

BASIC PROGRAM INFORMATION

Proposing Institution: Fort Hays State University

Title of Proposed Program: Master of Professional Studies

Degree(s) to be Offered: Master of Professional Studies

Anticipated Date of Implementation: Summer, 2012

Responsible Unit: Graduate School, Fort Hays State University

CIPS Code: 30.9999

Contact

If there are any questions or a need for further comments about this proposal, please contact Dr. Lawrence Gould, Provost, Fort Hays State University, (785) 628-4241.

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0. PROGRAM PROPOSAL NARRATIVE

Executive Summary: Master of Professional Studies. Fort Hays State University (FHSU) will meet Kansas workforce needs by developing and implementing a multi-disciplinary professional master's degree known as the Master of Professional Studies (MPS). The MPS is designed to provide advanced professional education. Initial concentration areas will be related to information technology and human resource management offered currently in the College of Business and Leadership. Future concentrations areas are being considered in the College of Health and Life Sciences and College of Arts and Sciences. There is no similar academic program at any Kansas university. Demand for a degree of this type exists at FHSU and to a larger off-campus market. Currently, FHSU is serving students in these disciplines through its Master of Liberal Studies (MLS) and Master of Business Administration (MBA) programs. These existing master's programs do not meet the needs of students with interest in the disciplines above for various reasons. A central theme is that the university currently does not provide a discipline-based master's program (MS) in these departments. The university feels it can create a multi-disciplinary master's level professional degree program to serve these students and to position the university well for future advanced education and training opportunities that have not yet been envisioned. FHSU surveyed 5471 undergraduate students in December, 2010 regarding their interest in a program of this nature. Two hundred thirty-four (234) students responded. Of the responding students, a majority (76.5%, n=179) indicated they were interested in a new master's program in the concentration areas such as informatics, human resource management, health care administration, and leadership.

There are many career opportunities in Kansas and beyond for graduates with MPS degrees, including positions in information technology, human resources, government, law enforcement & the corrections industry, and non-profit industry or social services leaders. The MPS degree will also give students the necessary tools to embark on new entrepreneurial career ventures. To be effective today, professionals need to understand the trends impacting the broad career field and "industry" sector where they work. They also need specialized skills – sometimes unusual combinations of special skills – to add value to the organizations where they work.

FHSU is an ideal home for this program because it has high-quality departments, faculty, and courses currently in place to support this program and because of our proven ability to serve Kansans at a distance through these programs. Our proposed curriculum contains four components: 1] a 9-hour core curriculum which includes a research methods course, a statistics course, and a concentration-specific introductory graduate course, 2] a 9 to 12-hour major concentration area, a 3] 6 to 9-hour cognate field or free electives area, and 4] a 3-hour projects or internship course. FHSU has all the essential support services in order to give students the best opportunity to succeed. Comprehensive, state-of-the-art facilities and equipment are available to enable the proposed program and student success. A thorough quality management and assessment plan has been developed.

1. PROGRAM NEED AND STUDENT CHARACTERISTICS

1.1 Is the program central to the mission of the institution?

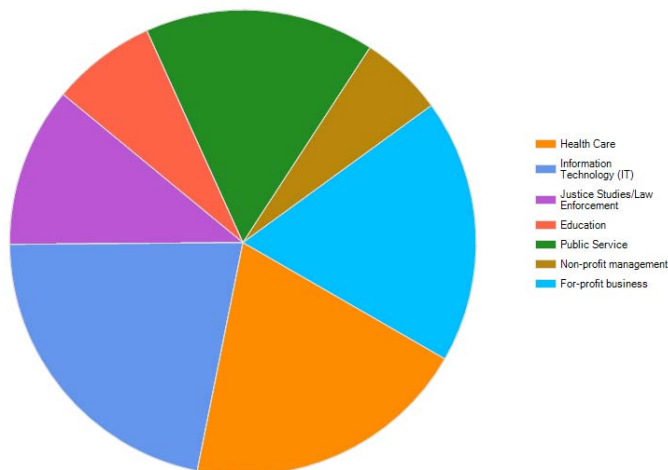
A natural outgrowth of the university's primary mission emphasis includes pre-professional, professional, master's, and education specialist programs that link theory with practice to address the needs of a diverse society.

1.2 What is the student demand for the program?

Substantial demand for the program exists at FHSU alone to support the program. In order to assess the student demand for the MPS program, we surveyed 5471 undergraduate students currently studying business, informatics, nursing, sociology, justice studies, and leadership. Of the 5471 students, 179 indicated interest in pursuing a professional master's degree program in these concentration areas. Key findings of the survey include:

- A majority of students surveyed (68.7%) desire a distance education delivery mode for the degree program, while 23.8% desire a blended delivery model of distance delivery and on-campus courses, while only 7.5% desire to pursue this degree by enrolling in on-campus courses.
- Responding students indicated the following areas of future career workforce interest:

Into which general category of the workforce would you interested in pursuing your career with a MPS degree?



- A majority of respondents (71.8%) believe that individuals with a Master of Professional Studies (MPS) degree will have advantages over other job-seekers.
- A majority of respondents (71.7%) indicated they were currently pursuing their degrees as a Virtual College student (taking all courses as distance education courses).

1.3 What is the demand for graduates of this program?

Fort Hays State University commissioned a custom research study in May, 2011 from *Eduventures, Inc.* – a national research and consulting service for higher education. According to the Bureau of Labor Statistics, occupational demand for master’s graduates in the areas of informatics (IT) and human resource management between 2003 and 2010 have experienced average or better degree conferral growth, indicating increasing student demand. These occupations do not normally require a master’s degree. However, a master’s degree may spur professional advancement, particularly if students obtain deeper and more current knowledge of the industry in which they work. The employment growth outlook between 2008-2018 for each area of consideration is:

- Human Resource Management – as fast as average
- Information Technology – as fast as average to much faster than average

There are currently up to five known online providers of comparable MPS programs in the United States. There is one strong online regional competitor at the University of Denver, which offers one MPS option in areas we are considering (human resource management).

1.4 What are the locational and comparative advantages of this program?

Locational advantages: While there are several institutions offering MPS degrees in the United States, there are no such programs in Kansas and few within our contiguous state region. It is important to note that few programs currently exist that are able to deliver courses at a distance. FHSU has the capacity to do this. Fort Hays State University would become the first institution in the state to offer a degree program of this type. FHSU also has the capacity to deliver this program to an international market. A variant FHSU “cross-border” strategic partnership model is one way in which FHSU can deliver

this program to students internationally at an affordable tuition rate. Under such a model, FHSU could establish a support office for the Virtual College on the campus of a partnership university in a foreign country. This office would facilitate delivery of courses from the program which would originate from Hays. MPS degree concentrations may also be developed by departments to serve international students desiring to come to the US to study on the Hays campus.

Comparative advantages to competitors:

Fort Hays State University compares favorably with the five national MPS competitors identified in the May, 2011 *Eduventures* custom study in four areas:

- 1] FHSU has an opportunity with this degree program to attract prospects who are seeking occupational development and advancement in a more attractive manner than traditional more recognizable MS, MA, or MBA degree programs.

- 2] FHSU has an opportunity to develop concentrations with greater content depth, particularly in human resource management, than traditional MBA or MPA degree programs contain.

- 3] In all content areas, but particularly informatics, FHSU has an opportunity to offer a more attractive professional development to prospects compared to non-credit workshops or in-services by 3rd party providers, and

- 4] FHSU remains competitive with regard to tuition per credit hour.

Institution	Cost per credit hour
FHSU	\$235.50
University of Denver	\$484
Georgetown University	\$829
SUNY Stony Brook	\$349

University of Memphis	\$458
University of Connecticut	\$1333

The development of this program is the highest priority initiative by the FHSU Graduate School as the institution seeks to fulfill the workforce needs of Kansas and the advanced education needs of Kansans.

1.5 What are the characteristics of the students who will participate in this proposed program?

Prospective students for this program will hold various baccalaureate degrees appropriate to the concentration they desire to study and will the admission criteria of the Graduate School and the host graduate program. Students will likely be place-bound working adult learners seeking advanced education in order to explore new career opportunities or advance within current organizations. Kansas workforce development needs to help employers. One such example includes MPS graduates with concentrations in information assurance for the Kansas banking industry.

Extensive opportunities for student interaction will be provided, including group discussions, collaborative projects, presentations in courses, as well as the interactive advising model that is prevalent at Fort Hays State University. Students will be expected to interact with professionals in the field through the required internship or professional project experience which serves as a capstone experience for the degree program.

2. CURRICULUM

The goal of the Master of Professional Studies (MPS) program at Fort Hays State University is to provide individuals who already have an undergraduate credential with advanced education opportunities. This will provide unique combinations of cognate skills in order to be competitive entrants into the workforce or to advance further within their organizations. Individuals develop professional expertise in specialized areas of study as well as skills in chosen cognate fields. A required internship experience or a professional project highlight the integration of these concepts.

PROGRAM OBJECTIVES:

At the conclusion of the academic program, students will be able to:

- Demonstrate a solid working knowledge in a professional discipline.
- Demonstrate advanced communication skills, both written and oral.
- Design and execute discipline-specific research inquiries and its application to the profession with minimal supervision.
- Prepare technical reports, project plans, and regulatory documents as appropriate to professional workforce needs.
- Prepare and present information to a wide variety of constituents.

The MPS curriculum has been designed to realize the objectives identified above. In addition to the core curriculum, an area of concentration is selected from the following options:

- Computer Networking
- Information Assurance
- Web Development
- Cyber Security
- Human Resource Management

Each student enrolled in the MPS program at FHSU will complete the 9 credit hours of core curriculum, 9-12 credit hours of discipline-specific electives, 6-9 credit hours of cognate area or approved electives, and a 3-hour project or internship course.

Total Hours in Core	9
Total Hours of Discipline-Specific Concentration [MAJOR]	9-12
Total Hours of Cognate Area or Approved Electives	6-9
Total Hours of Project/Internship	3
Total Program Hours	30

CORE REQUIREMENTS (9 CREDIT HOURS):

CONCENTRATION –RELATED RESEARCH METHODS (3)

A study of the research methods and techniques used in the discipline. This course applies student’s problem solving skills to discipline-specific and professional applications. Particular emphasis is given to quantitative research methods.

STATISTICS (3)

A course dealing with the advanced statistical techniques used in the selection and evaluation of data appropriate for the discipline. This course is designed to introduce applied statistical techniques commonly used in quantitative analysis.

INTRODUCTORY COURSE IN THE CONCENTRATION (3)

A course which serves as a foundation for advanced disciplinary knowledge and skills in the discipline.

DISCIPLINE-SPECIFIC CONCENTRATION (9-12 CREDIT HOURS):

Students will complete a minimum of 9 credit hours in a discipline of emphasis. Selection of courses in the area of concentration will be individualized to meet student needs and interests and must be approved by the student’s graduate advisor.

COGNATE OR APPROVED ELECTIVES (6-9 CREDIT HOURS):

Students will complete a minimum of 6 credit hours of courses in a cognate field or as approved elective courses that are consistent with the objectives of the MPS degree program. These courses must be approved by the student's graduate advisor.

INTERNSHIP OR PROFESSIONAL PROJECT (3)

The internship is designed to provide the student maximum opportunity to observe, participate, and learn from appropriate professionals in the workplace. The internship should expose the student to various skill experiences in a workplace environment that require advanced skill demonstration and knowledge integration.

The professional project integrates research skills appropriate to the discipline. The project must be well defined and approved by the student's advisor and committee. The student will present the final project to the graduate committee.

Program-Specific Curricula
 New courses indicated in italics

MPS (Computer Networking)	Course	Credits
CORE	INT 890 Research Methods in Informatics	3
	<i>INT 8xx Statistics in Informatics or MATH 6xx Applied Statistics</i>	3
	INT 695 Advanced Routing	3
MAJOR	INT 685 Fundamentals of Network Security	3
	INT 697 Advanced LAN Switching	3
	INT 698 Internetwork Troubleshooting	3
COGNATE/FREE ELECTIVES	9 hours selected from:	9
	INT 658 Law of Cyberspace	
	INT 662 Modern Telephony	
	INT 664 Wireless and Cellular Systems	
	INT 678 *Seminar/INT: Virtualized Infrastructure Deployment/Management	
	INT 880 Management of Information Security	
	INT 876 Prof. Topics in INT: Penetration Testing	
	INT 885 Information Risk Management	
	INT 826 Internship in Information Networking	
	INT 872 Readings in INT	
Other INT electives at permission from Advisor		
PROJECT/INTERNSHIP	INT 891 Capstone Seminar	3

MPS (Cyber Security)	Course	Credits
CORE	INT 890 Research Methods in Informatics	3
	INT 880 Management of Information Security	3
	INT 684 Foundations of Information Systems Security	3
MAJOR	<i>INT 668 OS Security</i>	3
	<i>INT 805 Information Systems Forensics</i>	3
	<i>INT 882 Network Defense</i>	3
	<i>INT 886 Penetration Testing</i>	3
COGNATE/FREE ELECTIVES	6 hours selected from:	6
	<i>INT 666 Web Security</i>	
	INT 685 Fundamentals of Network Security**	
	INT 686 Network Security Firewalls	
	INT 695 Advanced Routing**	
	INT 697 Advanced Switching**	
	INT 698 Internetworking Troubleshooting**	
	CSCI 663 Introduction to Cryptography	
**Internetworking I, II, III or CCNA certification is required as pre-requisite		
PROJECT/INTERNSHIP	INT 891 Capstone Seminar	3

MPS (Web Development)	Course	Credits
CORE	INT 890 Research Methods in Informatics	3
	<i>INT 8xx Statistics in Informatics or MATH 6xx Applied Statistics</i>	3
	INT 651 Advanced Web Development	3
MAJOR	INT 653 Web Scripting Languages	3
	INT 654 Introduction to Web-Enabled Databases	3
	INT 678 Seminar in INT: Beginning Mobile Application Development	3
COGNATE/FREE ELECTIVES	9 hours selected from:	9
	INT 650 Interactive Systems Design PHYS 608 Special Topics I: Introduction to iOS Programming INT 653 Intensive Web Development INT 658 Law of Cyberspace INT 684 Foundations of Information Systems Security MIS 673 Problems/MIS: Android Application Development INT 678 Seminar/INT: Web Security INT 678 Seminar/INT: Capstone in Mobile Application Development INT 826 Graduate Internship in Information Networking INT 872 Readings in INT INT 876 Professional Topics in Information Networking	
PROJECT/INTERNSHIP	INT 891 Capstone Seminar	3

MPS (Information Assurance Management)	Course	Credits
CORE	INT 890 Research Methods in Informatics	3
	INT 880 Management of Information Security	3
	INT 684 Foundations of Information Systems Security	3
MAJOR	<i>INT 666 Web Security</i>	3
	<i>INT 805 Information Systems Forensics</i>	3
	INT 885 Information Risk Management	3
	<i>INT 886 Penetration Testing</i>	3
COGNATE/FREE ELECTIVES	6 hours selected from:	6
	<i>INT 668 OS Security</i>	
	<i>INT 882 Network Defense</i>	
	INT 685 Fundamentals of Network Security**	
	INT 658 Law of Cyberspace	
	MBA 813 Information Systems for Management	
	INT 686 Network Security Firewalls	
	CSCI 663 Introduction to Cryptography **Internetworking I, II, III or CCNA certification is required as pre-requisite	
PROJECT/INTERNSHIP	INT 891 Capstone Seminar	3

MPS (Human Resource Management)	Course	Credits
CORE	<i>IDS 806 Quantitative Research Methods</i>	3
	<i>MATH 6xx Applied Statistics</i> or SOC 621 Advanced Sociological Research	3
	MGT 611 Human Resource Management	3
MAJOR	MGT 612 Recruitment, Selection, and Retention	3
	MGT 613 Total Compensation	3
	MGT 614 Training and Development	3
COGNATE/FREE ELECTIVES	9 hours selected from:	9
	COMM 606 Conflict Management through Communication MGT 610 Labor Relations and Negotiation GBUS 673 Problems in Business: Organizational Development and Change LDRS 800 Organizational Leadership GBUS 673 Problems in Business: Employment Law	
PROJECT/INTERNSHIP	<i>IDS 891 Projects in Professional Studies</i> or <i>IDS 892 Internship in Professional Studies</i>	3

3. PROGRAM FACULTY

The MPS requires no new faculty resources. The following faculty will teach courses for the MPS program:

MPS Program Faculty

Faculty/Rank	Degree
Informatics (Dept. of Informatics)	
Keyu Jiang, Assoc. Professor	Ph. D.
Kevin Shaffer, Assoc. Professor	MS
Angela Walters, Assistant Professor	MS
Human Resource Management (Dept. of Management and Marketing)	
Kyle Stone, Assistant Professor	Ph. D.
Greg Weisenborn, Assistant Professor	Ph. D.

