Who We Are
A public policy research and planning organization at Fort Hays State University, the Docking Institute of Public Affairs has served organizations and communities in Kansas and the region since 1980.

Docking Services
• Survey Research
• Telephone, mail, web and face-to-face
• Labor studies
• Program Evaluation
• Grants Facilitation
• Economic Impact Studies
• Feasibility Analysis
• Strategic Planning Facilitation
• Public Policy Programming and Analysis

Client Reports
Unless otherwise specified, the Docking Institute publishes client reports to its web site six months after final delivery to the client. Visit www.fhsu.edu/docking/archive.shtml to view a wide variety of client reports.

Cost of Services
Because the needs and requirements of each client can differ significantly, the Docking Institute will provide you a customized proposal and cost estimate upon request at no charge.

Contact Us
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Docking Institute of Public Affairs
Fort Hays State University
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Hays, Kansas 67601-4099
Phone: (785) 628-4197
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Web: www.fhsu.edu/docking
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### Mission
The primary mission of Fort Hays State University's Docking Institute of Public Affairs is to facilitate effective public policy decision-making among governmental and non-profit entities.

### History
The Docking Institute of Public Affairs began as the Fort Hays State University Institute of Public Affairs in 1980. In October 1988, the Kansas Board of Regents changed the name to the Docking Institute of Public Affairs in honor of Kansas Governors George Docking and Robert B. Docking and Lieutenant Governor Tom Docking. Over the past 11 years, the Docking Institute has been a leader in facilitating public policy research and planning for Kansas and its rural regions, serving more than 100 clients. Today, the Docking Institute is proud to offer a broad spectrum of programs and services designed to foster regional development and growth in accordance with its original mission. Institute staff and policy fellows are proud to carry on the tradition of public service exemplified by the Docking family.

### Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter from the Director</td>
<td>1</td>
</tr>
<tr>
<td>Docking Services</td>
<td>2</td>
</tr>
<tr>
<td>2004 Clients</td>
<td>3</td>
</tr>
<tr>
<td>Project Steps</td>
<td>4</td>
</tr>
<tr>
<td>Survey Research</td>
<td>4</td>
</tr>
<tr>
<td>Labor Studies</td>
<td>7</td>
</tr>
<tr>
<td>Entrepreneurism</td>
<td>8</td>
</tr>
<tr>
<td>Program Evaluation</td>
<td>9</td>
</tr>
<tr>
<td>Grants Facilitation</td>
<td>10</td>
</tr>
<tr>
<td>Economic Impact &amp; Feasibility Studies</td>
<td>11</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>12</td>
</tr>
<tr>
<td>Public Affairs Programs and Training</td>
<td>13</td>
</tr>
<tr>
<td>Presentations</td>
<td>13</td>
</tr>
<tr>
<td>Client Quotes</td>
<td>14</td>
</tr>
<tr>
<td>Financial Fitness Foundation (F3) 2004</td>
<td>16</td>
</tr>
<tr>
<td>Partnership Summary</td>
<td>16</td>
</tr>
<tr>
<td>2004 Publications</td>
<td>17</td>
</tr>
<tr>
<td>Organizational Affiliations</td>
<td>17</td>
</tr>
<tr>
<td>Docking Staff</td>
<td>18</td>
</tr>
<tr>
<td>Student Staff</td>
<td>21</td>
</tr>
<tr>
<td>Policy Fellows</td>
<td>22</td>
</tr>
</tbody>
</table>
A common purpose underscoring all activities undertaken by the Docking Institute of Public Affairs at Fort Hays State University is the careful pursuit of answers—answers informed by expert knowledge and time-tested methodology. Again in 2004, many organizations and communities in Kansas and the region relied on the Docking Institute to help find answers that pave the way for action, growth and improvement.

The Institute draws upon the expertise and technical resources of staff and policy fellows to answer research questions central to improved organizational performance. Our specialized and customized services in survey research, program evaluation and data analysis provide insight tailored to capitalizing on opportunities and overcoming the unique challenges faced by individual organizations and communities.

