife & Parks (KDWP) contracted the Docking Institute to conduct a survey of Kansas landowners' opinions about local deer populations. The main objective of the survey is to categorize landowners' perceptions of changes in deer populations and attitudes toward deer populations. The survey will further attempt to assess perceived destructiveness of deer, including types and levels of damage incurred, as well as assessing the landowners' knowledge and use of damage control and abatement techniques. Reports of quarterly survey results were delivered to KDWP in 2007, and a final combined report from all quarters will be submitted to KDWP in early 2008.

## **Miami County Economic Development – Retail Shopping Survey**

Author: Jian Sun, PhD

Miami County Economic Development contracted the Docking Institute to conduct survey research for the purpose of assessing retail shopping attitudes and behaviors of adults living in Miami County. A report will be provided to the client in 2008.





## Economic Analysis

Policy assessment often requires an economic 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 and other existing and potential programs and projects. Economic feasibility studies also aid decision-makers. 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.

# Projects Completed

## **Ness County Commission**

Authors: Carl Parker, PhD; Owen Parker, MBA

The Docking Institute was contracted by the Ness County Commission to perform an economic impact analysis of an inn/motel on the local economy of Ness County. The Institute estimated economic impact associated with local spending by the inn/motel as well as spending by guests of the inn/motel. Future economic impact was also considered associated with a construction phase and the implications of renovation upon the occupancy rate and room rate. Input-output multipliers were used to estimate these potential impacts. The results of the study were provided to the client.

## **Thomas More Prep-Marian High School**

Authors: Carl Parker, PhD; Owen Parker, Graduate Research Assistant

Thomas More Prep-Marian High School contracted the Docking Institute to conduct a study to estimate the magnitude of the economic impact that TMP-Marian has upon the Hays and Ellis County local economy during fiscal year 2006-07. The model used in the study was based on linear cash-flow concepts from which data can be readily obtained and qualitative issues can be minimized. The results of the study were delivered to the client.

# Projects Underway

## **Hays Recreation Commission**

Authors: Carl Parker, PhD; Jian Sun, PhD; Brett Zollinger, PhD

The Hays Recreation Commission contracted the Docking Institute to provide a feasibility study of a proposed facility expansion of the Hays Recreation Commission. The analysis considered the construction costs of the proposed expansion, additional fixed cost requirements and expenses for ongoing operations. Revenue projections were estimated based on survey research conducted by the Institute. The report will be delivered to the client in 2008.

## **Kansas Department of Commerce**


Author: Preston Gilson, PhD

The Docking Institute was contracted by the Kansas Department of Commerce to study and report the economic impact of ethyl alcohol plants in the state of Kansas. The report will be delivered to the client in 2008.





## 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

### **Tech Rescue, Inc.**

Author: Leslie Paige, MS, EdS

Leslie Paige met with representatives from Tech Rescue, Inc. to provide a comprehensive funding search of potential grants for the purpose of emergency supplies, equipment, vehicles and other possible building and facility costs.

### **USD 489, Hays**

Author: Leslie Paige, MS, EdS

The Docking Institute developed a proposal for a new Teaching American History grant that will support professional development for school districts served by the Northwest Kansas Educational Service Center, Southwest Plains Regional Service Center and the Smoky Hill Education Service Center.

## Projects Underway

### **Kansas Academy of Mathematics and Science (KAMS)**

Authors: Paul Adams, PhD; Leslie Paige, MS, EdS; Casey Rackaway, MS

The authors worked with Fort Hays State University faculty and staff to develop a successful proposal for the Kansas Academy of Mathematics and Science (KAMS), which will be hosted by FHSU. The initial Kansas Board of Regents' planning grant will be in effect from January 2008 to June 2008. KAMS will be the state's premier academic program for talented and high achieving high school juniors and seniors. This residential program is anticipated to enroll the first class of 40 Kansas juniors in fall of 2009.