The existing faculty are recognized as outstanding teachers, active scholars, and are heavily involved in university, professional, and community service. Courses in the respective departments are taught by faculty who are specifically trained in that specific subject area.

4. ACADEMIC SUPPORT

Fort Hays State University is strongly committed to providing an environment where learning flourishes. To maintain that commitment, FHSU continues to offer outstanding student, administrative, and academic support in a technologically rich environment.

ACADEMIC SUPPORT SERVICES

Advising

Program professors will advise MPS students and submit programs of study for approval to the Dean of the Graduate School. Additional advising support is available through the Graduate School staff and the FHSU Academic Advising and Career Exploration Center.

Kelly Center

The Kelly Center is committed to helping Fort Hays State University students, faculty, and staff be successful in their personal development. The center provides personal counseling services for guiding personal growth, academic success programs for enhancing academic skills, and career counseling services to assist students and alumni with career assistance. The mission of Academic Success Programs (ASP) is to provide the encouragement, tutoring, supplemental instruction, skills, and strategies necessary for students to become effective learners in their course work, in their careers, and in their personal life. Additionally, ASP offers individual academic counseling to help students develop effective skills for studying, time management, test-taking, and test anxiety. Personal Counseling Services provides short-term individual, couples, and group counseling services for students, faculty, and staff to address concerns such as depression, anxiety, managing stress, coping with transitions, relationship difficulties, and eating disorders. Crisis intervention is available on a 24-hour basis for individuals living on campus. Services are free of charge and strictly confidential. Career Counseling Services assists individuals in career decisions through the use of personal and career interest inventories. A resource library contains information on careers, training opportunities, and trends in employment. Other services include access to career information on the Internet, career exploration workshops, and computer-based career exploration programs.

Disability Student Services (DSS)

The Disability Student Services office is dedicated to ensuring equal access to the educational opportunities at Fort Hays State University for persons with disabilities. The DSS office strives to empower persons with disabilities and to increase the persistence of students with disabilities. The DSS office also strives to increase sensitivity on the FHSU campus about the issues affecting persons with disabilities.

Forsyth Library

Forsyth Library is the information/research center for the university. The library provides access to information through books, periodicals, government documents, CD-ROMS, computer literature searches and public Internet connections. Library faculty and staff offer a full range of reference, interlibrary loan, circulation/reserve, government documents and special collection services. The online catalog is accessible on and off campus. Forsyth Library has developed systematic procedures for assessing need and evaluating results. The Library Director uses the Baldrige "Are We Making Progress?" employee survey to evaluate the perception of staff and leadership. The library staff is diligent in identifying need and opportunity, collecting information relative to need and opportunity, and working toward solution through the University Library Committee and University Faculty Senate. Current holdings in Forsyth Library and departmental student resource centers meet the needs of the proposed program. There is no need for additional library resources.

The Learning Commons

The Learning Commons is located in Forsyth Library and includes the reference desk, a technology assistance center, a presentation area, a dimensional mediated instruction area, distributed learning spaces, and smart study rooms. The commons takes advantage of newly installed and planned technologies as well as the institutional momentum generated for integration of a mobile teaching and learning environment. The Learning Commons creates a unique learning environment that nurtures writing, research, reading, communication, and the creation of diverse format content through the convergence of dedicated space, knowledge assistance, and a virtual learning space.

Center for Teaching Excellence and Learning Technologies (CTELT)

The mission of the Center for Teaching Excellence and Learning Technologies is to improve the overall institutional effectiveness, quality, and creativity of Fort Hays State University by fostering the growth and development of individual faculty and staff. CTELT recognizes that institutional change begins with the multiple roles and responsibilities faculty must fulfill in the constant remaking of the structure, culture and needs of the higher education community. Accordingly, CTELT's programs, resources, services and training have been shaped and continually adapt to not only the interests of individual faculty and communities of learning, but also larger department, college and institutional needs. The Center for Teaching Excellence and Learning Technologies assists in training faculty to use the online course system, to use technology in on and off campus classes, and with instructional design. Staff members also serve at the Helpdesk for faculty who experience difficulties in using the online course system. This Helpdesk is operational during the day and evening hours. As the number of courses and students using these online courses has grown, this support has become more critical. CTELT offers

many training courses for faculty, and CTELT assists faculty in creating video for the web and CDs, and provides instructional design services.

Virtual College

The Fort Hays State University Virtual College is the outreach education delivery structure designed to offer coursework to a variety of constituencies through varied delivery methods. The Virtual College delivers distance learning coursework through asynchronous and synchronous modes. Asynchronous delivery (anytime/any place) includes: CD-ROMs, DVDs, the Internet, videotapes and guided study. Synchronous delivery (same time/different locations) includes: face-to-face and internet protocol television (IPTV). The Virtual College serves over 4,500 students in any one semester, including students from every state and over 27 countries. Twenty-two bachelor's programs, eleven master's programs, and a wide range of endorsements and certificates in addition to strategic partnerships with the military, community colleges, and universities worldwide distinguish this support office.

Academic Computing

The Computing and Telecommunication Center (CTC) provides a campus-wide system for faculty, staff and students. It maintains the campus backbone and infrastructure for all campus communication services. Services include the installation and maintenance of numerous administrative systems across campus, telecommunication support, and micro-computing support. The CTC HelpDesk provides computing-related services and support for students and faculty. Fort Hays State University (FHSU) has invested in the completion of a campus-wide wireless infrastructure, the purchase of tablet computers for faculty, the provision of training opportunities for faculty, and the building of a new technical support structure. The University provides limited equipment and software assistance through the Learning Commons located in Forsyth Library. Additional computer laboratories are located throughout campus and in residence halls. All general use classrooms are fully mediated to allow for utilization of varied teaching/learning technologies.

Graduate School

The Graduate School is an administrative support unit that provides support for graduate academic programs and graduate students. The Assistant Dean of the Graduate School will have primary administrative responsibility for administering the daily functions of the MPS program. The graduate school coordinates admission and progression efforts for all graduate programs. The degree analyst assists in tracking all graduate students toward successful completion of the academic program. Professional development opportunities, such as travel support and small research grants, are supported

through the Graduate School for faculty and students. The Office of Scholarship and Sponsored Programs is located in the Graduate School and provides support for Fort Hays State University grant writing activities. Technical assistance, required forms, grant resources, copies of grants, funding information, and helpful guides are available in this office. The grants facilitator assists faculty and staff who are interested in seeking external funding. Many services are available to enhance effective grant seeking. The grants facilitator assists with funding source research, proposal development, reviews, and provides individual and group technical assistance.

International Student Services

The Office of International Student Services provides information, support, and programming for all international students at Fort Hays State University. The office provides a detailed orientation for all incoming international students. Topics include immigration, maintaining status, services provided, culture shock, medical needs, academics, and programming and events offered by the university. The office also provides income tax assistance. Programs and services coordinated through the Office of International Student Services include International Student Union, Conversation Partners, Friendship Family Program, Speakers Bureau Program, International Fair and International Education Week, and Tiger Transport. A web links page provides quick reference to embassies & consulates, immigration, immigration lawyers, currency conversions, and other support mechanisms to better serve international students.

NEW ACADEMIC SUPPORT NECESSARY

The current holdings in Forsyth Library in conjunction with materials available in the departmental libraries are considered adequate for the program. No new library or academic support resources will be necessary. New faculty lines will be determined according to programmatic growth over time as academic deans consult with the president at annual position control meetings.

NEW SUPPORTING STAFF

Current staffing levels allow for the proposed program to be successfully implemented. No new support staff are required at this time. Depending upon enrollment growth, however, additional advising and degree analyst support positions may be required.

5. FACILITIES AND EQUIPMENT

Facilities for classroom instruction include regularly scheduled classroom space in various buildings across campus. Asynchronous distance education content is typically coordinated using the *Blackboard* learning management system. Distance education courses that use synchronous technology may employ specialized digital technology used by faculty from their offices or other dedicated spaces. Current facilities and equipment are sufficient to meet program needs.

6. PROGRAM REVIEW, ASSESSMENT AND ACCREDITATION

Program review and assessment will be ongoing and inclusive. The purpose of assessment activity at Fort Hays State University is to help carry out our assigned mission through the systemic collection and analysis of information which can be used to measure and continuously improve the effectiveness of academic programs, policies, and practices. The Master of Professional Studies program will utilize multiple methods of assessment, both direct and indirect, to ensure continued program viability.

Student Quality/Progression

- Student quality will be assessed by tracking adherence to stated admission requirements, acceptance rates, and program graduation rates. Students will be held to the progression standards as per Graduate School policy and administered by the dean of the Graduate School.

Student Learning Outcomes

- Each student will demonstrate content mastery by successfully completing a comprehensive examination, to be administered as per policy established by the Graduate School. The comprehensive exam will require demonstrated mastery of core curriculum concepts as well as the discipline specific content.
- In order to be admitted to candidacy, students must satisfactorily demonstrate their ability to utilize research concepts and written/presentational communication skills for program advisors.
- Students will be expected to present the product resulting from completion of their professional project or internship. The presentation will be evaluated by the student's graduate committee to ensure content expertise and skill mastery.

Student Satisfaction

- A survey of program graduates will be conducted every year to garner employment information, perception of educational preparation, adequacy of co-curricular experiences, and continuing education needs.

Program Review

- Course/instructor evaluation will be conducted each semester via student survey as per institutional practice. Course and instructor evaluation will be reviewed by the program director and department chairs. The program director, in conjunction with department chairs, will be responsible for identifying content and delivery concerns as evidenced from student evaluation.
- The MPS program will conduct a complete program review every eight years as per Kansas Board of Regents program review requirements. This review will assure program alignment with KBOR areas of emphasis such as program efficiency minima, faculty qualifications, program impact on students, and program value to the service area and beyond.

Employer Satisfaction

- Employer surveys will be conducted on a three year cycle. Employers will be asked to assess program graduate readiness in the areas of oral and written communication, technical skills, problem solving abilities, ability to contribute to a team, and workplace initiative.

APPENDIX A – SUMMARY OF PROPOSED ACADEMIC PROGRAM

New Degree Request – Fort Hays State University

<u>Criteria</u>	<u>Program Summary</u>
1. Program Identification	Master of Professional Studies (MPS) with concentrations in Human Resource Management, Cyber Security, Web Development, Computer Networking, and Information Assurance Management.
2. Academic Unit	The MPS program will be administratively managed through the FHSU Graduate School, with courses offered through each of the participating departments. The primary academic home for the degree program will be the College of Health and Life Sciences.
3. Program Description	The MPS program will provide advanced professional training to students in the initial concentration areas. The MPS will be a degree designed for workforce development for the university’s service region which extends through the Virtual College across the nation and around the world.

4. Demand/Need for the Program	179 of 5471 FHSU students surveyed in Fall, 2010 indicated a desire to enroll in an MPS program at FHSU. Bureau of Labor Statistics data indicate that occupational growth in the areas of human resource management and informatics are expected to demonstrate average to better than average growth between 2008-2018.
5. Comparative /Locational Advantage	<p>No similar programs exist in Kansas. Five online competitors exist in the US. One competitor is located in the region. Particular advantages of FHSU for this program are:</p> <ul style="list-style-type: none"> • An opportunity to earn a master’s degree that offers flexible attractive alternatives to traditional MS, MA, and MBA programs. • An opportunity to explore specialized professional occupational disciplinary content in greater depth than traditional MBA and MPA degree programs. • An opportunity to earn a master’s degree which provides a more attractive alternative to 3rd party non-credit professional development workshops and in-service experiences. • FHSU offers competitive tuition and fees compared to all existing competitors.
6. Curriculum	<p>9 hr core - research methods, statistics, and introduction course 9-12 hr - major 6-9 hr - cognate field or free electives 3 hr - project or internship course</p>
7. Faculty Profile	Faculty in the MPS program will need to have qualifications similar to those of faculty in discipline-specific MS programs. Faculty must be capable of being qualified as graduate faculty at FHSU, which requires substantial involvement in recent scholarship.
8. Student Profile	The program is intended for place-bound working adults who desire a professional master’s degree in order to advance in their current occupations or to “re-tool” their skills in order to enter new career opportunities in the workforce. A potential market are students in other countries served through the Virtual College by way of strategic international partnerships with host foreign universities.