With numerous and sometimes confusing sources of potential funding available at federal, state and local levels, our grants facilitation services offer clients answers about the best available funding sources for programs or events. After appropriate sources are chosen, the Institute has the technical expertise to author targeted grant proposals on a client’s behalf.

Through strategic planning, the Institute facilitates a process that enables staff, administration and directors in governmental and non-profit organizations to internally identify, embrace and act upon the answers necessary for long-term success. Ultimately, the answers resulting from strategic planning help organizations keep their focus on strategies that most wisely use scarce resources.

In 2004, the Docking Institute facilitated the Western Kansas Partnership Summit for regional appointees to the Governor’s Economic Policy Council. In doing so, the Institute helped bring together leaders from all sectors of the Western Kansas community to participate in a regional search for answers toward improving the prosperity of Western Kansas.

Our on-going public affairs programming in the form of legislative forums, policy debates and public administrator training are time-honored ways of answering policy questions that influence the quality of life for us all.

It is with the theme "Questions Answered" that we proudly present the Docking Institute's 2004 annual report. Turn the page to discover both the questions asked and the questions answered over the last year.

Brett Zollinger, Ph.D. Director
Docking Services

Survey and Focus Group Research
Valid and reliable information is essential for effective decision-making. The Docking Institute’s University Center for Survey Research provides professional survey design, data gathering and data analysis services. Institute researchers help clients select the most appropriate survey methodology based on the client’s needs, goals and budget for the project. Available survey methods include telephone surveys (using a 15-station CATI system), mail surveys, Web surveys, personal interviews and focus groups. The Institute can survey almost any population, ranging from single neighborhoods to the entire nation, and in multiple languages.

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

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

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

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

Strategic Planning
Visionary leadership begins with a plan that strategically prioritizes scarce community resources. The Docking Institute has worked with more than 50 entities including state agencies, communities, economic development organizations, chambers of commerce and many other non-profits to conduct strategic planning. The Docking Institute customizes the strategic planning process to meet each organization’s requirements. Our comprehensive package of strategic planning services includes project organization, data analysis and assessment, survey work, group facilitation and plan writing.

Public Policy Analysis and Programming
To facilitate effective public policy decision-making, the Docking Institute has more than 30 distinguished policy fellows representing industry, academia and government. The Docking Institute assembles the right team of experts to find real-world solutions to real-world challenges. Through public affairs conferences and programming, the Docking Institute provides critical resources for today’s public leaders to plan for a successful future.
## 2004 Clients