### **USD 208, WaKeeney**

Author: Leslie Paige, MS, EdS


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

**//** Miami County's position as a rural county in a rapidly suburbanizing area of the state provides unique challenges for economic growth and community development. Utilizing the Docking Institute to facilitate and conduct research allows us to focus on other important activities and give our final products the stamp of true experts. We need information and assistance that will help our county move forward -- not just static data sitting on a shelf. The Institute delivers exactly what we need and have helped us shape our county's future. **//**

**Janet McRae, Miami County, Kansas, Economic Development Director**



## Strategic Planning



Visionary leadership begins with a plan that strategically prioritizes scarce community resources. The Docking Institute has worked with more than 50 entities including state agencies, educational institutions, 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

## **City of Great Bend, Kansas – Strategic Planning Session**

Authors: Michael Walker, MS; Leslie Paige, MS, EdS

The Docking Institute conducted strategic planning for staff and community leaders with the City of Great Bend, Kansas. The facilitators helped participants identify community strengths, weaknesses, opportunities and threats and helped identify major goals to capitalize on the strengths/opportunities and address the weaknesses/threats. Participants identified nine major goal areas and 25 strategic actions, and assigned primary leadership responsibility for completing each action to one of three entities: the City of Great Bend, the Chamber of Commerce, and the Convention and Visitors Bureau. The group will continue the strategic planning process to improve services to the county and surrounding area.

## **FHSU Department of Communication Disorders – Strategic Planning Session**

Author: Brett Zollinger, PhD

The Docking Institute facilitated a strategic planning session for the faculty and staff of the Fort Hays State University Department of Communication Disorders on August 21, 2007. The facilitator led the group through an evaluation of the organization's mission and vision statements and an analysis of strengths, weaknesses, opportunities and threats. The department will continue the strategic planning process to further identify responsibilities and timelines necessary to achieve objectives.

## **Highland Community College – Strategic Planning Session**

Authors: Mike Walker, MS; Mark Bannister, JD


The Docking Institute facilitated strategic planning sessions for the faculty, staff, and board members of Highland Community College. The facilitators led the group through an evaluation of the organization's mission and vision statements and an analysis of strengths, weaknesses, opportunities and threats. Surveys of area employers and focus groups of business leaders were conducted to assess satisfaction with and awareness of services and training programs offered by the college. Based on these outcomes, goals were established for the college to pursue in order to help lead them into the establishment of a new academic plan.

**//** Over the years, the Docking Institute has conducted survey research and strategic planning for the community of Great Bend. Most recently, the Institute designed an innovative strategic planning program to assist the Great Bend community chart its own future. Bringing together various community groups for multiple planning sessions was extremely important for this process. The Institute helped us understand each others' priorities and allowed for open communication and input from all attendees. **//**

**Chris Collier, Great Bend, Kansas, Convention and Visitors Bureau**

A decorative graphic on the left side of the page. It features a horizontal blue bar with a gradient of shades of blue. Above and below this bar are several thin, light blue lines that swirl and curve in a stylized, calligraphic manner. Below the main swirl, there are three small, light blue oval shapes arranged vertically.

## 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.

# Projects Completed

## **American Democracy Project**

Coordinator: Chap Rackaway, PhD

The Docking Institute collaborates with the American Democracy Project to provide distribution of The New York Times to eight 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 use in the classroom.

## **Kansas Legislature 2007**

Coordinator: Brett Zollinger, PhD

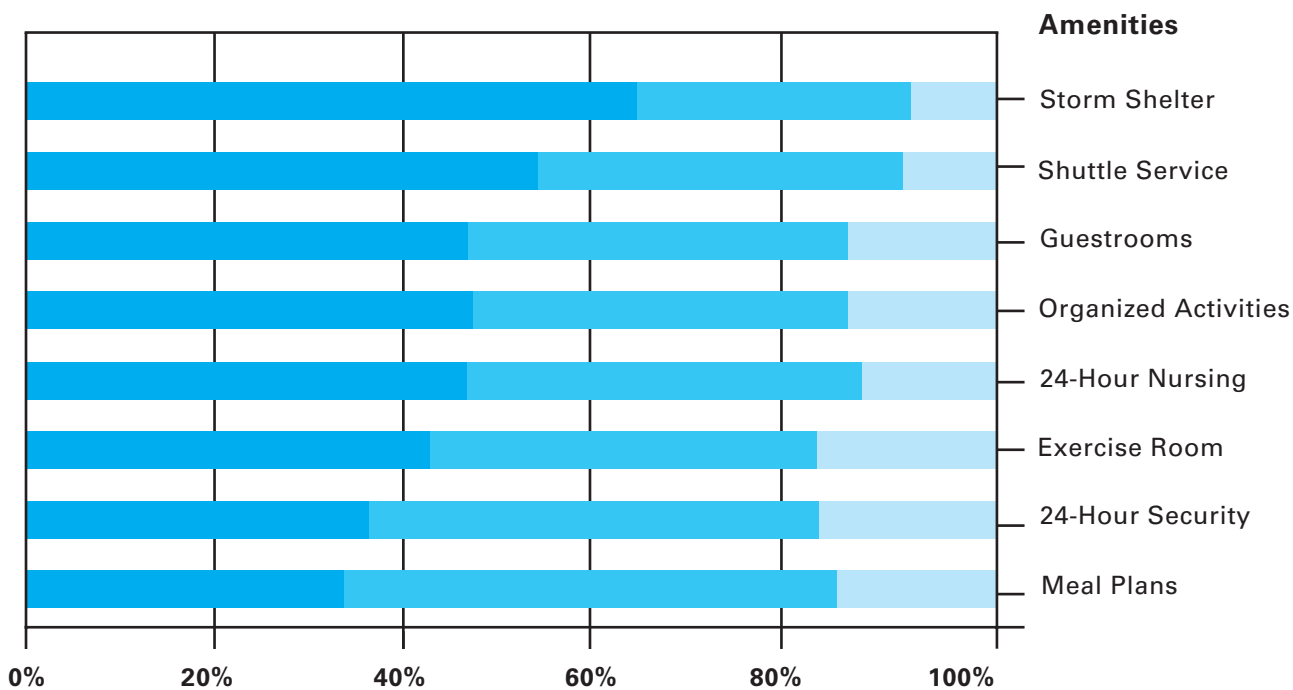
The Docking Institute continued its tradition of hosting live call-in legislative forums on Smoky Hills Public Television most Friday evenings during the 2007 Kansas Legislative session.