<p>9. Academic Support</p>	<p>Advising: Advising of PSM students will be performed by faculty members within the participating departments. The advisor will develop a degree program plan in conjunction with the student, assisted by members of the graduate committee. The Graduate School will provide additional student and faculty support.</p> <p>The Center for Teaching Excellence and Learning Technologyies (CTELT) assists faculty with the convergence of information technologies into digital formats. Numerous workshops are offered throughout the year to provide faculty/staff with opportunities to develop skills and enhance instruction.</p> <p>The Kelly Center, on the FHSU campus, offers programs to assist students with learning skills, and is also the home for Career Counseling Services, which assists individuals in career decisions through the use of personal and career interest inventories, career exploration workshops, and computer-based career exploration programs.</p> <p>Library: Forsyth Library is the information/research center for the university. The library provides access to information through books, periodicals, government documents, CD-ROMS, computer literature searches and public Internet connections. Library faculty and staff offer a full range of reference, interlibrary loan, circulation/reserve, government documents and special collection services. Current holdings in Forsyth Library Human Performance student library meet the needs of the proposed program. There is no need for additional library resources.</p> <p>Academic Computing: Students must have computer access and the entire FHSU campus has wireless Internet access. General computer laboratories are located throughout campus and in residence halls, and each of the participating departments has their own computer lab facilities. All faculty have tablet computers, linked through wireless Internet access.</p>
<p>10. Facilities and Equipment</p>	<p>Current facilities and equipment are adequate. No additional facilities are required.</p>

11. Program Review, Assessment, Accreditation	The program will be reviewed according to KBOR requirements. Assessment of student learning outcomes will be measured annually and reported through the department annual report process. There are no special accreditation requirements for this degree program.
12. Costs, Financing	\$0

APPENDIX B – CURRICULUM OUTLINE

CURRICULUM OUTLINE

NEW DEGREE PROPOSALS

Kansas Board of Regents

I. Identify the new degree:

Master of Professional Studies

II. Provide courses required for each student in the major:

	Course Name & Number	Credit Hours
Core	Varies by program – see specific concentration curricula	9
Major	Students will complete a minimum of 9 credit hours in an area of concentration (cyber security, human resource management, information assurance management, or computer networking). Courses must be approved by the student’s graduate committee and the Dean of the Graduate School.	9-12
Cognate or Free Electives	Students will complete a minimum of 6 credit hours in a cognate area or through the completion of free electives. Courses must be approved by the student’s graduate committee and the Dean of the Graduate School.	6-9
Project or Internship	Varies by program – see specific concentration curricula	3

Total	30
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APPENDIX C– FISCAL SUMMARY

IMPLEMENTATION YEAR FY 2012

Fiscal Summary for Proposed Academic Programs

Institution: Fort Hays State University

Proposed Program: Master’s of Professional Studies (MPS)

Part I. Anticipated Enrollment	Implementation Year		Year 2		Year 3	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
A. Full-time, Part-time Headcount:	20	10	40	25	60	35
B. Total SCH taken by all students in program	220 / semester		460 / semester		680 / semester	
Part II. Program Cost Projection						
A. In <u>implementation</u> year one, list all identifiable General Use costs to the academic unit(s) and how they will be funded. In subsequent years, please include only the additional amount budgeted.						
	Implementation Year		Year 2		Year 3	
Total	\$0		\$0`		\$0	

Indicate source and amount of funds if other than internal reallocation: no funds are needed

APPENDIX D – CURRICULUM VITAE FOR MPS FACULTY

- Department of Informatics

Keyu Jiang, Ph.D.

Associate Professor, Tenured
Informatics Department, Fort Hays State University

606 W. 13th Street, Hays, KS 67601

785-628-4684 (O)

785-639-5600 (C)

kjiang@fhsu.edu

Summary Qualifications : Dr. Jiang was promoted to Associate Professor in Informatics in 2009 and receive tenured in 2011 . He hold a Ph.D. in Computer Science from Arizona State University in 2001, and he is a Cisco Certified Academy Instructor. He has 15 refereed papers published and 23 papers presented in conferences in the past three years since 2008. Dr. Jiang received Outstanding Research Award and Outstanding Advisor Award in 2010.

Education: Ph.D. - Arizona State University, Computer Science

M.S. - University of Southern Mississippi, Computer Science, 1997
B.E. - Beijing University of Technology, Software Engineering, 1995

Certifications Cisco Certified Instructor, Cisco Adacemy. 2008 - Present

Expertise: Information Assurance/Security

Leadership and Management of Organization

Chinese Culture and Education

Work Experience: Fort Hays State University, Associate, Assistant Professor August 2007 - Present
HL Technology Inc., China, CEO May 2003 - July 2007
California State Polytechnic Univ. at Pomona, Assistant Winter 2002 - Fall 2003

Professor

Languages: English – fluent

Mandarin – native;

Teaching Activities

Courses Taught at Fort Hays State University

College of Business and Leadership, Informatics Department

- INT291VC Internetworking I
- INT292VC Internetworking II
- INT322VC Internetworking MII
- INT430 Leadership in Information Networking (on campus)
- INT490VC Capstone Seminar in Information Networking
- INT678 Seminar in INT
- INT684 Foundations of Information Systems Security
- INT685VC Foundations of Network Security
- INT686VC Network Security Firewalls
- INT876VC Topics in INT
- INT880VC Management of Information Security
- INT891 Capstone Seminar

Courses Taught at California State Polytechnic University at Pomona

Department of Computer Science

- CS140 Introduction to Computer Science
- CS365 Computer Organization
- CS431 Operating Systems
- CS460 Secure Communication

Scholarly Activities (Partial)

Peer Reviewed, Refereed Journal Articles since 2008

- Yuan, X., Jiang, K., Murthy, S., Jones, J., Yu, H. (2010). Teaching Security Management with Case Studies: Experiences and Evaluation. *Journal on Education, Informatics and Cybernetics*. www.journaleic.com/article/view/8115/5776
- Zeng, H., Jiang, K. (2010). Teaching Mathematical Proofs to CS Major Students in the Class of Discrete Mathematics. *Journal of Computer Science in Colleges*, 25(5), P. 326-332.
- Yao, J., Jiang, K., Yao, C. (2010). Analysis of LPG Engine PID Parameter Control of Transient Air-fuel Ration Based on Improved Elman Neural Network. *Journal of Software (Special Issue on Recent Trends and Advances in Software Technology and Applications) (EI Compendex)*, P. 54-64.
- Jiang, K. (2009). An Assessment Method for Tacit Knowledge Learning. *CSA Academic Perspective*, 5(2), P. 47-53.
- Huang, G., Huang, G., Jiang, K. (2009). Analysis on Contribution Rate of IAD for Vocational College Students Based on Clustering Algorithm. *Journal of Northeast Normal University (Nature Science Edition)*, 41, P. 62-65.
- Jiang, K., Yuan, X., Zeng, H. (2009). Using Elluminate Live to Assistant Distance Learning of Information Assurance Capstone Seminar. *Journal of Computing Sciences in Colleges*, 24(4), P. 68-73.
- Jiang, K., Bannister, M. C. (2008). Using a Cutting the Cake Peer Assessment Method in a Leadership in Information Networking and Telecommunications Course. *Journal of Business and Leadership*, 4(1), P. 81-86.

Conference or Symposium Proceedings since 2008

- Jiang, K., Xuan, R., Jordan, W. G., Yuan, x. (2011). *The Up-hill Battle to Protect Privacy – An Analysis of Human Flesh Search and Lessons from China*. Las Vegas, NV: The Academy of Business Research Winter International Conference.
- Xuan, R., Jiang, K., Jordan, W. G., Yuan, X. (2011). *The Up-hill Battle to Protect Privacy – An Analysis of Human Flesh Search and Lessons from China (Abstract)*. Las Vegad, NV: Acedmy of Business Research.
- Teng, Y., Jiang, K. (2011). *The Jurisprudence of Cyber Self-help*. Orlando, FL: The 9th International Conference on Politics and Information Systems, Technologies and Applications: PISTA 2011.
- Yuan, X., Jiang, K., Murthy, S., Jones, J., Yu, H. (2010). *Teaching Security Management with Case Studies: Experiences and Evaluation*. Orlando, FL: The 8th International Conference on Education and Information Systems , Technology and Application: EISTA 2010.
- Bannister, M. C., Zeller, J., Jiang, K. (2009). *Integration of IA Research into an Undergraduate Capstone Course*. Seattle, Washington: Proceedings of the 13th Colloquium for Information Systems Security Education.
- Jones, J., Yuan, X., Jiang, K., Yu, H. (2009). *Experiences of Teaching Risk Management Using Case Studies*. Ames, IA: Annual Conference on Education in Information Security 2009.
- Jiang, K., Bannister, M. C. (2008). *Secure 'Information at your fingertips' ---Just One Course can help* (1st ed., vol. 4, pp. P. 81-85). University of Texas, Dallas, Dallas, Texas: Proceedings from the Twelfth Colloquium for Information Systems Security Education.

Other Publications

Jiang, K., Xuan, R. (2008). *Book Review of Guide to Computer Forensics and Investigations* (3rd ed., vol. 3, pp. P. 81-84). *Journal of Digital Forensics, Security and Law*.

Presentations Given

Xuan, R., Jiang, K., Jordan, W. G., Yuan, X., The Academy of Business Research will hold its Winter International Conference, "The Up-hill Battle to Protect Privacy – An Analysis of Human Flesh Search and Lessons from China," Las Vegas, NV. (November 2011).

Jiang, K., Han, S., Zeng, H., 2011 Business & Leadership Symposium, "Security Issues of Current Home Based WLANS," Hays, KS. (October 11, 2011).

Du, L., Jiang, K., Zhang, P., 2011 Business & Leadership Symposium, "A Fast and Secure Gateway to Internet Freedom - An Analysis of Techniques used for Anti-Internet Censorship," Hays, KS. (October 10, 2011).

Xie, H., Jiang, K., Yuan, X., Zeng, H., 2011 Business & Leadership Symposium, "A Forensic Analysis of Windows Registry," Hays, KS. (October 10, 2011).

Jiang, K., Yu, Y., Zhou, Y., 2011 Business & Leadership Symposium, "Dedicated Line Protocol - An Intellegent Secure Protocol for High Security Demand Intra-Network," Hays, KS. (October 10, 2011).

Jiang, K., Li, Y., Zhang, W., 2011 Business & Leadership Symposium, "Exploration of the Vulnerabilities of TCP/IP Protocols," Hays, KS. (October 10, 2011).

Wang, N., Jiang, K., Meier, R. J., Zeng, H., 2011 Business & Leadership Symposium, "Information Filtering Against Information Pollution and Crime," Hays, KS. (October 10, 2011).

Boyer, B., Jiang, K., Meier, R. J., Zeng, H., 2011 Business & Leadership Symposium, "Real Risks in a Virtualized World: How Virtualization is Changing the Way We Manage, Assess, and Mitigate Risk," Hays, KS. (October 10, 2011).

Jiang, K., Teng, Y., The 9th International Conference on Politics and Information Systems, Technologies and Applications: PISTA 2011, "The Jurisprudence of Cyber Self-help," Orlando, FL. (July 21, 2011).

Yuan, X., Jiang, K., Murthy, S., Jones, J., Yu, H., The 8th International Conference on Education and Information Systems , Technology and Application, "Teaching Security Management with Case Studies: Experiences and Evaluation," Orlando, FL. (July 1, 2010).

Zeng, H., Jiang, K., Consortium for Computing Science in Colleges Central Plain Region Conference 2010, "TEACHING MATHEMATICAL PROOFS TO CS MAJOR STUDENTS IN THE CLASS OF DISCRETE MATHEMATICS," Parkville, MO. (April 9, 2010).

Jiang, K., Front Range Information Security Colloquium, "IA Program Development Issues," Regis University, Denver, CO. (October 9, 2009).

Jiang, K., 5th Annual Business and Leadership Symposium, "Developing Leadership Knowledge on the Fly," Hays, KS. (September 28, 2009).

Teng, Y., Jiang, K., 5th Annual Business and Leadership Symposium, "The Jurisprudence of Cyber Self-help," Hays, KS. (September 28, 2009).

Bannister, M. C., Zeller, J., Jiang, K., 13th Colloquium for Information Systems Security Education, "Integration of IA Research into Undergraduate Capstone Class," Seattle, WA. (June 2, 2009).

Jiang, K., Yuan, X., Zeng, H., Consortium for Computing Science in Colleges South Central Region Conference 2009, "Using Elluminate Live to Assistant Distance Learning of Information Assurance Capstone Seminar," Hammond, LA. (April 24, 2009).

Jones, J., Yuan, X., Jiang, K., Yu, H., Annual Conference on Education in Information Security 2009, "Experiences of Teaching Risk Management Using Case Studies," Ames, IA. (February 18, 2009).

Murthy, S., Yuan, X., Jiang, K., Yu, H., Annual Conference on Education in Information Security 2009, "Teaching Contingency Planning: A Case Study Approach," Ames, IA. (February 18, 2009).

Bannister, M. C. (Presenter), Jiang, K. (Presenter), Front Range Information Security Colloquium, "Fort Hays State University Information Assurance," University of Colorado, Colorado Springs, Colorado Springs, Colorado. (October 20, 2008).

Zeller, J. (Author & Presenter), Bannister, M. C. (Author & Presenter), Jiang, K. (Author & Presenter), Meier, R. J. (Author & Presenter), Business and Leadership Symposium, "Security Practices of Consumers with Wireless Access Points: A Pilot Study," Fort Hays State University, United States. (September 30, 2008).

Bannister, M. C., Jiang, K., Business and Leadership Symposium, "Using a Cutting the Cake Peer Assessment Method in a Leadership in Information Networking and Telecommunications Course," Fort Hays State University, United States. (September 30, 2008).

Jiang, K., Bannister, M. C., Information Security Curriculum Development Confence, "Enhancing IA Performance Capability through an Active Learning Capstone Seminar," Kennesaw State University, Kennesaw, GA. (September 27, 2008).

Jiang, K., Bannister, M. C., 12th Colloquium for Information Systems Security Education, "Secure 'Information at Your Fingertips'--Just One Course can Help.," Dallas, TX. (June 3, 2008).

Grants Received:

Jiang, Keyu (Principal), Zeng, Hongbiao (Co-Principal), "DoD IASP Annex I," Sponsored by Department of Defense, Federal, \$374,556.00. (August 2011 - August 2012).

Jiang, Keyu (Principal), "DoD IASP Annex I," Sponsored by Department of Defense, Federal, \$346,499.70. (August 2010 - August 2011).

Jiang, Keyu (Principal), "Resigned Time II: Distributed Information Assurance Management System," Sponsored by FHSU - Provost Office, Fort Hays State University, \$5,000.00. (January 2011 - June 2011).

Service Activities (Partial)

Department Services

- Committee Member, Marketing INT program in China. (September 20, 2011 - Present).
- Committee Member, Department Search Committee for the Information Systems Engineering Position. (September 14, 2011 - Present).
- Attendee, Meeting, Award Ceremony, SRP (Student Recognition Program) - Garden City. (April 2011).
- Attendee, Meeting, Award Ceremony, SRP (Student Recognition Program) - Nebraska. (April 2010).
- Majors and Graduate Programs Fair

College Service

- Committee Chair, International Program Committee. (August 2010 - Present).
- Committee Member, Research Committee. (August 2009 - Present).

FHSU University Services

- University Research Environment Committee
- University Internationalization Team
- FHSU Faculty Research Association
- University Faculty Senate Alternate
- University Sabbatical Review Committee
- CTELT Search Committee
- Information Assurance Institute (Dare to Dream) Committee

Professional Service in the Field

- Paper reviewed for Proceedings of the 15th Colloquium for Information Systems Security Education:
- Paper reviewed for Journal of Business and Leadership
- Paper reviewed for Journal of Computing Sciences in Colleges and the South Central Conference of the Consortium of Computing Sciences in College
- Paper reviewed for Journal of Computing Sciences in Colleges and the Rocky Mountain Conference of the Consortium of Computing Sciences in College
- Paper reviewed for the Information Security Curriculum Development Conference

Community Service

- Speech of "Vocational Talk" to Rotary club, Hays, KS
- Speech of "IA program" to Rotary club, Hays, KS,
- Volunteer of Hays Cub Scout Pack 131
- Sponsor the Spring Festival Celebration at Robin Center, Hays, KS, 23, Jan. 2009.