<table>
<thead>
<tr>
<th>Client</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Curtis and the Southwest Nebraska Development Network</td>
<td>Labor study</td>
</tr>
<tr>
<td>City of Oberlin</td>
<td>Grants facilitation</td>
</tr>
<tr>
<td>Cloud County Community College</td>
<td>Feasibility study</td>
</tr>
<tr>
<td>Ellis County Coalition</td>
<td>Labor study</td>
</tr>
<tr>
<td>Ellsworth County Hospital</td>
<td>Survey research</td>
</tr>
<tr>
<td>Finney County Youth Services</td>
<td>Grants facilitation</td>
</tr>
<tr>
<td>Financial Fitness Foundation</td>
<td>Grants facilitation</td>
</tr>
<tr>
<td>Fort Hays Educational Development Center</td>
<td>Survey research</td>
</tr>
<tr>
<td>Fort Hays State University, College of Business and Leadership</td>
<td>Survey research</td>
</tr>
<tr>
<td>Fort Hays State University, College of Education and Technology</td>
<td>Survey research</td>
</tr>
<tr>
<td>Fort Hays State University, Drug and Alcohol Wellness Network (DAWN)</td>
<td>Project evaluation</td>
</tr>
<tr>
<td>Fort Hays State University, University Relations</td>
<td>Survey research</td>
</tr>
<tr>
<td>Fort Hays State University, Virtual College</td>
<td>Survey research</td>
</tr>
<tr>
<td>Great Bend Recreation Commission</td>
<td>Strategic planning</td>
</tr>
<tr>
<td>Hays Chamber of Commerce</td>
<td>Strategic planning</td>
</tr>
<tr>
<td>Hays Daily News</td>
<td>Survey research</td>
</tr>
<tr>
<td>High Plains Mental Health Center Services for Northwest Kansas</td>
<td>Grants facilitation</td>
</tr>
<tr>
<td>High Plains Museum</td>
<td>Grants facilitation, feasibility study</td>
</tr>
<tr>
<td>Historic Abilene, Inc.</td>
<td>Grants facilitation</td>
</tr>
<tr>
<td>Kansas County Treasurers Association</td>
<td>Training</td>
</tr>
<tr>
<td>Kansas Department of Wildlife and Parks</td>
<td>Survey research</td>
</tr>
<tr>
<td>Kansas Department of Social and Rehabilitation Services</td>
<td>Project evaluation</td>
</tr>
<tr>
<td>Kansas State University, Office of Educational Innovation and Evaluation</td>
<td>Survey research</td>
</tr>
<tr>
<td>Ness County Economic Development</td>
<td>Feasibility study</td>
</tr>
<tr>
<td>Northwest Kansas Family Planning Shelter</td>
<td>Grants facilitation</td>
</tr>
<tr>
<td>Northwest Kansas Technical College</td>
<td>Strategic planning</td>
</tr>
<tr>
<td>Prairie Pride Community Center</td>
<td>Grants facilitation</td>
</tr>
<tr>
<td>USD 489, Hays</td>
<td>Grants facilitation</td>
</tr>
<tr>
<td>Wichita State University</td>
<td>Project evaluation</td>
</tr>
</tbody>
</table>
Survey Research

Deer Populations: An Opinion Survey of Kansas Landowners
Author: Brett Zollinger, Ph.D.
The Kansas Department of Wildlife and Parks contracted the Docking Institute to examine Kansas landowners’ opinions about local deer populations. Some of the primary objectives of this survey included categorizing landowners’ perceptions of changes in the deer populations, assessing landowners’ attitudes toward deer populations and determining the landowners’ support for deer hunting and deer population management. Kansas landowners were surveyed with a three-wave, self-administered mail survey. Approximately 33% of landowners perceived an increase in the deer population in their area from 2000-2003, while nearly the same percentage believed that it has remained the same. When asked how many deer they would like to have on their farm or ranch, 34% would like to have the same, 31% would like fewer, 16% would like more and 12% would prefer none. A majority of those indicating that hunting occurs on their property (83%) reported that they do not receive any money for allowing deer hunting.

Drinking Behaviors and Perceptions Social Norms Survey
Authors: Christina Wolf, Graduate Student, and Brett Zollinger, Ph.D.
The Drug and Alcohol Wellness Network (DAWN) is part of Fort Hays State University’s Kelly Center. In spring 2004, DAWN contracted with the Docking Institute to assess FHSU student drinking behaviors and perceptions. The information collected in this survey was a continuation of a recently completed four-year public health program (the Kansas Social Norms Project) funded by the Kansas Health Foundation. Among other topics, this self-administered paper survey asked students a number of questions to determine protective behaviors. Nearly 42% of students reported usually or always stopping their drinking at least two hours before they were going to go home, and a little over 63% reported having a designated driver if they knew they would be drinking.

Ellsworth County Medical Center Opinions and Usage Survey Report
Author: David L. Weiden, J.D.
Between September 14 and 22, 2004, the Docking Institute conducted a telephone survey of 567 randomly selected residents of Ellsworth County, Kansas, as well as residents of the town of Lucas, Kansas, regarding issues about health care and health care facilities. A total of 567 individuals completed the interview, resulting in a cooperation rate of 73%. Key findings include that the vast majority of Ellsworth County residents (91.2%) tend to visit a doctor’s office or clinic rather than go to a hospital emergency room or county health clinic, with nearly two-thirds of those respondents reporting that they tend to visit a physician or clinic in Ellsworth County rather than travel outside the county. When needing hospitalization, 59.3% prefer Ellsworth County Medical Center over other area hospitals, with location being the primary factor for 47.9% of respondents. The Medical Center enjoys a very positive community perception at 69.9% among those who have never been treated at the Medical Center, while those who have report a 91% satisfaction rate.