## **Kansas County Treasurers Association Training**

Coordinator: Arthur Morin, PhD

For the past fourteen years, the Institute has offered over 25 classes to county treasurers in Kansas, who then receive certification for their participation.

# Independent Living Facility, how important is...



Source: Senior Housing and Amenities Survey for Phillips County Economic Development

Very Important

Somewhat Important

Not at all Important

# Organizational Affiliations

**Alpha Kappa Delta International Sociology Honors Society** – Brett Zollinger

**American Association for Public Opinion Research** – Brett Zollinger

**American Evaluation Association** – Joyce Wolfe

**American Sociological Association** – Brett Zollinger

**Community Development Society** – Mike Walker, Brett Zollinger

**Consortium for Global Research on Water-Based Economics (GRoWE)** – Mike Walker

**Consortium to Prevent School Violence** – Leslie Paige

**Fort Hays State University Alumni Association Board of Directors** – Leslie Paige

**International Association for Society & Natural Resources** – Brett Zollinger

**International Economic Development Council** – Brett Zollinger

**Midwest Sociological Society** – Mike Walker, Brett Zollinger

**National Association of School Psychologists: Leadership Development Chair, Strategic**

**Planning Workgroup and Minority Scholarship Board** – Leslie Paige

**Office of Juvenile Justice and Delinquency Prevention, Juvenile Justice Resource**

**Center: Technical Assistance Consultant** – Leslie Paige

**Rural Sociological Society** – Mike Walker, Brett Zollinger

**Safe Schools/Healthy Students National Communications Team: Technical Assistance**

**Consultant** – Leslie Paige

**Society for Applied Sociology** – Brett Zollinger

**Western Kansas Rural Economic Development Alliance** – Brett Zollinger

**Western Social Science Association** – Mike Walker



**Presentations** & Publications

# Presentations

## **Michael Walker presented**

"Identifying Public Issues" at the Kansas Environmental Leadership Program, Hays, Kansas, January 2007.

## **Leslie Paige presented**

two workshops on behalf of the Grants Office of Fort Hays State University, "IRB" and "Grant Basics," at the Memorial Union, Hays, Kansas, February 2007.

## **Leslie Paige presented**

"Grant Basics for Teachers" at the FHSU Science Math Center Conference, Hays, Kansas, March 2007.

## **Leslie Paige presented**

"Outreach to Parents Roundtable" and "Transforming Tactics into Action" panel discussion at the Safe Schools/Healthy Students Communications Institute, Arlington, Virginia, March 2007.

## **Leslie Paige presented**

"Strategies to Increase Grant Activity at Non Research-Intensive PUIs" at the second annual Midwestern Conference on Research at Predominantly Undergraduate Institutions, Fort Hays State University, Hays, Kansas, April 2007.

## **Michael Walker presented**

"The Docking Institute of Public Affairs: Description of Services" to the Norton County Economic Development office, Norton, Kansas, July 2007.

## **Brett Zollinger presented**

"Conservation Orientation of Kansas Agricultural Producers" (with Benjamin D. Wheeler) at the Rural Sociological Society annual conference, Santa Clara, California, August 2007.