- Sponsor the Moon Festival Celebration at Robin Center, Hays, KS, 09 Sep. 2008.
- Gave presentation on “Magic of China” at Taste of Adventure, Salina, KS, 13 Jul. 2008.
- Visited with Dr. Harry Watts at KAYS radio, ECTV channel 14 and channel 8 on Topic of “Aging in China”.
- Organized a workshop series of 6 seminars to Introduce Chinese Culture.
- Gave presentation on Chinese New Year 2008, Chinese Culture Workshop, FHSU, Feb. 05, 2008.
- Conference with local churches to discuss how to provide the help to the international students.

Honors and Awards

- 2010 Outstanding Research Award for Spring 2010, FHSU
- 2010 Best program of the year, Chinese Spring Festival Gala, FHSU
- 2010 Outstanding Advisor of Chinese Student Association and Chinese Academy, FHSU
- 2007 Certificate of Outstanding Attendance at the 2007-2008 Faculty & Staff Development Workshop, May, FHSU

CURRICULUM VITA

Angela A. Walters

1296 Bison Road, Hays, KS 67601

785-625-9726

awalters@fhsu.edu

Education

Nova Southeastern University, Fort Lauderdale, FL
Ph.D. in Information Science, ABD

Current

Research areas:

- Online Information Systems
- Human-Computer Interaction
- Knowledge Management
- Telecommunications and Computer Networks
- Information Policy
- Research Methodology
- Online Learning Environments
- Database Systems
- Information Security

Fort Hays State University, Hays, KS
M.L.S in Information Networking and
Telecommunications

2000

Area of Concentration: Computer Networking

Thesis: "The Application of E-Commerce in Small, Rural, Midwestern Businesses"

Fort Hays State University, Hays, KS
B.S. in Information Networking and
Telecommunications

1999

Area of Concentration: Telecommunications

AREAS OF EXPERTISE

- Mobile Application Development
- Online Learning Pedagogy and Research
- Database design and development (data modeling, SQL, MySQL, PL/SQL)
- Web site design and development (HTML, CSS)
- E-commerce theory, planning, site development
- Web scripting (PHP, JavaScript)
- Application use (Dreamweaver, Flash, Photoshop)
- Human Computer Interaction theory and research development

Teaching Experience

Fort Hays State University, Hays, KS

Web/Networking Assistant Professor –INT Department

2000-Current

Developed/ taught 14 INT courses, as well as distance learning courses. Actively pursued opportunities, as one of a team, for department growth and quality enhancement. Integrated student-centered learning into the teaching environment. Developed a strong familiarity with university and department processes and goals. Led the Oracle Academic Initiative. Successfully completed curriculum trainings.

COURSES TAUGHT

Internetworking Certification I

First two semesters of the official CCNA curriculum covering networking basics, router configuration, and access control.

Internetworking Certification II

Semester three and four of the official CCNA curriculum covering network switching, VLANs, and WAN technologies including PPP, ISDN, Frame Relay, and network administration.

Introduction to Oracle: SQL

Oracle curriculum covering basic skills and techniques of SQL and Oracle's environment for SQL, SQL*Plus.

Oracle Database Design: Data Modeling

Oracle curriculum covering the development of databases from theory to implementation. Concepts include the ER model and data normalization.

Oracle Database Administration

Oracle curriculum covering techniques for Oracle

database administration.
Archiving, logging, improving performance,
monitoring, and access control.

Oracle Programming: PL/SQL

Oracle curriculum covering advanced configuration of Oracle's programming language PL/SQL. Functions, procedures, packages, and database triggers.

Professional Topics: Wireless LANS

Graduate course for Cisco Academy Instructors. Wireless technologies, network topologies, and configuration of wireless network devices. Security, site implementation, and troubleshooting are also covered.

Professional Topics: Academy Fundamentals

Graduate course for Cisco Academy Instructors. Effective techniques for managing a Cisco Networking Academy program. Best practices in teaching the curriculum and promoting the academy.

Professional Topics: Fundamentals of Web Design

Graduate course for Cisco Academy Instructors. Effective techniques for managing a Cisco Networking Academy program. Best practices in teaching the curriculum and promoting the academy.

Courses DEVELOPED

Introduction to Web Development

Foundation of Web site creation, XHTML, pre-production process, user interface design, accessibility and internationalization, media creation, interactivity, usability testing, site hosting.

Foundations of INT

Covers a broad range of technologies from computer networking, database development, and object-oriented programming. Emphasis is on developing life-long learning skills including: computer literacy, personal networking, presentation, time management, information literacy, critical thinking, self and peer evaluation, and career development.

Advanced Web Development

Advanced concepts and techniques in the design, development, and implementation of web pages and applications. Students will learn advanced concepts and techniques of XHTML, PHP, Apaches, MySQL,

XML, database development, Cascading Style Sheets, and Flash animation.

Intensive Web Development

Involves the intensive study of concepts and skills for the systematic planning, development, and deployment of web-based applications. Its includes coverage of PHP/Apache, data modeling, database development, security, suability and electronic commerce theory and application.

Web Scripting Languages

Design of languages for contemporary web de elopement, in particular scripting languages. Scripting constructs such as application develOpment methodologies, variables and arrays, program flow control, functions/methods, and objects. Practical experience in creating common web applications.

Departmental & Institutional Service

- College of Business and Leadership Research Committee, 2011- Present
- University Sabbatical Review Committee, 2011- Present
- Mobile Web Application Certificate Development Committee, 2010- 2011.
- University Affairs Committee, 2010-2011.
- Moderator, Business and Leadership Symposium, October 2010.
- Majors & Graduate Programs Fair Volunteer, 2010.
- Regents Breakfast, October, 2010
- Consultant, Informatics Department learning outcomes development, 2011
- National Certified Internet Webmaster (CIW) Curriculum Review Committee, 2011
- Consultant, SIAS International University faculty, 2008 - Present
- CTELT Instructional Designer Search Committee Member, 2010
- COBL Alumni and Student Support Committee, 2009-2010.
- Faculty Senate, 2008-Present
- Graduate Faculty Member, 2008-Present
- University Library Committee, 2007-2011
- Presentation to Leadership Kansas Class, 2008
- FHSU "Dare to Dream" Curriculum Development Taskforce of Information Assurance, 2007-Present
- INT Web Development Concentration Curriculum Mapping, 2007
- INT Faculty Representative at FHSU SRPs, 2005- Present
- INT Faculty Representative at FHSU Community College visits, 2005 – Present
- Educause Learning Initiative Annual Meeting Participant, 2008
- INT Department Distance Learning Committee, 2005- Present
- INT Faculty Search Committee Member, 2007
- University HALO Mentor Program, 2007
- INT Department Curriculum Review Committee, 2005-Present
- INT Department Scholarship Committee, 2005-Present
- INT Advisory Council member, 2005-present
- Oracle Academy Initiative department director, 2005-Present
- Tiger Call Volunteer, 2005-2008,
- FHSU Tiger Day student recruitment volunteer, 2005-2008, 2010, 2011
- FHSU Tiger Friends and Family Day volunteer, 2005-2008
- INT Freshman Student Orientation supervisor/organizer, 2005-2008

- INT Networking Competition Judge (Web site design competition), 2005-2007
- Advanced Student Technology Organization Trip Sponsor, 2005-2008
- FHSU INT Web Instructor Training development and teaching, 2006
- Distance Education Library Support Workgroup, 2005
- FHSU SBDC E-Commerce Task Force, 2005

SCHOLARSHIP SUBMISSIONS

Peer Reviewed Proceedings

Walters, Angela, "Exploring M-Learning from a Business Student's Perspective". *Proceedings of the Society of Business, Industry, and Economics*, 2011, Vol 6.

Walters, Angela, "Examining the Predictive Nature of Trusting Intentions toward Trust-Related Behavior in the Electronic Commerce Environment". *Proceedings of the Society of Business, Industry, and Economics*, 2010, Vol 5.

Walters, Angela and Mark Bannister, "Integrating Web Development Curriculum with International Industry Standards". *Proceedings of the Fort Hays State University College of Business and Leadership Symposium*, 2007. Vol 3(1), p. 77-80.

Bannister, Mark and Angela Walters, "Engineering the Professionally Employable Student: An Analysis of Industry Curriculum and its Role in Higher Education." *Proceedings of the International Telecommunications Education and Research Association*, 2007. Vol 3.

Peer Reviewed Paper Presentations

Walters, Angela, "Examining the Predictive Nature of Trusting Intentions toward Trust-Related Behavior in the Electronic Commerce Environment." *Society of Business, Industry, and Economics 11th Annual Conference*, Destin, FL, April 16, 2010.

Bannister, Mark and Angela Walters, "Engineering the Professionally Employable Student: An Analysis of Industry Curriculum and its Role in Higher Education." *International Telecommunications Education and Research Association Conference*, Louisville, Kentucky, March 24, 2007.

Walters, Angela, "Best Practices for Implementing the WOW! Final Project". *National Certified Internet Webmaster Conference*, Destin, FL, September 26, 2008.

Walters, Angela and Mark Bannister, "Integrating Web Development Curriculum with International Industry Standards". *Business and Leadership Symposium*, Hays, KS, September 26-27, 2007.

Presentations

Reusable Learning Objects and Study Mate – Results of a Pilot Program. Research and Creative Activities Week (RACAW), Hays, KS (2011).

Examining Trusting Intentions and Trust-Related Behavior Using a Mixed Methods Design. INT Faculty Research Retreat, Hays, KS (2010).

Web Site Development: Part I. FHSU Girls Math and Science Camp, Hays, KS (2008).

Web Site Development: Part II. FHSU Girls Math and Science Camp, Hays, KS (2008).

FHSU Web Development Curriculum Assessment. INT Faculty Research Retreat, Hays, KS (2008).

Dealing with “Difficult” Students. INT Faculty Colloquium, Hays, KS (2007).

Girls Get IT. FHSU Girls Math and Science Camp, Hays, KS (2007).

An Instrument for Measuring Consumer Satisfaction in Online Shopping. INT Faculty Research Retreat, Hays, KS (2007).

Connecting with Your Students. INT Faculty Colloquium, Hays, KS (2006).

The Effects of Information Scent in Online Consumer Search Behavior. INT Faculty Research Retreat, Hays, KS (2006).

The Dearth of Student Responsibility. INT Faculty Colloquium, Hays, KS (2005).

Consulting

Certified Internet Webmaster (CIW) PHP Curriculum Review, 2011.

Buncofest Organization, 2008, 2009.

NWKDVS, 2007.

Professional Development

2011

Presentations

M-Learning from the Student’s Perspective: An Exploration of Attitudes, Intentions, and Behavior. EDUCAUSE 2011 West/Southwest Regional Conference, Austin, TX (2011).

Fun to Learn: Engaging Students with Easy Activities in Mobile Learning. Summer Institute on Distance Learning & Instructional Technology, Kansas City, KS (2011).

Professional Conferences/ Workshops

Blackboard World 2011, Las Vegas, NV.

Going Mobile? What does this mean for instructional design? Pre-conference workshop. Blackboard World 2011, Las Vegas, NV.

2010

An Event Apart, 2010

Enhancing Your Website For Adult Student Recruitment. Webinar, 2010.

A Hidden Gem: Using Blackboard's Self & Peer Assessment Tool to Increase Student Interaction. Summer Institute on Distance Learning & Instructional Technology, Kansas City, KS (2010).

2008

An Event Apart, 2008

2006

Blended Distance Learning (BDL) Implementation in the Academy Program. National Cisco Academy Program Conference, Nashville, TN (2006).

2005

Oracle Academic Initiative *Advanced PL/SQL Curriculum* Instructor Training

2004

Cisco Certified *Wireless Curriculum* Instructor Training

2003

Oracle Academic Initiative *Database Administrator Curriculum* Instructor Training

2002

Oracle Academic Initiative *SQL Fundamentals Curriculum* Instructor Training

2001

Cisco Certified Academy Instructor Training

Other Professional Activities

- Professional Certifications
 - Oracle Certified Associate (OCA)
 - Certified Internet Webmaster (CIW) Master
 - Cisco Certified Networking Associate (CCNA)
 - Cisco Certified Academy Instructor (CCIA) for Academy Fundamentals
 - Cisco Certified Academy Instructor (CCIA) for CCNA
 - Cisco Certified Academy Instructor (CCIA) of Web Design
 - Cisco Certified Academy Instructor (CCIA) for Wireless LANs
 - WOW Certified Web Designer Apprentice (CWDSA)

HONORS and DISTINCTIONS

- Tenured, 2010
 - Pilot Award Candidate, 2008
 - Upsilon PI Epsilon Honor Society in the Computing Sciences, 2004 – Present
-

SELECTED COMMUNITY Service

- Dream Inc. Board of Directors, 2007- 2011
 - Buncofest Steering Committee, 2007-2009
 - Buncofest Webmaster, 2008-2009
 - FHSU Girls Math & Science Camp Session Presenter, 2008
 - FHSU Girls Math & Science Camp Guest Speaker, 2007
 - Northwest Kansas Sexual and Domestic Violence Services web site development, consulting, and employee training, 2006
 - E-Commerce Roundtable Expert Team Member, 2004-2005
-

Curriculum Vitae

Kevin A. Shaffer

Personal Information

Associate Professor

Department of Informatics

Information Networking and Telecommunications Program

Tomanek Hall 123 D

415 Lyman Drive

Hays, KS 67601

785-628-4484

kshaffer@fhsu.edu

Education

9/03 ~ present Doctoral Program in Information Systems (in progress)
Graduate School of Computer and Information Sciences
Nova Southeastern University, Ft. Lauderdale, Florida

8/96 ~ 5/98 Master of Science, May 1998
Interdisciplinary Telecommunications Program
Department of Engineering
University of Colorado, Boulder, Colorado

Thesis Topic: The expected changes to US and World net economic welfare following a full implementation of the FCC's international settlement benchmarks for international message telephone service settlement rates.

Wiggins Telephone Memorial Scholarship

4/94 ~ 4/95 Japanese as a Foreign Language (immersion)
and ECC Foreign Language Institute, Osaka, Japan
4/92 ~ 4/93 Private, Certificate Program

Passed level 2 of the Japanese Language Proficiency Exam, Speech Contest Winner

5/85 Bachelor of Science, May 1985
Geological Engineering
Colorado School of Mines, Golden, Colorado

Work Study Research Assistant for Department of Geology, Senior Class Treasurer, Academic Honor Roll, Letterman Varsity Ski Team, Sun Oil Scholarship, Tenneco Oil Scholarship

Area of Expertise within Discipline

Originally, I had expertise within international telephone economics and governmental regulation of international settlement rates. In particular I studied the expected changes to US and World net economic welfare that would follow a full implementation of the FCC's international settlement rate benchmarks for international message telephone service.

Efforts by the FCC eventually lead to the collapse of regulated IMTS settlements with carriers in many countries. With this convergence of data and telecommunications networks I have spent much effort building expertise in internetworking. This supports the Department of Informatics' initiatives in both graduate and undergraduate concentrations in computer networking.