FHSU College of Education and Technology Graduates Survey
Author: Joyce Wolfe, M.S.
The College of Education and Technology contracted the Docking Institute to conduct a Web survey of graduates and recipients of certification or endorsements from the college. The purpose of the survey was to collect self-assessments of student progress towards proficiency in teaching standards. Institute staff provided consultation services to help develop survey content. Thirty-eight respon-
students completed the survey. Original data were provided to the college for its review and analyses.

Enrollment Survey
Authors: Christina Wolf, Graduate Student, and Joyce Wolfe, M.S.
The Registrar’s Office at Fort Hays State University contracted the Docking Institute in fall 2004 to conduct a survey of 202 students who registered for courses but did not finalize their enrollment, in order to better understand why they did not complete the enrollment process. From November 17-23, telephone surveyors completed interviews with 112 individuals. The Docking Institute delivered a brief technical report to the client for further analysis.

FHSU University Relations Publications Satisfaction Study
Authors: Marina Rolbin, M.B.A., David Weiden, J.D., Mike Walker, M.S., and Christina Wolf, Graduate Student
On behalf of University Relations at Fort Hays State University, the Docking Institute conducted a study of retired faculty and staff who receive the publication Keeping In Touch and of parents who receive the publication For Parents Only. The purpose of this research effort was to determine the usage of and satisfaction with these publications and to obtain feedback on how University Relations might improve them to meet the needs of the target audiences. Researchers used focus groups and self-administered paper surveys to gather information about Keeping In Touch while self-administered surveys were utilized for For Parents Only. The Institute prepared technical reports about both publications.

Home Depot/Sales Tax Structure Survey
Author: Chapman Rackaway, Ph.D.
In June 2004, the Hays Daily News commissioned the Docking Institute to conduct a telephone survey of Ellis County residents to determine the levels of interest in obtaining a Home Depot-anchored shopping center in Hays. Additionally, respondents were surveyed to determine the level of support for each of two proposed sales tax structures to pay for necessary infrastructure: a Tax Increment Financing (TIF) plan or a separate taxing district. Over the course of three nights, 456 residents were surveyed by telephone. A substantial majority of respondents (80%) were in favor of a Home Depot-anchored development in Hays, with nearly 60% strongly in favor. Most respondents (63%) were in favor of a TIF plan, 45% of respondents supported a separate sales tax district. Most respondents supported the store’s opening to reduce travel for shopping at similar stores elsewhere and to bring more jobs to Hays. Opposition was strongly centered on a desire to keep taxes from increasing and on fears that local businesses would suffer.

KAN-ED Service Utilization Surveys
Authors: Joyce Wolfe, M.S. and Brett Zollinger, Ph.D.
In April and May 2004, the Docking Institute developed and administered two telephone surveys about Kansas’ KAN-ED program on behalf of Kansas State University’s Office of Educational Innovation and Evaluation. KAN-ED is an initiative to provide broadband internet connection to hospitals, colleges, universities, K-12 schools, and libraries across the state of Kansas. One survey was conducted of institutions that were eligible, but not
currently members of KAN-ED, to determine the reasons for not joining the organization. Surveyors completed interviews with 140 respondents. A second survey was conducted with 109 respondents to determine why members did not apply for KAN-ED’s Broadband Enhancement Subsidy, which assists members in purchasing equipment and paying for internet connection fees. The Docking Institute delivered the data from both surveys to the client for analysis.