## **Brett Zollinger presented**

"Deer Hunting Permissiveness Among Kansas Land Operators" (with Benjamin D. Wheeler) at the Rural Sociological Society annual conference, Santa Clara, California, August 2007.

## **Michael Walker presented**

"Proposed Medicaid Photo-Identification Requirements and Perceptions of Hardship Among Kansas Medicaid Beneficiaries" at the Rural Sociological Society annual conference, Santa Clara, California, August 2007.

## **Michael Walker presented**

"Phillips County Senior Issues Research Project" (with Brett Zollinger and Brett Keenan) to a town hall meeting held at the Huck Boyd Center, Phillipsburg, Kansas, August 2007.

## **Michael Walker presented**

"Highland Community College Strategic Planning Wrap-up" (with Cindy Whitney) to Highland Community College administrators, Highland, Kansas, September 2007.

## **Michael Walker presented**

"The Docking Institute of Public Affairs: Description of Services" to the Junction City-Geary County Economic Development Commission, Junction City, Kansas, November 2007.

## **Carl Parker and Jian Sun presented**

"Hays Recreation Commission Expansion Project Feasibility Analysis" to the Hays Recreation Commission, Hays, Kansas, December 2007.

# **Publications**

Canter, A., Paige, L.Z. & Shaw, S. (Eds.) (In press.) *Helping Children at Home and School*, 3rd edition. Bethesda, Maryland: National Association of School Psychologists.

Paige, L.Z. 2007. Obsessive-compulsive behavior, "Principal Leadership," 8 (1), pp 12-15.

Walker, Michael, and Brett Zollinger. 2007. "Metropolitan-Micropolitan Differences in Available Labor Force Characteristics: Three Great Plains Labor Basins." *Online Journal of Rural Research and Policy*. Volume 1. <http://www.ojrrp.org/issues/2007/01/index.html>

**Institute staff members are dedicated to helping governmental and nonprofit entities develop effective public policy decision-making. The Institute's in-house staff has more than 50 years of combined experience in the areas of survey and focus group research, program evaluation, policy analysis, grant facilitation, and strategic planning. Staff members have performed services for local-, state-, and federal-level entities in various areas.**



## Staff Profiles



**Brett Zollinger, PhD**

Brett Zollinger is the Director of the Docking Institute and the Institute's Center for Survey Research. He is also an associate professor of sociology at Fort Hays State University. Brett's 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 Best of Class awards from the National Rural Economic Development Association and the American Economic Development Council. He is a member of the American Association of Public Opinion Research, Rural Sociological Society, Community Development Society, Society for Applied Sociology, American Sociological Association and the Midwest Sociological Society. Brett has published in several academic journals including, *Economic Development Quarterly*, *Journal of the Community Development Society*, *Research in Community Sociology*, *Rural Sociology* and *Complimentary Health Review*. He also has a chapter in the peer reviewed book, *Mad About Wildlife*, focusing on conflict resolution. Brett has designed and conducted a wide variety of survey and evaluation research projects at local, state and regional levels on such topics as consumer confidence, labor availability, health campaigns, health care assessment, housing and city services satisfaction, quality of life, crime victims' issues, and attitudes toward wildlife management issues. He is also active in strategic planning and community development efforts in the region. Brett was the co-lead facilitator of the statewide Kansas Prosperity Summit planning process in 2005. Brett received his PhD from Utah State University in 1998.



**Michael S. Walker, MS**

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. Mr. Walker joined the Institute in 2000 as a research scientist. Mike 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 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 Western Social Science Association. He recently presented research findings at the Rural Sociological Society meetings in Santa Clara, California. Prior to coming to Fort Hays State University, Mike 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. Mike regularly teaches urban/rural sociology, community theory and development, demography, and social research methods. He is developing a course in the sociology of work. Mike received his MS degree in sociology from Utah State University in 1995 and is currently pursuing a doctorate in sociology at Kansas State University.