To deepen my expertise in networking and information systems I have enrolled in a doctoral program in information system.

Courses Taught at FHSU

1) Since Last Promotion

INT 680	Fall	05 Network Architecture and Data Communications I
INT 680 CA	Fall	05 Network Architecture and Data Communications I (VC)
INT 695	Fall	05 Advanced Routing
INT 697	Fall	05 Advanced Switching
INT 876 CB	Fall	05 Advanced Routing for CNAP Instructors Only (VC)

INT 876 CC Fall 05 Advanced Switching for CNAP Instructors Only (VC)

 INT 664 Spring 06 Wireless and Cellular Systems
 INT 681 Spring 06 Network Architecture and Data Communications II
 INT 681 CA Spring 06 Network Architecture and Data Communications II (VC)
 INT 696 Spring 06 Advanced Remote Access
 INT 696 CA Spring 06 Advanced Remote Access for CNAP Instructors Only (VC)
 INT 698 Spring 06 Internetwork Troubleshooting
 INT 698 CB Spring 06 Internetwork Troubleshooting for CNAP Instr's Only (VC)

 INT 680 Fall 06 Network Architecture and Data Communications I
 INT 695 Fall 06 Advanced Routing
 INT 697 Fall 06 Advanced LAN Switching
 INT 680 CA Fall 06 Network Architecture and Data Communications I (VC)
 INT 695 CA Fall 06 Advanced Routing (VC)
 INT 697 CA Fall 06 Advanced LAN Switching (VC)

 INT 664 Spring 06 Wireless and Cellular Systems
 INT 681 Spring 06 Network Architecture and Data Communications II
 INT 681 CA Spring 06 Network Architecture and Data Communications II (VC)
 INT 696 Spring 06 Advanced Remote Access
 INT 696 CA Spring 06 Advanced Remote Access for CNAP Instructors Only (VC)
 INT 698 Spring 06 Internetwork Troubleshooting
 INT 698 CA Spring 06 Internetwork Troubleshooting for CNAP Instr's Only (VC)

 INT 476 Summer 07 Apprntshp/Information Networking/Telecommunications
 INT 479 A Summer 07 Intrnshp/Infrmtion Netwrking/Telecommunications (1 cr)
 INT 479 B Summer 07 Intrnshp/Infrmtion Netwrking/Telecommunications (2 cr)
 INT 479 C Summer 07 Intrnshp/Information Networking/Telecommunications
 INT 660 CA Summer 07 Global Telecommunications Policy (VC)

INT 680	Fall	07	Network Architecture and Data Communications I
INT 695	Fall	07	Advanced Routing
INT 697	Fall	07	Advanced LAN Switching
INT 680 CA	Fall	07	Network Architecture and Data Communications I (VC)
INT 695 CA	Fall	07	Advanced Routing (VC)
INT 697 CA	Fall	07	Advanced LAN Switching (VC)
INT 664	Spring	08	Wireless and Cellular Systems
INT 678 A	Spring	08	Securing Converged WANS
INT 678 B	Spring	08	Optimizing Converged Networks
INT 681	Spring	08	Network Architecture and Data Communications II
INT 681 CA	Spring	08	Network Architecture and Data Communications II (VC)
INT 696	Spring	08	Securing Converged WANS
INT 696 CA	Spring	08	Securing Converged WANS (VC)
INT 698	Spring	08	Optimizing Converged Networks
INT 698 CA	Spring	08	Optimizing Converged Networks (VC)
<Sabbatical Leave>	Fall	08	<No courses>
INT 664	Spring	09	Wireless and Cellular Systems
INT 681	Spring	09	Network Architecture and Data Communications II
INT 681 VA	Spring	09	Network Architecture and Data Communications II (VC)
INT 696 VA	Spring	09	Securing Converged WANS (VC)
INT 698 VA	Spring	09	Optimizing Converged Networks (VC)
INT 872 B	Spring	09	Readings in INT (G)
INT 678	Fall	09	Seminar in Information Networking
INT 680	Fall	09	Network Architecture and Data Communications I
INT 680 VA	Fall	09	Network Architecture and Data Communications I (VC)
INT 695 VA	Fall	09	Advanced Routing (VC)
INT 697 VA	Fall	09	Advanced LAN Switching (VC)

INT 664 Spring 10 Wireless and Cellular Systems
 INT 681 Spring 10 Network Architecture and Data Communications II
 INT 681 VA Spring 10 Network Architecture and Data Communications II (VC)
 INT 696 VA Spring 10 Securing Converged WANs (VC)
 INT 698 VA Spring 10 Optimizing Converged Networks (VC)
 INT 872 B Spring 10 Readings in INT (G)

INT 678 A Fall 10 Seminar in Information Networking
 INT 680 Fall 10 Network Architecture and Data Communications I
 INT 680 VA Fall 10 Network Architecture and Data Communications I (VC)
 INT 695 VA Fall 10 Advanced Routing (VC)
 INT 697 VA Fall 10 Advanced LAN Switching (VC)

INT 660 VA Spring 11 Global Telecommunications Policy (VC)
 INT 664 Spring 11 Wireless and Cellular Systems
 INT 678 VG Spring 11 Seminar/INT: Internetwork Troubleshooting (VC)
 INT 681 Spring 11 Network Architecture and Data Communications II
 INT 681 VA Spring 11 Network Architecture and Data Communications II (VC) INT 872 B
 Spring 11 Readings in INT (G)

INT 664 Fall 11 Wireless and Cellular Systems
 INT 678 A Fall 11 Seminar in Information Networking
 INT 680 Fall 11 Network Architecture and Data Communications I
 INT 680 VA Fall 11 Network Architecture and Data Communications I (VC)
 INT 695 Fall 11 Advanced Routing
 INT 695 VA Fall 11 Advanced Routing (VC)

All courses 3 credit hours unless otherwise noted, (VC) indicates a virtual college course. (G) indicates a course graduate level course

2) Other

Courses Taught at FHSU prior to last promotion:

INT 322 B	Fall	98	Social Issues in the Information Age
INT 478 B	Fall	98	Information Services Design
INT 478 C	Fall	98	Desgn/Evaluating Point-to-point Transmission Systems
INT 478 D	Fall	98	Global Telecommunications Networks
INT 255	Spring	99	Field of Info. Ntwkng: Foundations for Understanding
INT 478 D	Spring	99	Global Telecommunications Networks
INT 478 E	Spring	99	Network Architecture and Data Communication
INT 478 F	Spring	99	Radio and Cellular Systems
INT 322 B	Fall	99	Social Issues in the Information Age
INT 478 B	Fall	99	Data Communications I
INT 478 CY	Fall	99	Data Communications I
INT 478 C	Fall	99	Desgn/Evaluating Point-to-point Transmission Systems
INT 478 CA	Fall	99	Computer Network Certification I (Academy)
INT 478 CB	Fall	99	Computer Network Certification II (Academy)
INT 478 CZ	Fall	99	Computer Network Certification I (Hays High)
INT 478 D	Fall	99	Data Communications II
INT 478 A1	Spring	00	Problems/Information Networking
INT 478 D	Spring	00	Radio and Cellular Systems
INT 478 F/COMM 778 F	Spring	00	Data Communications I
INT 478 G	Spring	00	Data Communications II
INT 478 I	Spring	00	Computer Network Certification II
COMM 778 CX	Summer	00	Internetwork Certification I (Academy Training)
COMM 778 CZ	Summer	00	Internetwork Certification II (Academy Training)
INT 478 B/COMM 778 B	Fall	00	Network Architecture and Data Communications I

INT 478 C/INT 478 CZ Fall 00 Network Architecture and Data Communications II
 INT 478 F Fall 00 Internetwork Certification II
 INT 478 H Fall 00 Internetwork Certification III

 INT 478 B Spring 01 Radio and Cellular Systems
 INT 478 C Spring 01 Global Telecommunications Policy
 INT 478 CZ Spring 01 Data Communications II (Internet)
 INT 478 D Spring 01 Data Communications II
 INT 478 G Spring 01 Internetwork Certification IV

 COMM 778 CX Summer 01 Internetwork Certification I (Academy Training)
 COMM 778 CZ Summer 01 Internetwork Certification II (Academy Training)

 INT 478 B/COMM 778 B Fall 01 Internetwork Certification I
 INT 478 C/COMM 778 C Fall 01 Internetwork Certification III
 INT 478 D/COMM 778 D Fall 01 Internetwork Certification V
 INT 580 /COMM 778 H Fall 01 Network Architecture and Data Communications I
 INT 580 CX/COMM 778 CB Fall 01 Network Architecture and Data Communications I (VC)

 INT 478 A/INT 778 A Spring 02 Modern Telephony
 INT 478 B/INT 778 B Spring 02 Global Telecommunications Policy
 INT 478 C/INT 778 C Spring 02 Network Architecture and Data Communications II
 INT 581 CA/INT 781 CA Spring 02 Network Architecture and Data Communications II (VC)
 INT 478 F/INT 778 F Spring 02 Internetwork Certification IV
 INT 478 CJ/INT 778 CJ Spring 02 Internetwork Certification VI

 INT 778 CB Summer 02 Internetwork Certification I (Academy Training)
 INT 778 CD Summer 02 Internetwork Certification II (Academy Training)

 INT 478 C/INT 778 C Fall 02 Internetwork Certification III/Advanced Routing
 INT 478 D/INT 778 D Fall 02 Internetwork Certification V/Advanced LAN Switching

INT 580 /INT 780 Fall 02 Network Architecture and Data Communications I
 INT 776 CB Fall 02 Advanced Routing for CNAP Instructors
 INT 776 CC Fall 02 Advanced LAN Switching for CNAP Instructors
 INT 580 CA/INT 780 CA Fall 02 Network Architecture and Data Communications I (VC)

 INT 562 /INT 762 Spring 03 Modern Telephony
 INT 581 /INT 781 Spring 03 Network Architecture and Data Communications II
 INT 581 CA/INT 781 CA Spring 03 Network Architecture and Data Communications II (VC)
 INT 596 /INT 796 Spring 03 Advanced Remote Access
 INT 796 CA Spring 03 Advanced Remote Access for CNAP Instructors (VC)
 INT 598 /INT 798 Spring 03 Advanced Internetworking and Telecommunication
 INT 798 CA Spring 03 Internetwork Troubleshooting for CNAP Instructors (VC)

 INT 478 B/INT 778 B Fall 03 Seminar in INT: Introduction to Network Security
 INT 580 /INT 780 Fall 03 Network Architecture and Data Communications I
 INT 580 CA/INT 780 CA Fall 03 Network Architecture and Data Communications I (VC)
 INT 595 /INT 795 Fall 03 Advanced Routing
 INT 597 /INT 797 Fall 03 Advanced Switching
 INT 776 CB Fall 03 Tpcs INT: Fund Ntwk Security for CNAP Instructors (VC)
 INT 795 CA Fall 03 Advanced Routing for CNAP Instructors (VC)
 INT 797 CA Fall 03 Advanced Switching for CNAP Instructors (VC)

 INT 564 /INT 764 Spring 04 Wireless and Cellular Systems
 INT 581 /INT 781 Spring 04 Network Architecture and Data Communications II
 INT 581 CA/INT 781 CA Spring 04 Network Architecture and Data Communications II (VC)
 INT 596 /INT 796 Spring 04 Advanced Remote Access
 INT 596 CA Spring 04 Advanced Remote Access for CNAP Instructors (VC)
 INT 598 /INT 798 Spring 04 Internetwork Troubleshooting
 INT 598 CA Spring 04 Internetwork Troubleshooting for CNAP Instructors (VC)

 INT 876 CA Summer 04 Tpcs INT: Instructing Intro to Wireless LANs (VC)

INT 876 CC Summer 04 Tpcs INT: Instructing Network Security (VC)

INT 680 Fall 04 Network Architecture and Data Communications I

INT 680 CA Fall 04 Network Architecture and Data Communications I (VC)

INT 695 Fall 04 Advanced Routing

INT 697 Fall 04 Advanced Switching

INT 697 CA Fall 04 Advanced Switching for CNAP Instructors Only (VC)

INT 876 CD Fall 04 Advanced Routing for CNAP Instructors Only (VC)

INT 664 Spring 05 Wireless and Cellular Systems

INT 681 Spring 05 Network Architecture and Data Communications II

INT 681 CA Spring 05 Network Architecture and Data Communications II (VC)

INT 696 Spring 05 Advanced Remote Access

INT 698 Spring 05 Internetwork Troubleshooting

INT 876 CA Spring 05 Internetwork Troubleshooting for CNAP Instr's Only (VC)

INT 876 CB Spring 05 Advanced Remote Access for CNAP Instructors Only (VC)

INT 876 CA Summer 05 Tpcs INT: Instructing Intro to Wireless LANs (VC)

INT 876 CC Summer 05 Tpcs INT: Instructing Network Security (VC)

All courses 3 credit hours unless otherwise noted, (VC) indicates a virtual college course. (G) indicates a graduate level course

Courses Taught at University of Colorado, 6/97 ~ 7/98

Instructor for: TLEN-5310-101 Sum98 Telecommunications Systems

This course was a required course in the graduate program of the Interdisciplinary Telecommunications Program (ITP) at the University of Colorado at Boulder. I managed all aspects of course; Lectured on modulation schemes, traffic and queuing theory, analog and digital networks, and data communications; created and graded exams, graded term papers, supervised two teaching assistants, fielded questions from 20 in-

class and 30 distance-learning students, managed extensive course web site, administered course E-mail list, determined and assigned final grades.

Graduate Teaching Assistant for:

TLEN-5310-001 Spr98 Telecommunications Systems

TLEN-5310-001 Fal97 Telecommunications Systems

TLEN-5310-103 Sum97 Telecommunications Systems

Taught recitations and lab sections. Graded homework and provided help sessions for on-campus and distance learning students.

Prior Teaching Experience at ECC Foreign Language Institute, 3/90 ~ 8/96

Instructor, ECC Foreign Language Institute, Osaka, Japan. Taught conversational standard American English to approximately 450 students with 6000 in-class hours of instruction over a period of six years. Joined intensive instructor training on yearly basis and quarterly workshops on instruction techniques based on best practices in student centered learning. Worked independently: developed lesson plans, managed curriculum, counseled students, wrote and administered exams. Observed the learning process and adjusted teaching methods to maximize learning potential for students according to best practices and training guidelines.

Date of appointment to the faculty at Fort Hays State University and date of last promotion

Appointed as a full-time temporary instructor at FHSU in August 1998. Moved to tenure track at the level of assistant professor in August 1999. Tenured and Promoted to Associate Professor Fall 2005.

Prior Service at Other Institutions

Have not held a tenure track position at another institution. Have participated as Graduate Teaching Assistant and Instructor at the University of Colorado at Boulder in the Interdisciplinary Telecommunications Program. For the same program I participated as a student member in the faculty search process for two faculty positions during spring 1998.

Departmental and Institutional Service

1) Since Last Promotion

Committee Memberships:

Dept of INT(Informatics) Tenure Committee (Chair) 2005 - present

Dept of INT Promotion Committee (Chair) 2005 - 2007, 2009-pres.