**Kansas Public Health Association Fluoride Survey**
**Authors: Joyce Wolfe, M.S. and Brett Zollinger, Ph.D.**

In January and February 2004, the Docking Institute conducted a telephone survey in the non-fluoridated communities of Wichita, Hutchinson, McPherson, Winfield, Pratt, Kingman, and Great Bend, Kansas, on behalf of the Kansas Public Health Association. The primary purpose of the survey was to determine the levels of support for the addition of fluoride to city water systems. Interviews were completed with 206 Wichita respondents and 405 non-Wichita respondents. Of the Wichita respondents, 50.7% were extremely (22.8%) or somewhat (27.9%) in favor of the addition of fluoride to their water whereas 17.9% were somewhat (6.7%) or extremely (11.2%) opposed. Among the non-Wichita respondents, 42.3% were extremely (18.6%) or somewhat (23.7%) in favor of the addition, whereas 23.8% were somewhat (8.1%) or extremely (15.7%) opposed. Using a scale of one to ten, respondents were asked how much they trusted the information they received concerning fluoride. Respondents reported trusting their own dentists or other local dentists more than any other source (mean of 7.6) and the Centers for Disease Control (CDC) second most (mean of 7.4).

**LINK Employee Survey Report**
**Authors: David Weiden, J.D.**

Living Independently in Northwest Kansas (LINK) contracted the Docking Institute in winter 2004 to provide an independent analysis of employee survey data the organization had collected. The survey assessed LINK employees’ attitudes on a number of issues, including leadership and planning, communications, corporate culture, teamwork, working conditions, employees’ roles, recognition and rewards, immediate supervisors, training, and pay and benefits.

“The services provided to Community Supports and Services were a very positive investment for our organization. The research that the Docking Institute conducted for us provided us with information that will assist us in providing the necessary services that assist individuals with disabilities to remain in their home community as opposed to an institution. The research was conducted in a timely and professional manner.”

—Margaret Zillinger, Director, SRS: Community Supports and Services

**Schedule of Classes Publication Satisfaction Survey**
**Authors: Mike Walker, M.S. and Marina Rablin, M.B.A.**

During May and June 2004, the Docking Institute conducted focus groups and a Web survey of students taking courses through Fort Hays State University’s Virtual College to evaluate the strengths and weaknesses of its Schedule of Classes publication. Four focus groups were held during the months of May and June in Garden City, Wichita, Johnson County and Hays. Twenty-five students participated in the focus groups, while 519 students participated in the Web survey. Almost half (49%) of the survey respondents are “very satisfied” with the publication, and almost as many (47%) are “somewhat satisfied.” Only 4% are “somewhat not satisfied” and none (0%) are “not satisfied at all.” About 78% of the Web survey respondents use the schedule to “select their classes,” while almost 40% use the publication to “plan out my degree program.”

**Sias/Tak-Ming Student Teacher Evaluation Data**
**Entry and Report**
**Author: David Weiden, J.D.**

Fort Hays State University’s Virtual College contracted the Docking Institute in spring 2004 to conduct an ongoing evaluation project. FHSU’s Virtual College offers courses to students attending SIAS and Tak-Ming universities in China. In Spring 2004, the Virtual College designed and administered teacher and student evaluations. The Docking Institute performed data entry and analysis of 1,168 surveys and then provided evaluation summaries to the Virtual College. The Docking Institute again performed these services for the fall 2004 semester.

**Small Business Owners Survey**
**Authors: Christina Wolf, Graduate Student, and Joyce Wolfe, M.S.**

FHSU’s College of Business and Leadership commissioned the Docking Institute to assess the needs of small business owners in Kansas on behalf of the Small Business Development Centers (SBDC). In August and September 2004, the Docking Institute designed and administered a mail survey to Kansas small business owners. In total, 134 business owners completed the survey. The data collected were scanned, cleaned and then delivered to the client for final analysis.
Labor Studies

Q: What is an “available labor pool”?
A: An available labor pool is comprised of people within a specific labor basin who indicate that they are looking for employment or would consider changing jobs for the right opportunities.

Ellis County Labor Availability Analysis
Authors: Mike Walker, M.S., and Brett Zollinger, Ph.D.
The Ellis County Coalition for Economic Development (ECCEED) sponsored the Ellis County Labor Availability Analysis. The labor basin for this study included Ellis County, Kansas, and surrounding counties. Surveyors completed interviews with 694 households, gaining a 72.5% cooperation rate. The population of the Ellis County Labor Basin is estimated at 83,669, with approximately 22% considered members of the available labor pool (ALP).