**Jian Sun, PhD**

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

### **Leslie Paige, MS, EdS**

Leslie Paige is the Grants Facilitator for the Docking Institute and for the Fort Hays State University Graduate School. Leslie 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 is the Project Planning Director of the proposal for the Kansas Board of Regents Kansas Academy of Mathematics and Science. She is also assisting with the coordination of activities for the History Today Teaching American History Grant. The R.U.R.A.L. Safe Schools/Healthy Students Project she directed for the Hays Unified School District received national recognition from the Surgeon General's Office and the Centers for Disease Control SafeUSA as a "Best Practice." She 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. Recent publications include Helping Children at Home and School and 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 a national-, state- and local-level on school safety and violence prevention, crisis response planning, social marketing, grant writing and consensus building. Leslie received her MS and EdS degrees in school psychology from Fort Hays State University. She has received several honors, including National School Psychologist of the Year and the FHSU Alumni Achievement Award. A Nationally Certified School Psychologist, Leslie is active in the National Association of School Psychologists. She is currently serving as the Chair of Leadership Development and is a member of the PREPaRE School Crisis Prevention and Intervention Training Curriculum workgroup. Leslie also hosts Doctors On Call, a weekly television program for Smoky Hills Public Television.



### **Joyce Wolfe, MS**

Joyce Wolfe is a research scientist specializing in program evaluation, and is the manager of the Institute's Center for Survey Research. Joyce's 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 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's strong library research skills gained from previous experience as a reference librarian assistant are valuable for projects requiring extensive literature review research, and for the training of Institute staff and students in library research methods. Joyce received her master's degree in psychology from Fort Hays State University in June 2000.



### **Laure Gross, BGS**

Laure Gross joined the Docking Institute in June of 2005 as administrative assistant. She is responsible for the general operations of the office, updating the Docking website, management of accounts and publication of the annual report. Prior to employment with the university in 2003, Laure has 15 years experience as a legal assistant and office manager for local law and medical offices. Laure received her Bachelor of General Studies degree with an emphasis in business from Fort Hays State University in May 2005.



**The Docking Institute employs graduate and undergraduate students and provides internship opportunities to undergraduates. Our students 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.**



## **Student** Profiles

**Luo Zhai (Jessie), BGS**

Luo "Jessie" Zhai joined the Docking Institute in spring 2007 as the graduate assistant in the Center for Survey Research. She assists the faculty with tracking surveys, mailings, formatting surveys, payroll, and assisting with the authoring of research reports. Jessie received a BGS degree with an emphasis in finance from Fort Hays State University in 2006. During her undergraduate studies, Jessie interned with the Standard Charter Bank and Bank of China. Jessie plans to graduate with a master's degree in communication studies at FHSU in spring 2008, and plans to eventually obtain a doctorate degree in communication studies.

**Jamilah Bauerle**

Jamilah Bauerle joined the Docking Institute in spring 2007 as a surveyor in the Center for Survey Research. In the fall of 2007 she began working as an undergraduate assistant and supervisor in the Survey Center. Jamilah is a 2004 graduate from Chase County High School in Imperial, Neb. She is currently working towards her degree in psychology and leadership. After graduating from Fort Hays State University, Jamilah plans to pursue a career in leadership and marketing.

**Brett Keenan**

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

**Jennifer Sanderson**

Jennifer Sanderson joined the Docking Institute as an intern in the fall of 2007 and continued as a student worker assisting with research, survey preparation, and data entry. Jennifer is a non-traditional student from Kansas City who returned to college after an eighteen year sabbatical to raise her family. She is currently a sophomore majoring in sociology with plans to add psychology as her second major in the fall of 2008. Jennifer is an orientation advisor at FHSU, and a recent member of The National Society of Collegiate Scholars. After graduation from Fort Hays State University, Jennifer plans to attend graduate school to obtain a masters degree in National Public Health.

**Jenny Tompkins**

Jenny Tompkins joined the Docking Institute as an intern in the summer semester of 2007 and has continued into the 2007-2008 academic year as a student worker. Jenny assists in database entry, mailings, project research, and editing. She also helps format and implement on-line surveys. Jenny is a 2004 graduate of Dodge City High School in Dodge City, KS. She received her Associate's degree at Dodge City Community College and plans to graduate from FHSU in December of 2008 with a Bachelors Degree in sociology and a minor in Spanish. After graduation, Jenny would like to find a job working with children or juvenile offenders.

**Jason Weaver**

Jason Weaver joined the Docking Institute in the fall of 2007 and provides assistance with the delivery of the New York Times to the FHSU campus in conjunction with the American Democracy Project. He is a member of Model UN and is currently a junior majoring in Political Science.

**Maddie Wiese**

Maddie Wiese joined the Docking Institute as an intern in the spring of 2007, and now serves as the Institute's student manager. Maddie helps coordinate the activities of other students and assists with various research projects. She is currently a senior majoring in sociology and anticipates graduating from Fort Hays State University in summer 2008.