Dept of INT Promotion Committee 2008

Dept of Informatics Tenure Committee (Chair) 2009 - present

Dept of Informatics Promotion Committee (Chair) 2009-present

College of Arts and Sciences Promotion Committee 2006

Chair, College of Arts and Sciences Promotion Committee 2007

FHSU Student Organizations Committee, 2005 - 2009

FHSU Scholarship Committee, 2005 - present

INT Dept. Advisory Council, 2005 - present

INT Dept. Scholarship Committee, 2005 to present

INT Dept. Curriculum Committee, 2005 to present

INT Dept. Faculty and Staff Search Committee, 2005 to present

Student Recognition Program (SRP) 2005 - present

Sponsor of the Advanced Technology Student Organization, 2005 - present

Sponsor of the FHSU Cyber Athletics Club, 2005 - present

Sponsor of the Japanese Student Organization, 2005

Manager of the Fort Hays State University Cisco Networking Academy: Including assigned roles of Legal Main Contact, Curriculum Lead, Instructor Trainer, Registrar and Instructor 2005 to present

2) Other

FHSU Scholarship Committee, 2001 - 2004

FHSU Diversity Awareness Committee, 2001-2002, 2003-2004

INT Dept. Advisory Council, 2004

INT Dept. Information Networking Arts Building Committee, 1999, 2000

INT Dept. Scholarship Committee, 2000 - 2004

INT Dept. Picken Hall Remodeling Committee 2001, 2002, 2003, 2004

INT Dept. Curriculum Committee, 2000 to 2004

INT Dept. Faculty and Staff Search Committee, 2000 - 2004

Telepower 2000 Advisory Committee, 2000

Telepower 2003 Advisory Committee, 2003

Telepower 2004 Advisory Committee, 2004

Event Designer and Contest Planner for Fall 2003 Kansas Internetworking Contest (both High School and Post-Secondary divisions), Fort Hays State University (I missed the contest due to an illness and was not able to judge the events for the 2003 contest), 2003

Chief Judge, Event Designer and Contest Planner for Fall 2002 Kansas Internetworking Contest (both High School and Post-Secondary divisions), Fort Hays State University (event moved up to fall semester), 2002

Chief Judge, Event Designer and Contest Planner for Spring 2002 Kansas High School Internetworking Championships, Fort Hays State University, 2002

Judge, Kansas SkillsUSA-VICA Association, 2004 Kansas Internetworking Contest (under the administration of the Kansas State Department of Education), 2004

Judge, Kansas SkillsUSA-VICA Association, 2003 Kansas Internetworking Contest (under the administration of the Kansas State Department of Education), 2003

Judge, Kansas SkillsUSA-VICA Association, 2002 Kansas Internetworking Contest (under the administration of the Kansas State Department of Education), 2002

Student Recognition Program (SRP) 1998 - 2004

Sponsor of the Advanced Technology Student Organization, 1999 - 2004

Sponsor of the FHSU Cyber Athletics Club, 2003, 2004

Sponsor of the Japanese Student Organization, 2003, 2004

Manager of the Fort Hays State University Cisco Networking Academy: Including assigned roles of Legal Main Contact, Curriculum Lead, Instructor Trainer, Registrar and Instructor 1998 - 2004

Presenter, KMUG computer users' group, Osaka, Japan, July 2000, 2001, 2003

Co-presenter, with J. Tholstrup, Cisco Networking Academy System -- Informational Roundtable, Mid-America Association for Computers in

Education (MACE) Mid-America Technology Institute, July 31, 2003, Overland Park, KS

Scholarly Activity

1) Since Last Promotion

Non-refereed articles and presentations

INT Faculty Colloquium Series:

Shaffer, K. (2009). *An INT model for education in informatics and information assurance*. Presented at the Fall 2009 INT Faculty Colloquium, August 2009.

Shaffer, K. (2009). *Research opportunities in technology clusters*. Presented at the Spring 2009 INT Faculty Colloquium, January 2009.

Shaffer, K. (2008). *Risk assessment of campus wireless networks using a modified delphi approach*. Presented at the Spring 2008 INT Faculty Colloquium, January 2008.

Shaffer, K. (2007). *Managing virtual courses with social networking course shells*. Presented at the Fall 2007 INT Faculty colloquium, August 2007.

Shaffer, K. (2007). *Linear assessment and UI issues*. Presented at the Spring 2007 INT Faculty colloquium, January 2007.

Shaffer, K. (2006). *Using on-line journals in internships [blogs]*. Presented at the Fall 2006 INT Faculty Colloquium, August 2006.

Shaffer, K. (2006). *Review of dynamic fisheye views*. Presented at the Spring 2005 INT Faculty colloquium, January 2006.

Shaffer, K. (2005). *Internship syllabi review*. Presented at the Fall 2005 INT Faculty Colloquium, August 2005.

Scholarly performances and other creative activities

Conference Attendance:

- Attended Cisco Networking Academy Conference, Summer 2009
- Attended 2009 College of Business and Leadership Symposium, Fort Hays State University
- Attended Cisco Networking Academy Conference, Summer 2008
- Attended 2008 College of Business and Leadership Symposium, Fort Hays State University

- Developed a software prototype and conducted user interface interaction testing for a screening tool targeting bilingual pre-school learners. 2006
- Attended Silicon Flatiron's Telecommunications Program Conference titled: "The Digital Broadband Migration: Beyond Network Neutrality." February 2007
- Attended Mid-year Conference for Cisco Networking Academy Training Centers, February 2006.
- Attended Silicon Flatiron's Telecommunications Program Conference titled: "The Digital Broadband Migration: Confronting the New Regulatory Frontier" 2006
- Attended University of Colorado's Interdisciplinary Telecommunications Program Conference on "The Wireless Revolution" 2006
- Attended the FHSU Mobile Teaching and Learning Conference 2006

Publications:

- Conference Paper and Presentation (shared authorship, peer reviewed):
Shaffer, K., & Tholstrup, J. (2008). *Comparing telecommunications laboratory remote access methods to effectively support distance learners*. Paper presented at the International Telecommunications Education and Research Association Conference, March 2008.
- Conference Paper and Presentation (sole authorship, peer reviewed):
Shaffer, K. (2008). *Managing subjectivity in qualitative risk assessment of communication networks using a modified delphi approach*. Paper presented at the International Telecommunications Education and Research Association Conference, March 2008.

2) Other

Non-refereed articles and presentations

INT Faculty Colloquium Series:

Shaffer, K. (2005). *The Snails-Pace Diffusion of IPv6 Innovations*. Presented at the Spring 2005 INT Faculty Colloquium, January 2005.

Shaffer, K. (2004). *E-learning best practices*. Presented at the Fall 2004 INT Faculty Colloquium, August 2004.

Shaffer, K. (2004). *An IPv6 Migration Strategy for a Rural University*. Presentation at Spring 2004 INT Faculty Colloquium, January 2004.

Scholarly performances and other creative activities

Conference Attendance:

- Attended Networkers 2004 conference, New Orleans, July 12-15, 2004.
- Attended Cisco Networking Academy Training Center conference in New Orleans, July 8-11, 2004.
- Attended Integrating for Mathematical Success conference (KATM 2003), Hays, KS,

October, 2003.

- Attended Telepower 2003, Salina, KS, October 2003.
- Attended Summer Institute on Distance Learning and Instructional Technology (SIDLIT 2003), Overland Park, KS, July 2003.
- Attended MACE Mid-America Technology Institute, Overland Park, KS, July 2003.
- Attended Telepower 2002, Garden City, KS, October 2002.

Publications:

- Journal Publication (shared authorship, peer reviewed):
Bannister, M., & Shaffer, K. (2004). *Broadband deployment in Kansas 2004*. Kansas Policy Review, 26(1), 25-47.
- DVD Publication (sole authorship):
Shaffer, K. (Writer, Producer), Bitikofer, J., Capper, D., Everhart, T., McVay, K., & Wann, K. (2005). *Subnetting Basics* [DVD-ROM]. Hays, KS: Fort Hays State University. [ISBN 0971207631; Presented at the INT Capstone Convocation in May 2004 and presented at the Cisco Networking Academy Training Center Conference in New Orleans, July 2004].
- Conference Presentation:
Shaffer, K. & Tholstrup, J. (2003). *Understanding Base 2 as it Applies to Internet Addressing and Internetworking*. Presented at KATM 2003 Conference, Oct. 2003.
- Panel Presentation:
Bannister, M., Shaffer, K. & Fleming, A. (2003). *Legal implications of networking security*. FHSU-NexTech Western Kansas IT Seminar, Hays, KS and Garden City, KS, March 2003.
- Conference Presentation:
Shaffer, K. (2002). *Securing wireless networks*. Presented at Telepower 2002, Garden City, KS, October 2002.
- Poster Presentation:
Bannister, M., Shaffer, K. & Walters, A. (2002). *Using work site networking tours effectively*. Poster presentation for the Cisco Networking Academy Best Practices Showcase at Networkers 2002, San Diego, CA, June 2002.
- Conference Presentation:
Bannister, M. & Shaffer, K. (2002). *The Kansas Cisco Networking Academy System: A model for workforce development*. Presented at the Connecting Education and Employment Conference, Wichita, KS, February 2002.
- Journal Publication (shared authorship, peer reviewed):
Bannister, M. & Shaffer, K. (2002). *Telecommunications 101: Acting strategically for 21st century economic development*. The IEDC Economic Development Journal, 1(1), 24-28.
- Conference Presentation:
Shaffer, K. (2001). *Home Broadband: Affordable Capacity for Small Offices and Home Offices*. Presented at Telepower 2001, October 2001.

- Conference Presentation:
Shaffer, K. (2000). *What's a packet, and how does it get where it wants to go?* Presented at Telepower 2000, October 2000.

Grants Received

- Equipment Grant: Hays Medical Center, networking equipment grant, estimated value of \$1,500 for DSU/CSUs, routers, access server, switches and multiple Ethernet Port Adapters. 2008
- Equipment Grant: Donation of a Cisco Catalyst 5500 with ten 24-port LAN modules, two supervisor cards, and power supplies (approximate value = \$ 1,500) from a medical services company in Overland Park, KS. 2007
- Equipment grant: Ascend ISDN BRI Networking Equipment from the Desoto School District (approx. value \$1000). 2006
- Federal Grant to support distance education efforts within the Department of Information Networking and Telecommunications (\$50,000). 2005
- Equipment Grant: FHSU Action plan awarded to purchase and upgrade laboratory equipment for the expansion of on-campus and distance learning networking courses within the INT Department. (\$14,000) Co-authored with Mark Bannister, Jon Tholstrup, Gary Hoffman and Angela Walters (networking faculty). 2004
- Two \$200 Faculty Development Grants received to support knowledge and instructional skill development for a network security course and a wireless LAN course. Courses began in Fall 2003 and Spring 2004, respectively. 2003
- Equipment Grant: IBM Token Ring LAN/WAN Networking Equipment Set for 50 users, from Rural Telephone Service Company, Hays, KS (est. value \$5000). 2002
- Equipment Grant: FHSU Action plan awarded to support creation of a remote internetworking laboratory for the support of distance-learning laboratory exercises. (\$19,000) Co-authored with Mark Bannister, Chair, Dept. of INT. 2000
- Equipment Grant: FHSU Action plan awarded to create Cisco Networking Academy and the Advanced Technologies Laboratory. (\$48,000) Co-authored with Ron Rohlf, INT instructor, and Mike Leikam, Former Chair, Dept. of INT. 1999

Honors

1) Since Last Promotion

Honored as the Networking Academy Instructor representative for the State of Kansas at the Cisco Networking Academy 10th Anniversary Salute in Washington D.C. 2007

Awarded the FHSU Outstanding Teaching Award, December 2005.

2) Other

Awarded Student Organization Advisor of the Year, 1999-2000

Received "Best Teaching Assistant Award" from students in the Lucent--AT&T Summer on Campus Program in Inter-disciplinary Telecommunications at the University of Colorado at Boulder.

"Top Ten Instructor of the Year" award, received from ECC Foreign Language Institute, selected from a pool of approximately 120 instructors, April 1996.

Memberships

ACM

Upsilon Pi Epsilon International Honor Society in the Computing Sciences

- Department of Management Marketing

Gregory (Greg) Weisenborn, Ph.D.

Office
McCartney 302
785.628.4137
ghweisenborn@fhsu.edu

Education

Ph.D. Industrial Engineering, University of South Florida, 2002.
Dissertation: *Inventory Allocation Logic for Scarce Finished*

Goods: Development of a conceptual model and a prescriptive solution

M.S. Electrical Engineering, Kansas State University, 1993.

B.S. Electrical Engineering, Kansas State University, 1990.

Areas of Expertise

- Production & operations management, analysis, and continuous improvement
- Supply chain & manufacturing systems management, analysis and improvement
- Lean systems, productivity, and work analysis and design
- Ergonomic interventions in healthcare patient handling and movement

- Decision-making methodologies
- Student learning styles

Courses Taught

At Fort Hays State University –

MGT 602 – Production & Operations Management (A, B, VA)

MGT 407 – Project/Program Management (VA)

GBUS 673 – Problems in Business: Supply Chain Management (VD)

At St. Petersburg College –

- | | |
|-------------------------------------|-------------------------------|
| • Operations Management | • Production Control |
| • Lean Manufacturing | • Senior Capstone Project |
| • Supply-chain Management | • Cooperative Work Experience |
| • Manufacturing Systems & Processes | |

At The University of South Florida –

- Engineering Economics
- Engineering Statistics
- Introduction to Linear Systems
- Principles of Manufacturing
- Foundations of Engineering
- Applied Ethics in Engineering & Technology: Technology and Privacy (Honors College)
- Professionalism (undergraduate engineering ethics)
- Professional Behavior and the Engineer (graduate engineering ethics)

Prior Service at Other Institutions

August 2004 – July 2006: Assistant Professor, College of Technology & Management, St. Petersburg College. P.O. Box 13489, St. Petersburg FL, 33733.

- With other faculty members, responsible for establishing the course curriculum for the B.A.S. degree program in *International Business*.
- Selected to participate in college-wide strategy and quality development sessions on education at St. Petersburg College – Quality Enhancement Plan (QEP), to support continued SACS regional accreditation efforts: August 2005 – May 2006.

April 2003 – July 2004: Research associate (30 hrs/week), Patient Safety Research Center at the James A. Haley Veterans' Administration Hospital, Tampa, FL.
<http://www.visn8.med.va.gov/patientsafetycenter/>

Participated in a variety of research activities for the V.A. including:

- collaborative participation in the development of grant applications,
- efforts to secure independent grant funding through the V.A.,
- basic research support for on-going ergonomics & safe patient handling research, and
- development of marketing materials to generate an increased product-evaluation workload in the biomechanics lab.

May 2002 – May 2006: Adjunct professor in the College of Engineering, and the Honors College, University of South Florida, Tampa, FL.

Taught a variety of courses in the College of Engineering and the Honors College, as needed:

January 2000 – May 2002: Graduate student and instructor in Industrial and Management Systems Engineering at the University of South Florida, Tampa, FL.