Of the 18,420 members of the ALP, 3,942 are actively looking for new or different employment, while 14,478 are available for employment for the right opportunities. The average age of ALP members is 43 years old, and about 73% have at least some college experience. About 28% (5,232) will commute up to 40 minutes, one way, for an employment opportunity, while 72% (13,260) will commute up to 30 minutes. About half (51%) of working ALP members consider themselves underutilized.

The most-desired benefits sought in a new or different job include good health benefits, good retirement benefits, on-the-job training, and a good salary (with over 80% indicating that each is very important). Analysis suggests that about 12,160 people (66% of the ALP) are interested in a new job at $15 an hour, 8,840 (48%) at $12 an hour, and 4,975 (27%) at $9 an hour.

Southwest Nebraska Regional Labor Availability Analysis
Authors: Mike Walker, M.S., and Brett Zollinger, Ph.D.
The City of Curtis, Nebraska, and the Southwest Nebraska Development Network contracted the Docking Institute to provide a Labor Availability Analysis in an area comprised of fourteen southwest Nebraska counties, five northwest Kansas counties, and three northeast Colorado counties (Phillips, Sedgwick and Yuma). Surveyors completed interviews with 1,199 households, gaining a 70% cooperation rate. The population of the Southwest Nebraska Labor Region is estimated to be 94,614, with approximately 23% considered members of the available labor pool.

Of the 22,635 members of the ALP, 4,654 are actively looking for new or different employment while 17,981 are available for employment for the right opportunities. The average age of ALP members is 46 years old, and about 68% have at least some college experience. Almost 27% of ALP members (6,024) will commute up to 40 minutes, one way, for an employment opportunity; about 73% (16,558) will commute up to 30 minutes for employment. About 45% (8,276) of working ALP members consider themselves underutilized.

The most-desired benefits sought in a new or different job include good retirement benefits, health benefits, on-the-job training, and a good salary (with 82-84% indicating that each is very important). About 13,900 (61%) ALP members are interested in a new job at $15 an hour, 10,440 (46%) at $12 an hour, and 4,770 (21%) at $9 an hour.

The Southwest Nebraska Regional Labor Availability Analysis project included analyses of nine individual labor basins. Individual basin studies are available at www.fhsu.edu/docking/archive.shtml.

Columbia Labor Availability Analysis
Authors: Mike Walker, M.S., and Brett Zollinger, Ph.D.
The Regional Economic Development, Inc. (REDI) sponsored the Columbia Labor Availability Analysis. The Columbia labor basin included
Boone County, Missouri, and the surrounding counties of Audrain, Callaway, Cole, Cooper, Howard, Moniteau, Monroe and Randolph. Surveyors completed interviews with 927 households, gaining a 58% cooperation rate. The population of the Columbia Labor Basin is estimated at 355,230, with approximately 30% considered members of the available labor pool.

Of the 106,228-members of the ALP, 21,124 are actively looking for new or different employment while 85,104 are available for employment for the right opportunities. The average age of ALP members is 42 years old, and about 69% have at least some college experience. About 30% (31,775) will commute up to 45 minutes, one way, for an employment opportunity; 75% (80,060) will commute up to 30 minutes. About one-third (33,093) of working ALP members consider themselves underutilized.

The most-desired benefits sought in a new or different job include good salary, good retirement benefits, flexible hours, (95%, 74%, 65% respectively). Analyses suggest that about 46,990 people (44%) are interested in a new employment if offered $14 an hour, about 38,300 people (36%) at $12, and almost 24,480 people (23%) at $10 an hour.