**Standing:** Jamilah Bauerle, Brett Keenan, Jason Weaver, Luo Zhai (Jessie)

**Seated:** Maddie Wiese, Jenny Tompkins, Jennifer Sanderson  
Left to Right

**In addition to in-house researchers, evaluators, and facilitators, the Institute enhances its capabilities with university and field-based experts from a broad variety of disciplines. Staff and fellows together bring specialized knowledge and experience in the areas of program evaluation, research, grants facilitation, economic development, impact assessment, government, natural resource issues, health-care, business, telecommunications, and education. The depth and breadth of knowledge provided by our policy fellows contributes to the success of the Institute, and the Institute is fortunate to have such a field of experts upon which to draw.**



# **Policy Fellow** Profiles



### **Joseph Aistrup, PhD**

Joseph Aistrup is a senior policy fellow of the Institute and head of the Department of Political Science at Kansas State University. He was assistant director of the Institute from 1993 to 1999 and director from 1999 to June 2002. Most recently, Joe is co-facilitating the Manhattan Area Chamber of Commerce strategic planning process as a Docking Institute policy fellow. He is the author of *The Southern Strategy Revisited: Republican Top-Down Advancement in the South*, which was nominated for the V.O. Key Award in 1997. He has published in *Economic Development Review*; *Economic Development Quarterly*; *Legislative Studies Quarterly*; *Political Research Quarterly*; *Soviet Studies*; *American Review of Politics*; *Kansas Business Review*; *Kansas Government Journal*; *Congressional Quarterly*; and *Court Review*. He also regularly comments on Kansas politics for regional and national newspapers. Joe received his PhD from Indiana University in 1989.



### **Mark Bannister, JD**

Mark Bannister, a senior policy fellow, is the chair of FHSU's Department of Information Networking and Telecommunications. Mark teaches courses on legal issues and management of information. He supervises and participates in research and programming on issues including telecommunications, the Internet, intellectual property and community development. From 1993-1999, he headed the Telepower Conference, a long-running annual conference on telecommunications and rural development sponsored by the Docking Institute. Mark also administered the federally funded Information Community Project. Most recently, Mark was a co-lead facilitator of the statewide 2005 Kansas Prosperity Summit planning process. He has consulted for a number of Kansas state agencies including the Legislature, Supreme Court, Governor's Office, Department of Commerce, Kansas, Inc., and the Department of Health and Environment. He previously served as director of the Docking Institute, chief of staff for the Kansas Senate president and as associate general counsel to the Kansas Board of Regents. Mark earned his master's and JD degrees from the University of Kansas.

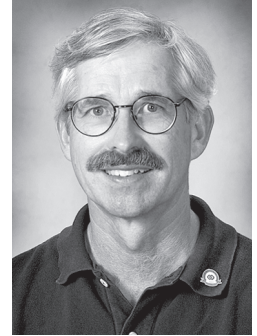


### **Curt Brungardt, PhD**

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

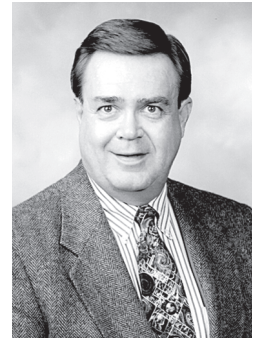
### **Keith Campbell, PhD**

Keith Campbell is a professor of sociology at FHSU. Although his early research was in social psychology, his focus for the last decade has been on cultural diversity and indigenous peoples. Research activities have taken him to Alaska more than 20 times to work with the Kenaitze Indian Tribe on such issues as subsistence, land loss and discrimination. In 1996, he conducted interviews of women who homesteaded in Alaska in the 1950s and 1960s. His most current research involves a study of isolated rural villages in Henan Province, China. Keith does consulting work in grant proposal development and program evaluation with a special focus on rural health issues. Keith received his PhD in sociology from the University of Missouri, Columbia.



### **Robert Cox, MD**

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



### **Chris Crawford, PhD**

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





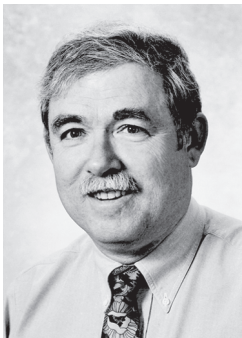
### **Kathy Dale, EdD**

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



### **Robert Duffy, MA**

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



### **Preston Gilson, PhD**

Preston Gilson is a senior policy fellow for the Institute and 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. He earned his PhD from St. Louis University.