Taught various courses, as needed in the Department of Industrial and Management Systems Engineering:

May - October 2001: Special assistant to the President of FreeTilitSells.com / ISLCorp.com, Tampa, FL. Anthony Gaeto, President.

Completed several work-design projects including:

- definition and design of work-flow tool for management of key franchise partners of FreeTilitSells.com,
- streamline of work-flow related to product-listing placement and management on key auction web-sites for products and equipment obtained via ,
- selection and implementation of software to further increase productivity of product-listing placement and management of those processes

Created sales and marketing materials to attract key franchise partners to FreeTilitSells.com

Researched likely prospects for key franchise partners to FreeTilitSells.com, and developed business forecast materials for use in attracting venture-capital investment in the firm.

January 1998 – December 1999: Senior consultant and co-founder of Westshore Consulting, Sarasota, FL. (Disbanded).

Managed implementation and integration of a 3rd-party outbound-logistics software system for a very large home-builder products manufacturer.

Facilitated various clients' business process definition efforts, business process mapping, and reengineering efforts in preparation for, and during ERP systems implementations.

April 1996 – December 1997: Consultant, CFT Consulting (now AnswerThink), Sarasota, FL.

Designed and implemented a continuous-improvement process to gradually transition a domestic soft-goods manufacturing plant into cellular manufacturing from a disorganized piece-pay system. Helped redesign a rigid paced line that was not properly structured/timed due to variability of individual workstation operations. Developed action items to reinforce and enhance efforts to move toward semi-paced manufacturing cells with appropriate inventory buffers.

Designed improvement plan for manufacturing work cells that included time-study and simulation analysis to determine optimal and expected throughput of a manual-labor intensive manufacturing cell.

Evaluated manufacturing business needs for the replacement of information systems at a soft-goods manufacturer. Developed a preliminary gap analysis between true business needs and the functionality of leading software products.

Facilitated clients' business process definition efforts and business process mapping and reengineering efforts in preparation for ERP system implementation.

Defined user needs for a proposed warehouse and inventory control transaction system. Interviewed users and evaluated processes. Facilitated users' transition to improved business processes. Unit tested, integration tested, and troubleshot warehouse and distribution-center information system for a software development team during system development and implementation. Documented warehouse procedures and software, and created training manuals for the new warehouse and distribution-center information system. Trained users and power-users for the new warehouse and distribution-center information system. Provided hands-on multi-shift technical support to end-users during the "go-live cut-over" of the new warehouse and distribution-center information system.

Analyzed marketing efforts and business processes for a capital-intensive service-based organization (limousine service). Interviewed employees, evaluated the business environment, and explored information technology opportunities. Provided recommendations to ownership group to enhance communication, reduce organizational waste, increase client retention, and grow new profitable business.

February 1995 – December 1995: Improvement specialist, industrial engineer, Group Technologies, (now Sypris Electronics LLC) Tampa, FL.

Participated as a core team member (steering committee) in a “corporate reinvention” (reengineering) endeavor. Addressed corporate strategy, market, differentiable business segments, and key business processes to identify opportunities for organizational improvement. Presented reinvention proposal to executive management. Led a bid-and-proposal business-process reengineering team.

Reduced WIP and cycle-time in a multi-station assembly cell by utilizing a lean manufacturing framework and time-study data. Redesigned the manufacturing cell layout. Implemented limited-WIP buffers and successive inspection. Updated engineering work instructions. Applied job-enrichment principles. Balanced the workstations for variable flow and variable staffing. Trained employees and followed progress to reinforce and solidify the work/job redesign.

Reduced set-up time on a high-speed automated assembly line by applying SMED, Poke-Yoke, and other general industrial engineering principles. Established a dedicated off-line set-up team.

Identified and reduced defects on a manual assembly line by tracking defects and establishing root causes. Developed visual aids for hand placement of electronics parts onto large video monitor computer boards. Established a methodology for tracking defects from the wave-solder operation.

Reduced cycle time and defects in a parts prep area by increasing automation, redesigning prep tools, rotating tasks, and better rotating staff from assembly areas.

Monitored and identified root cause receiving-dock roadblocks: physical, systems, and data-related problems. Implemented reporting system between purchasing and warehouse. Implemented basic continuous-improvement plan for warehouse receiving flow. Modified warehouse and receiving-dock layout for better space utilization and improved material flow. Literally knocked out walls that were impeding flow. Reduced dock-to-stock flow time.

August 1993 – February 1995: Full-time Ph.D. student, teaching assistant, and instructor at Dept. of Industrial & Management Systems Engineering, Univ. of South Florida, Tampa, FL.

Taught various courses, as needed.

Service to the Profession

- Assoc. Editor for the *Journal of Business & Leadership*, Operations Management articles, fall 2010 – present. (see *Other Materials* section).

- Reviewer for the *International Academy of Business & Economics* family of journals and conferences. August 2009 – Dec 2010, (two cycles) <http://www.iabe.com> (see *Other Materials* section)
- Reviewer for the *Journal of Business & Leadership*. Reviewed articles as assigned by the journal editor. Summer 2008, Summer 2009.
- Member, Institute of Industrial Engineers, since 1994.
 - Elected to be Interim Board Member for the foundation of a *Sustainable Development* division of IIE, May 2011, International IIE Conference, Reno.
- Ad-hoc Reviewer for *Medical Decision Making*.
 - Reviewed a specific article dealing with a computer simulation of capacity and cost of a mass-influenza and pneumococcal vaccination clinic. (see *Other Materials* section of this tenure file). Spring 2007.
 - Reviewed two articles in Spring 2011
 - a specific article (and its subsequent revision) dealing with computer simulation of medical triage decision rules during disasters when capacity/resources are scarce/limited.
 - decision-making article from RAND Corp. using consensus group decision-making processes via a new online tool/portal
- Lean systems expert for a Delphi panel sponsored the Society of Manufacturing Engineers (SME), the Shingo Prize, and the Association for Manufacturing Excellence (AME). The Delphi panel was tasked to “...validate and refine the body of knowledge that forms the foundation of the Lean Manufacturing certification program...” as developed jointly by SME, Shingo, and AME. (see *Other Materials* section of this tenure file). Spring 2007.
- Special Interest Group (SIG) Coordinator on Blended Learning. August 2008 and August 2009 SidLit Conference (Summer Institute on Distance Learning and Instructional Technology).

Scholarly Submissions, Publications, and Papers Presented

Peer Reviewed Journals:

Bergmiller, Gary G., Paul R. McCright, and Gregory Weisenborn (accepted fall 2011), “Lean and Sustainability Programs: Evidence of Operational Synergy for Lean Manufacturers and Logical Growth Toward Sustainability”, *Review of Business Research*, (a Cabell’s listed journal; ISSN: 1546:2609).

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

Kuzma, Joanne M., Gregory Weisenborn, Thomas Philippe, Anthony Gabel, and Rachel Dolechek (2009), "Analysis of U.S. Senate Web Sites for Disability Accessibility", *Review of Business Research*, (a Cabell's listed journal; ISSN: 1546:2609).

Siddharthan, Kris, Audrey Nelson, and Gregory Weisenborn (2005), "A Business Case for Patient Care Ergonomics Interventions", *Nursing Administration Quarterly*, Vol. 29, Iss. 1, pp. 63 – 71.

Double-blind peer-reviewed conference proceedings:

Bergmiller, Gary, Paul R. McCright, and Gregory Weisenborn (2011), "A New Model for Organizational Sustainability", *Proceedings of the 2011 Industrial Engineering Research Conference*, T. Doolen and E. VanAken, eds.

Refereed and blind-reviewed conference proceedings:

Setterlind, Sharon and Gregory Weisenborn (2006), "Evaluating a Program's Learning Objectives Through the Capstone Process", *Proceedings of the IABE-2006 Annual Conference*, Vol. II, No. 1, pp. 407 – 413.

Weisenborn, Gregory, Tom Philippe, Geoff Hacker, and JoAnne Larsen, (2005). "Correlation of Upper Division Students' Learning Style Preferences with Course Delivery Method Preferences", *2005 Human Factors in Organizational Design and Management Conference Proceedings*.

Weisenborn, Gregory, Audrey Nelson, and Paul R. McCright (2004). "Evaluating Potential Ergonomics Interventions in the Healthcare Industry". *2004 IERC National Conference Proceedings*.

Larsen, JoAnne, Paul R. McCright and Gregory Weisenborn (2004). "Coordinating Learning and Teaching Styles in Undergraduate Engineering Economy". *2004 ASEE National Conference Proceedings*.

Larsen, JoAnne, Paul R. McCright, and Gregory Weisenborn (2004). "Coordinating Sensory Modality in Learning and Teaching Styles in Undergraduate Engineering Education". *2004 IERC National Conference Proceedings*.

Weisenborn, Gregory, and Thomas Philippe (2002) "Alignment of Competitive Strategy with the Scarce Inventory Allocation Decision", *Industrial Engineering Research Conference Proceedings*.

Philippe, Thomas, Gregory Weisenborn, and Anita L. Callahan; (2001), "Organizational Alignment"; *American Society for Engineering Management National Conference Proceedings*, Oct 11 - 13, pp. 331 - 335.

Weisenborn, Gregory, and Paul R. McCright (May, 1999), found in Taylor, Don, Eric Malstrom, Julie Watson, and Karen Standley (eds.); "Inventory Allocation Logic for Scarce Finished Goods"; *Industrial Engineering Research '99 Conference Proceedings*; Institute of Industrial Engineers.

Technical research reports, and monographs:

Weisenborn, Gregory (2008) "Final Report – Case management Process Audit and

Work Analysis for Johnson County Corrections”. Final report for Docking Institute grant from Johnson County (KS) Department of Corrections. Available for public review at: <http://www.fhsu.edu/docking/Reports/> [found under “Program Evaluation: Johnson County Department of Corrections (2008)”]

Centeno, Grisselle, Mary Matz and Greg Weisenborn, (Nov 2005) “Productivity Outcome Metrics in Patient Handling & Movement”. Summary of Findings and Final Report to Patient Safety Center, Tampa, FL.

In-process research:

Gabel, Anthony, Stacey Smith, and Gregory Weisenborn (approved by FHSU IRB, September 2009).
“Pandemic Readiness and Response: An H1N1 Survey and Case Study at a Midwestern State Comprehensive University”.

Kuzma, Joanne, Thomas Philippe, and Gregory Weisenborn (draft paper completed July 2008).
“Implementing an Online Oral Communications Curriculum to Enhance Student Presentation Skills”. Currently targeting an online-education or business-education journal for publication.

Arano, Kathleen., Emily Breit, and Gregory Weisenborn, (planning and development phase).
Self-funded study to investigate predictive factors leading to measurable success in the MBA program at FHSU.

Weisenborn, Gregory. (data collection stage 2007 - present). Self-funded pedagogical study of student learning style preferences, locus of control, course delivery method preference, and course success in face-to-face and online sections of MGT602: Production & Operations Management at FHSU. Several semesters of data have been collected for course improvement purposes, but preliminary findings show insufficient volume of data for rigorous analysis. Data collection has ended as of May 2011.

Weisenborn, Gregory., Centeno, G., and M. Matz (working paper) “Productivity Outcome Metrics in Patient Handling & Movement”, targeted for submission to the *International Journal of Productivity and Performance Management*, spring 2008. James A. Haley VA Patient Safety Center.

KYLE B. STONE, Ph.D.

4504 Vista Drive - Hays, KS 67601

E-Mail: kbstone@fhsu.edu Cell: (970) 488-0057

EDUCATION

Ph.D. Human Resource Studies

6/2007 – 8/2010

Specialization: Organizational Performance and Change

Colorado State University - Ft. Collins, CO.

Dissertation: *Relationships between organizational performance and change factors and manufacturing firms' leanness*. Available from ProQuest Digital Dissertations and Theses database: AAT 3419114.

Advisor: Dr. Tom Chermack

M.Ed. Human Resource Studies

8/2003 – 5/2007

Specialization: Adult Education and Training

Colorado State University - Ft. Collins, CO

Thesis Title: *Closing the Gap: Researching Manufacturing Workforce Needs and Educational Requirements of the 21st Century Workforce*. Advisor: Dr. Karen Kaminski

B.S. Industrial Arts and Technology

8/1986 – 5/1990

Central Missouri State University, Warrensburg, MO.

Coursework emphasis: Manufacturing and Industrial Engineering; Aviation.

HIGHER EDUCATION EXPERIENCE

Assistant Professor, Management and Marketing

College of Business and Leadership

Department of Management and Marketing

600 Park Street, McCartney Hall #224
Hays, KS 67601

Tenure-Track appointment. Primary faculty responsible for Human Resource Management (HRM) concentration within the B.B.A, M.B.A., and M.L.S. programs. Responsibilities include teaching on-campus and virtual college courses, management of six HRM adjunct faculty, advising students, various committee assignments, assessment of learning and continuous improvement activities. Allocation of workload is 45% teaching, 20% Director of MDC, 20% scholarly, and 15% Service.

Courses taught while at FHSU: Human Resource Management; Recruitment, Selection, and Retention; Total Compensation, Training and Development, Production Operations.

Fort Hays State University

8/2010 – Current

Director, Management Development Center (MDC)

College of Business and Leadership

Department of Management and Marketing

501 S. Campus Dr., McCartney Hall #224

Hays, KS 67601

The Management Development Center (MDC) is the consulting center for FHSU located in the College of Business and Leadership. Primary activities consist of consulting with local, regional, and statewide organizations; design, develop and deliver professional development workshops; and strategic placement of high-potential internships. Consulting engagements have typically consisted of organizational assessments, manager and leader development, performance management, and process improvement. 2010 – 2011 activities: generated over 75 consulting hours, delivered six professional development workshops to 40 customers, placed one high-potential internship resulting in long-term employment.

2010 Workshop Series: Manager as Change Agent; Manager as Politician; Systematic Change; Facilitating Change; Essential Customer Service.

2011 Workshop Series: Fundamentals of Supervision Series (5 sessions); Leadership Transformation; Manager as Change Agent; Manager as Politician; Facilitating Change.

Colorado State University

8/2008 – 6/2010

Instructor

School of Education, College of Applied Human Sciences

209 Education Building

Fort Collins, CO 80523

Designed course materials for both classroom and on-line delivery in addition to teaching responsibility for graduate students enrolled in the Organizational Performance and Change Masters program and Adult Education and Training Masters program.

Courses taught while at CSU: Change Facilitation, Intervention Strategies, Consultation and Analysis of Organizations, Strategic Human Resource Development, Human Resource Development, Program Development and Instructional Design, and Assessment, Evaluation, and ROI.

INDUSTRY EXPERIENCE

KB Stone Consulting

4/2007 – 8/2010

Mead, Colorado

Owner

A triad of services offered through process consultation to assist with interventions in the area of Organizational Learning (training & workforce development, learning management systems), Organizational Performance (KPI's, ROI, strategy-making, process improvement), and Organizational Change (facilitation, OD assessment). Primary activities involved diagnosing organizational issues, identifying solutions, designing and implementing interventions, evaluate results, and long-term sustainability support. Consulting experience in manufacturing, engineering, telecommunications, SBIR, public schools, military, and healthcare.