Entrepreneurism is recognized as a growth area for employment across the country in this new century, and has received a great deal of attention from the State of Kansas as a primary mechanism for rural economic development. Many researchers suggest that entrepreneurship is especially important to rural areas as a way to address population decline. In response to the need for information about entrepreneurism at the local level, the Docking Institute has added a new feature to its labor availability studies. Researchers have developed a methodology to categorize certain members of an available labor pool into a group of “potential entrepreneurs.” The number of potential entrepreneurs can provide economic and community developers, as well as city, county and state officials, with an indication of the types of workers available in respective labor basins.
Program Evaluation

Middle School Coordinator Project, USD 489, Hays
Authors: Joyce Wolfe, M.S., and Brett Zollinger, Ph.D.
USD 489’s three-year Middle School Coordinator Project, funded by a Middle School Drug Prevention and School Safety Program Coordinator Grant, has concluded. The focus of the grant was to develop and implement effective programs to reduce student drug use and violent behavior. Results from the final report, compiled by the Docking Institute, reveal that the project demonstrated successful implementation of prevention programs, increased awareness and use of prevention programs, revealed patterns of climate change at both the school and district levels, and indicated positive changes over time in several drug and alcohol indicators at the district level.

Ulysses Prevention Project, USD 214, Ulysses
Authors: Stephen Kitzis, Ph.D., and Joyce Wolfe, M.S.
The Ulysses Prevention Project, funded by a Safe Schools/Healthy Students grant, is in the final year of a four-year project. The purpose of the project is to address the root causes of violence and drug abuse and to ensure that Ulysses and Grant County provide a safe and healthy environment for children to learn and grow. Previous surveying efforts were used to measure program implementation and changes in program outcomes. With the end of the grant approaching, the Docking Institute will conduct interviews with key staff and stakeholders to assess program implementation, individual-level outcomes and the impact of the program on the district as a whole. The final report will be compiled in the latter part of 2005.

Project REACH AmeriCorps, Fort Hays Educational Development Center, Hays
Author: Joyce Wolfe, M.S.
The Docking Institute is conducting an evaluation of Project REACH AmeriCorps on behalf of the Fort Hays Educational Development Center. Project REACH AmeriCorps places volunteers in K-5 schools to implement a one-on-one reading and math tutoring program for students performing below grade level and a small group tutoring program for students requiring additional support to help skills development. Over the course of the next year, the Docking Institute will develop, administer, analyze and write reports on two sets of surveys. One set will assess the satisfaction of members, volunteers, team leaders and teachers involved with the program while a second set for parents and students will assess perceived tutoring needs and student improvements as a result of the program.

HEART GRANT, USD 489, Hays
Author: Joyce Wolfe, M.S.
The Hays Emergency Action Response Team (HEART) Project ended in March 2005. Funded by a School Crisis and Emergency Response Grant, the purpose of the HEART project was to address the four components of crisis planning at the school and district levels: prevention/mitigation, preparedness, response and recovery. To complement existing evaluation data that show satisfaction levels with project-related presentations and trainings, the Docking Institute will develop, administer and analyze a survey of those involved with grant activities to assess overall success in program implementation and program effectiveness.

Department of Social and Rehabilitation Services Service Area Redesign
Authors: Brett Zollinger, Ph.D., Joyce Wolfe, M.S. and David Weiden, J.D.
The Kansas Department of Social and Rehabilitation Services (SRS) contracted with the Docking Institute to conduct an evaluation of its service area redesign model using telephone and self-administered surveys of SRS customers, staff and partners. In May 2003, SRS began a restructuring or redesign of its service model. This service area redesign has resulted in the closure of county SRS offices and the establishment of “Access Points” to provide local residents the information and resources they need to apply for services and to serve (if needed) as a meeting place for SRS staff and customers. Another part of the redesign was the initiation of other methods to apply for services. The research design developed for this project will provide an accurate measure of Access Point satisfaction among customers and staff and determine whether the removal of offices and the addition of Access Points and other contact methods has enhanced or inhibited perceived access to or quality of services.
Grants Facilitation

The Docking Institute's grants facilitators assist clients in securing funding for projects and activities that align with organizational goals and objectives. Staff members provide services such as locating and prioritizing potential funding sources, developing template letters of inquiry or developing grant applications for specific federal, state or foundation awards.