### **Larry Gould, PhD**

Larry Gould, a senior policy fellow, serves as the FHSU Provost and chief academic officer and is founder and former director of the Docking Institute. He established the Center's Telepower Conference in 1992 and is the author of a telecommunications report that initiated the state strategic telecommunications plan. Larry is a member of the National Honor Society of Phi Kappa Phi and was the 1988 recipient of the FHSU Alumni Association's Outstanding Faculty Teaching Award. In 1990, the Hays Area Chamber of Commerce named him Most Valuable Citizen. Previously, he was faculty advisor and 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 1996, he was awarded the Hays Chamber of Commerce's Lifetime Service Award. In 2000, he was granted the Pacesetter Award from the National Academic Advising Association. This award for presidents and provosts is given to only one person each year. He holds a BA in history from Massachusetts College of Liberal Arts, an MA in political science from Eastern New Mexico University and a PhD in political science from Purdue University.



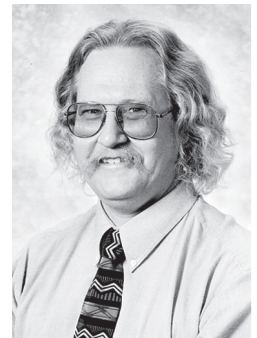
### **Richard Heil, PhD.**

Richard Heil is a senior policy fellow and has been with the Docking Institute since its creation in 1980. Dick has served as a moderator for various forums sponsored by the Docking Institute, including the Kansas House of Representatives and Kansas Senate Candidate Forums. Since their inception, Dick has moderated two public television programs on behalf of the Institute, "The Kansas Legislature" and "Mid-America Life: A Conversation with Congressman Jerry Moran," both on KOOD television.



### **John Heinrichs, PhD**

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





**Darren Hendrickson, PhD**

Darren Hendrickson is a professor of sociology at Eastern Illinois University. He teaches courses in the sociology of health and health care, environmental sociology, classical social theory and introduction of sociology. His research interests include contemporary and alternative health care, the social-psychological and structural factors influencing environmental concern, and a socio-historical analysis of cemeteries. Darren received his PhD from the University of Akron, Akron, Ohio.

**Quentin Hope, MPPM**

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



**Stephen Kitzis, PhD**

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 earning a doctorate in experimental psychology from the University of California, Santa Cruz, in 1993.

### **Richard Lisichenko, PhD**

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



### **Heath Marrs, EdD**

Heath Marrs is an assistant professor of psychology at Fort Hays State University, specializing in educational psychology. As an independent evaluator, Heath was the principal investigator for program evaluation of the 2003-2004 and the 2004-2005 Alternative Action Projects at both Hillsboro High School and at Peabody-Burns High School. He is responsible for teaching undergraduate and graduate courses in the Department of Psychology, including general psychology, applied statistics in the behavioral sciences, psychological testing, history and systems of psychology, cognitive psychology, experimental methods and inferential statistics. Before joining the FHSU faculty, Heath completed an internship in Kansas State University's Office of Assessment and Program Review. He has published in the journals *Reading Psychology: An International Quarterly*; *Individual Differences Research*; and the *Journal of At-Risk Issues*. Heath received his EdD in educational psychology from Kansas State University, his MS and EdS degrees in school psychology from FHSU, and his BA in social science-psychology and biblical and religious studies from Tabor College.



### **Mary Martin, PhD**

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





**Micol Maughan, PhD**

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



**Rose McCleary, PhD**

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



**Kate McGonigal, PhD**

Kate McGonigal is an assistant professor of sociology at Fort Hays State University and is co-sponsor of the Sociology Club. Her areas of specialization are in social deviance and criminology. Most recently, Kate served as the Docking Institute's primary investigator for the United Way of Ellis County social trends study. Kate received her PhD and MA from the University of Missouri, Columbia, and her BA from Drake University in Des Moines. Kate's dissertation work with John F. Galliher is the subject of a manuscript currently being reviewed by the State University of New York Press. Her master's thesis examined the patterns of legislative abolition of the Iowa death penalty and the effects of charismatic governmental leaders on the anti-death penalty movement and was published in *America Without the Death Penalty: States Leading the Way* by Galliher et al. in 2002. During her time at Drake University, Kate served as president of the Drake Democrats and had the experience of chauffeuring former California Gov. Jerry Brown in Iowa to political rallies and meetings with newspaper editors during the 1991-1992 presidential campaign. She also worked for the United Way of Central Iowa conducting a neighborhood needs assessment survey.