Altec Industries - Puregas L.L.C.

11/2003 – 4/2007

Broomfield, Colorado

Operations Manager

Successfully transitioned acquisition of Puregas from competitor to *The Altec Way*. Responsible for the daily management of production, materials, quality control, manufacturing engineering, safety and value stream coordination. Established self-directed workforce within a visually controlled shop floor environment. Implemented Kanban for 75% of all production parts, increased inventory turns 50%, decreased lead-times 50%, increased productivity 34%. Implemented visual metrics measuring quality, productivity, warranty, workplace organization, and associate improvement initiatives. Developed and conducted training in the areas of Lean Manufacturing, Kanban implementation, cohesive team building, OSHA mandated safety training, Operational Method Sheets (work instructions), and supplier relations. Annual revenues were approximate \$15M with workforce of 55 people.

Altec Industries

5/2001 – 11/2003

Daleville, Virginia

Plant Manager

Greenfield start-up facility. Initial responsibilities were the project management of \$12M, 190,000 sq.ft. focus factory. Additional responsibilities were the procurement of equipment; hiring and training of skilled workforce; and commissioning of start-up operations. Manage daily production requirements, lead Kaizen events, address quality issues and provide root cause analysis, equipment procurement and maintenance, environmental compliance, lead weekly production meetings with all plant associates to address safety, quality, cost, delivery, labor relations, and weekly production schedules. Lead monthly safety training seminars and quality focus meeting in welding, electrical, hydraulic, wet paint, and final test. Present weekly reports to Director of Manufacturing summarizing total shipments, direct vs. indirect hours, budgets, and monthly targets. Perform interviewing and pre-employment training seminars for new associates. Annual revenues were approximately \$25M with a workforce of 75 people.

Altec Industries

1/1998 – 5/2001

St. Joseph, Missouri

Manufacturing Engineer

Core team member of Lean Manufacturing initiative leading Kaizen events for multiple manufacturing facilities. Trained by TBM Consulting and Simpler Consulting in the ways of Lean Thinking. Developed capital equipment budgets. Specified, purchased, installed and trained personnel on equipment consisting of laser cutting systems, welding equipment, bulk gas systems, powder coating and wet paint systems, horizontal machining centers, dielectric test equipment, air compressors, air purification systems, emergency power generators, weld smoke and dust collection systems, overhead crane systems, robotic welding systems, and air make-up heating systems.

Responsible for presenting project justification to Vice President of Manufacturing and tracking cost savings from improvements implemented detailing productivity, square footage, throughput, Takt Time, quality, safety, and on-time delivery.

Altec Industries,

5/1997 – 1/1998

St. Joseph, Missouri

Production Supervisor

Managed daily production requirements for 25 associates in the prime paint line and increased throughput 50% within three months. Other special projects included modernization of steel pretreatment system and process improvements in the Final Assembly Paint booths that reduced cure time by 50%. Reduced weld smoke throughout fabrication plant by installing weld fume collection systems improving work environment for associates.

Altec Industries

10/1996 – 5/1997

St. Joseph, Missouri

Associate Engineer

Provided technical support to the Canadian Divisions of Altec for all equipment manufactured at the St. Joseph, Missouri, facility. Received certification for Fluid Power Society (FPS) Mobile Mechanic and Hydraulic Technician and assisted with training other associates in FPS certification. Developed Altec's Mobile Mechanic training brochure that was used to promote FPS training throughout the industry.

Tom Miller, Inc. (TMI)

10/1994 – 10/1996

Division of Flair Air Systems

Holly, Michigan

Project Engineer

Designed HVAC systems primarily for the automotive paint finishing industry which includes engineering of direct gas fired burners, cooling coils, reheat coils, humidification, filtration, and blowers. Provided engineering submittal drawings and assist the job throughout all stages of manufacturing and commissioning of equipment. Performed research and development on TMI's patented Target Air humidification system.

Pneumatic Products Corporation

11/1992 – 10/1994

Division of Flair Air Systems

Brighton, Michigan

Field Service Manager

Established factory direct Authorized Service Center for Pneumatic Products Corporation compressed air purification equipment and Flair Environmental solvent recovery systems. Concentrated on expanding service statewide for existing and competitive equipment.

The Condit Company

6/1992 – 11/1992

Memphis, Tennessee

Field Service Manager / Technician

Established Authorized Service Center for Pneumatic Products Corporation desiccant air dryers which included field service on equipment, upgrading equipment, training seminars, preventative maintenance programs, service contracts, and assisted the customer with the management of current air systems for instrument air, process air, pharmaceutical air and utility air.

The Condit Company

8/1990 – 6/1992

Kansas City, Missouri

Application Engineer

Provided engineers estimates and quotes in accordance with customer requirements for packaged vacuum pump systems, process pump systems, and desiccant air dryers for compressed air systems. Established Authorized Service Center for Pneumatic Products Corporation.

PUBLICATIONS

Published - Peer-reviewed journals

Stone, K.B. (2010). Lean Teams: Integrated HRD Practices for Successful Kaizen. In J.W. Gilley & A.M. Waite (Eds.), Team building: A critical analysis of the fundamentals that improve organizational effectiveness. *Advances in Developing Human Resources*. 12(1): 61 - 78.

Stone, K.B., Kaminski, K., Gloeckner, G. (2009). Closing the Gap: Researching Manufacturing Workforce Needs and Educational Requirements of the 21st Century Workforce. *Journal of Industrial Teacher Education*, 53(3): 5 - 33.

Manuscripts currently in peer-review:

Stone, K.B (May 2011). Four decades of lean: A systematic literature review. *International Journal of Lean Six Sigma*. Review in-process, expecting feedback late October, 2011.

Stone, K.B. (June 2011). Lean transformation: Organizational performance factors that influence firms' leanness. *Journal of Enterprise Transformation*. Reviewers' feedback received October 3, 2011. Manuscript in revision for resubmission late November, 2011.

Manuscripts in Preparation:

Stone, K.B. The Burke-Litwin organizational assessment survey: The Unofficial instrument manual. Target: Human Resource Development Quarterly

Harris, G., Stone, K.B., Mayeshiba, T., & Componation, P. Moving from lean tools to enterprise transformation. Target: Journal of Enterprise Transformation.

Stone, K.B., Brown, L. Organizational Assessment in Action: Roadmaps for strategic interventions. Target: TBD

Stone, K.B., Martin, M. Energy Workforce needs in Kansas: Crisis on the prairie. Target: TBD

Book Chapters / Sections:

Stone, K.B. (2008). Continuous Improvement Planning. In Gilley, J. W., Gilley, S. A., Quatro, & Dixon-Krausse, P. (Eds.), *The Praeger Handbook of Human Resource Management* (pp. 58 - 61). Westport, CT: Praeger.

PROCEEDINGS

Refereed Proceedings:

Stone, K.B. (2011). The Burke-Litwin organizational assessment survey: Findings from the field. (October 10, 2011). *Proceedings of the 2011 Business and Leadership Symposium* (n.p.) Fort Hays State University: Hays, KS.

Harris, G., Stone, K.B., Mayeshiba, T., & Componation, P. (2011). Moving from lean tools to enterprise transformation. *Proceedings of the 2011 Lean Educators Conference* (n.p.) University of Alabama Huntsville, Huntsville, AL.

Stone, K.B. (2011). Four Decades of Lean Literature: A Systematic Literature Review. *Proceedings of the 2011 Lean Educators Conference* (n.p.) University of Alabama Huntsville, Huntsville, AL.

Stone, K.B. (2011). Lean Transformation: Organizational Performance Factors that Influence Firms' Leanness. *Proceedings of the 2011 Lean Educators Conference* (n.p.) University of Alabama Huntsville, Huntsville, AL.

Stone, K.B. & Chermack, T.J (2011). Relationships between organizational performance and change factors and manufacturing firms' leanness. *Proceedings of the Academy of Human Resource Development 2011 International Research Conference in the Americas* (n.p.) Schaumburg, IL: AHRD: 2634 – 2669.

Stone K.B. (2010) Shifting the Status Quo: Change Facilitation Techniques. *Proceedings of the 2010 Lean Educators Conference* (n.p.) Embry-Riddle Aeronautical University, Daytona Beach, FL.

Stone, K. B. (2010). Lean Transformation: Organizational Performance and Change

Factors Associated with Leanness. In Storberg-Walker, J., Graham, C.M., & Dirani, K.M. (Eds.) *Proceedings of the Academy of Human Resource Development 2010 International Research Conference in the Americas* (n.p.) Knoxville, TN: AHRD: 2588 – 2598.

Stone, K. B. (2009). Lean Thinking: Origins, Principles and Implications for Human Resource Development. In Storberg-Walker, J. & Graham, C.M. (Eds.) *Proceedings of the Academy of Human Resource Development 2009 International Research Conference in the Americas* (n.p.) Arlington, VA: AHRD: 1289 – 1318.

OTHER PRESENTATIONS - INVITED

Managing Multiple Generations within the workplace: Current Trends and Recent Research. (October 18 & November 9th, 2011). Western Kansas Human Resource Management Association. Kyle B. Stone

Working with different generations in the 21st Century. (November 17, 2010). Kansas Marketplace Conference: Dodge City, KS. Kyle B. Stone

Closing the Gap: Educational Requirements for the 21st Century Production Workforce (November 10, 2009). ISTec (Information Science & Technology Center) Industrial Advisory Council. Kyle B. Stone

Introduction To Lean Production (March 30, 2009). Poudre School District – Rocky Mountain High School, Ft. Collins, CO for class Wired Project. Kyle B. Stone

Staying Current in the Field of Adult Education and Training (October 11, 2008). Colorado State University, Ft. Collins, CO for class EDAE692: Staying Current. Kyle B. Stone

Introduction to Lean Thinking (July 24, 2008). Regis University, Denver, Co. for class MSM651: Delivering Business Process Improvement. Kyle B. Stone

Introduction to Value Stream Mapping (July 17, 2008). Regis University, Denver, Co. for class MSM651: Delivering Business Process Improvement. Kyle B. Stone

TRAINING PROGRAM DEVELOPMENT

Stone, K.B. (2011). *Manager as Politician*. Designed and Delivered, 4 hour MDC Workshop (40 pages).

Stone, K.B. (2010). *Facilitating Change*. Designed and Delivered, 4 hour MDC Workshop (77 pages)

Stone, K.B. (2010). *Systematic Change*. Designed and Delivered, 4 hour MDC Workshop (60 pages)

Stone, K.B. (2010). *Manager as Change Agent*. Designed and Delivered 4 hour MDC Workshop (34 pages).

Stone, K.B. (2007). *Altec Production System, Level 2 Training Program: Applying the Altec Production System*. Designed for Altec Industries (271 pages).

Stone, K.B. (2006). *Altec Production System. Level 1 Training Program: Introduction to the Altec Production System*. Designed for Altec Industries (86 pages).

SERVICE AT FORT HAYS STATE UNIVERSITY

- AACSB Steering Committee (2011 – 2012)

- Ad Hoc Reviewer:
 - Academy of Human Resource Development Conference (2011, 2012)
 - Journal of Enterprise Transformation (2011)
 - Lean Educators Conference (2010, 2011)
- Assessment of Learning Committee (Co-Chair): (2010 – 2012)
- Assistant to the Dean for Assessment of Learning (2011 – 2012).
- EdNet – Lean Advancement Initiative: FHSU Coordinator, Conference planning committee (2009 – 2012)

EdNet is the Educational Network of the Lean Advancement Initiative headquartered at the Massachusetts Institute of Technology (MIT) in Cambridge, MA. The mission of EdNet is to support continuous learning throughout the aerospace enterprise by sharing knowledge and curriculum by elevating the awareness of the importance of lean curriculum to academic, industry, and government organizations.

- Mentor: Access to Academic Opportunity Grant student (2010 – 2011)
- National Survey of Student Engagement Task Force (NSSE) (2011-2012)
- Research Committee (Scholarship, Human Subjects, & Ethics): (2010 – 2012)
- Search Committee: Provost office – State Director for Kansas Small Business Development Center (2010 – 2011)
- Virtual College Advisory Board (2011 – 2012)

PROFESSIONAL ORGANIZATION MEMBERSHIPS

- Academy of Human Resource Development (AHRD)
- Academy of Management (AOM)
- American Society for Training and Development (ASTD)
- International Society for Performance Improvement (ISPI)
- Society of Human Resource Management (SHRM)

COMMUNITY SERVICE

Hays Paint-A-Thon

September 27, 2011

Painter (6 hours)

Hays Rotary Club – Hays, KS

November 2010 - Present

Rotarian (new member)

Outreach United Resource Center, Inc.
Longmont, Colorado
Warming Center (50 hours)

November 2008 – April 2010

Habitat for Humanity
Longmont, Colorado
General Labor (40 hours)

October 2007 – April 2008

Life Bridge Christian Church
Longmont, Colorado
Lighting Technician (100 hours)

July 2005 – Sept 2006

Dearborn Volunteer Fire Department
 Dearborn, Missouri
Firefighter / 1st Responder (600 Hours)

Jan. 1997 - Jan. 2001

Skaith Elementary School
 St. Joseph, Missouri
Mentor for at-risk children (126 hours)

Aug. 1998 - May 2000

APPENDIX E – MPS PROGRAM AFFINITY DIAGRAM

Characteristics of MPS Graduates	Expected Learning Outcomes	Curriculum	Assessment Approach and Methods
<p>Knowledgeable Graduates apply theories, terminology, and skills to simulate, model and solve real world problems.</p> <p>Analytical/Precise Graduates solve problems utilizing higher level reasoning skills.</p> <p>Creative/Flexible Graduates analyze problems from varied perspectives.</p> <p>Innovative/Adaptive Graduates are knowledgeable about new technologies and how to implement them.</p> <p>Cooperative Graduates are team players and see the end-user's point of view.</p> <p>Competitive/Proactive Graduates are aware of marketplace dynamics and organizational realities, and</p>	<ul style="list-style-type: none"> • Demonstrate a solid working knowledge in a professional discipline. • Demonstrate advanced communication skills, both written and oral. • Design and execute discipline-specific research inquiries and its application to the profession with minimal supervision. • Prepare technical reports, project plans, and regulatory documents as appropriate to professional 	<p>Concentration courses + Cognate field or free electives (12-21 credits)</p> <p>Core + Projects or Internship course</p>	<p>Program</p> <ul style="list-style-type: none"> • Eight year program review as developed by FHSU and KBOR • Comprehensive examinations which address student learning outcomes. • Admission to Candidacy assesses research and written/presentational communication skills. <p>Students</p> <ul style="list-style-type: none"> • The graduate will prepare a portfolio illustrating a literature review, the range of knowledge, skills and perspective possessed. • Written examinations and completion of laboratory projects in all required courses • Project: Professional Project course to satisfy learning-in-context.

Characteristics of MPS Graduates	Expected Learning Outcomes	Curriculum	Assessment Approach and Methods
<p>initiate improvements.</p> <p>Communicative Graduates express themselves effectively in oral and written discourse.</p>	<p>workforce needs.</p> <ul style="list-style-type: none"> • Prepare and present information to a wide variety of constituents. 		