### **Shala Mills, JD**

Shala Mills is chair of FHSU's Political Science Department and is an associate professor. She also serves as the pre-law advisor. Shala has been a fellow with the Docking Institute since 1993. She has presented on statutes and laws at several training sessions for the Kansas County Treasurers Association. Shala worked on the Justice Initiative Project and, more recently, on the Victims Rights Project. She received her JD from the Kansas University School of Law and her BA from Baylor University.



### **Arthur Morin, PhD**

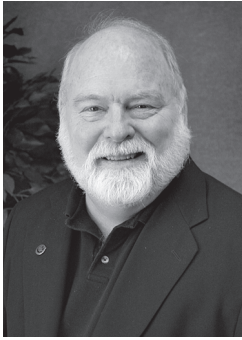
Arthur Morin, a senior policy fellow, is an associate professor of political science at Fort Hays State University. Art is director of the Master of Liberal Studies Program at FHSU. He has been instrumental in developing the Docking Institute's Public Administration Training Program and is the coordinator for the Institute's Kansas County Treasurers Association training program. Art has had several book reviews published (posted) on the Resource Center for Cyberspace Studies Web site (<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 PhD from the University of California, Santa Barbara.



### **Carrie Nassif, PhD**

Carrie Nassif is an assistant professor of psychology at Fort Hays State University and a clinical psychotherapist at the university's Kelly Center. She is also a policy fellow with the Institute, and in 2006 she provided expert assistance for a domestic violence study. Carrie teaches courses in personality, ethics, appraisal of adults, psychotherapy, perspectives of diversity workshops, and practicum (therapy skills). Clinical areas of interest include critical incident stress management, sexual trauma, resiliency, eating disorders and suicide prevention. Areas of research interest include personality, creativity, supervision and issues of diversity. Carrie is a member of the American Psychology Association, Psychological and Educational Resources in Kansas, and the Kansas Psychology Association. She received her PhD in clinical psychology from the University of South Dakota in 2004.





**Carl D. Parker, PhD**

Carl D. Parker, a senior policy fellow, is chair of the Department of Economics and Finance at Fort Hays State University. He is also the director of employee relations for the university. 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 PhD 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*. Carl has recently worked on the Ness County Hotel Feasibility Study, and the Hays Recreation Commission Expansion Feasibility Study.



**Lori Peek, PhD**

Lori Peek is an assistant professor in the department of sociology at Colorado State University, Fort Collins. Lori has written several articles in the areas of environmental risk, sustainability, social vulnerability and hazards and disasters. She also served for three years as the assistant co-editor of the *Natural Hazards Review* journal. In addition to her interests in environmental sociology and the sociology of disasters, she specializes in the areas of religion, gender, race and ethnicity, social psychology, and ethnographic methods. Lori received her BA in sociology (summa cum laude) from Ottawa University, her master's in education from Colorado State University and her PhD in sociology from the University of Colorado, Boulder.



**Casey Rackaway, MA**

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

### **Chapman Rackaway, PhD**

Chapman Rackaway is an assistant professor of political science at FHSU. Chap serves as the advisor for the Political Management Program in the Department of Political Science and teaches campaign management, political parties, public opinion and voting behavior. Chap's research and teaching interests include political party targeting of Congressional races, voter turnout, congressional communication styles and campaign finance. He has published in the Social Science Computer Review, Journal of Political Science Education, Journal of Politics and PS: Political Science and Politics. Chap also serves as a political consultant, providing communication and strategic direction for campaigns from county auditor to U.S. Congress. He has previously taught at Lincoln University, State Fair Community College, the University of Missouri and Columbia College. He received his PhD in political science from the University of Missouri in 2002.



### **Marilyn Ray, MD, MPH**

Marilyn Ray is 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 the resulting data about related health policy issues. She also serves as adjunct faculty for the Department of Sociology at Fort Hays State University, teaching such courses as Medical Sociology, and Death and Dying.



### **Kevin A. Shaffer, MS, CCDP**

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



### **Daniel D. Steeples, MS**

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



### **Kent L. Steward, MLS**

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



### **Benjamin D. Wheeler, MS**

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



## List of Services

### **Program Evaluation**

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

### **Labor Studies**

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

### **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.

### **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, 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.

### **Grants Facilitation**

To meet the demands of government and other non-profit entities, the Docking Institute has expanded its offerings to include 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.

### **Strategic Planning**

Visionary leadership begins with a plan that strategically prioritizes scarce community resources. The Docking Institute has worked with more than 50 entities including state agencies, educational institutions, 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.