Gateway Community Center, Oberlin
Facilitator: Leslie Paige, M.S., Ed.S.
In spring 2004, the Docking Institute assisted the Gateway Community Center in locating funding sources to erect signage for its building by conducting a funding search. In that process, Institute staff developed and prioritized a list of potential foundation funders and generated template letters of inquiry to be used when contacting grant makers.

Northwest Kansas Technical College, Goodland
Facilitators: Leslie Paige, M.S., Ed.S. and Casey Rackaway, M.A.
In winter 2004, the Docking Institute conducted an analysis and provided a report on prior grant applications made by the client. This feedback report provided the organization with suggestions on how to improve grant applications to enhance the chance of funding.

Finney County Youth Services
Facilitators: Leslie Paige, M.S., Ed.S. and Joyce Wolfe, M.S.
On behalf of Finney County Youth Services, the Docking Institute conducted a proposal review for a target capacity expansion (TCE) grant. In addition, the Institute developed a program evaluation plan to accompany that grant.

Hays Emergency Action Response Team (HEART) Project
Facilitators: Leslie Paige, M.S., Ed.S. and Casey Rackaway, M.A.
Since October 2003, the Docking Institute is assisting USD 489, Hays, with the management of a grant award from the U.S. Department of Education. Project implementation will result in a proactive, collaborative system that utilizes best practices to respond to potential and actual crises that may impact students, parents and visitors to district schools.

High Plains Museum, Goodland
Facilitators: Leslie Paige, M.S., Ed.S. and Casey Rackaway, M.A.
In spring 2004, the Docking Institute conducted a search to identify funding sources to help the museum with plans for brick-and-mortar improvements. In that process, Docking staff developed and prioritized a list of potential grant funders that can be used by the museum as it searches for funding to expand and enhance its building.

High Plains Mental Health Center, Hays
Facilitators: Leslie Paige, M.S., Ed.S. and Casey Rackaway, M.A.
In fall 2004, the Docking Institute developed a grant application for High Plains Mental Health Center to secure funding to enhance its telecommunications system.

Historic Abilene, Inc.
Facilitator: Leslie Paige, M.S., Ed.S.
Throughout 2004, the Docking Institute worked with Historic Abilene, Inc. to locate and secure funding for its $19 million project to restore Old Abilene Town into a historical, cultural and tourist center. In that process, Docking staff searched for potential federal, state and grant funders, generated template letters of inquiry and wrote grant applications.

Thomas More Prep-Marian High School, Hays
Facilitator: Leslie Paige, M.S., Ed.S.
In spring and summer 2004, the Docking Institute conducted a search to help identify funding sources to help the client with funding plans for brick-and-mortar improvements. In the process, Docking staff developed and prioritized a list of potential grant funders and generated template letters of inquiry for the client to use as it searches for funding to install an elevator and enhance building access for persons with physical disabilities.

“In recent months we have begun to explore new grant opportunities to help us grow and expand, with most other sources of revenue on the decline. We have found that the expertise, dedication and customer response of Docking staff are well worth every dollar invested in outsourcing grant writing work. We could do it ourselves, but bottom line, they do a better job, with better likelihood of positive outcomes, for less cost than we would have doing the work ourselves.”

–Walt Hill, Executive Director
High Plains Mental Health Center
Economic Impact & Feasibility Studies

Feasibility Analysis of Issuing STAR Bonds for the Financing of Infrastructure Improvements Related to the Redevelopment of Old Abilene Town

Author: Preston Gilson, Ph.D.

On behalf of Historic Abilene, Inc., the Docking Institute presented the results in June 2004 of a feasibility study of using STAR bond financing to renovate and expand the Old Abilene Town tourist attraction. The primary question regarding STAR bond financing was, "Will the sales and guest tax revenues generated by the attraction pay the total annual coupon ($300,000) required by the STAR bonds?" Beyond that question were the secondary questions, "What level of tax revenues will accrue to various taxing entities if this project goes forward," and for the community at large, "What is the overall economic impact of Old Abilene Town on our community?" As it is currently proposed, the Old Abilene Town complex will use $5 million of STAR bonds for infrastructure improvements related to the renovation and expansion of the attraction. Old Abilene Town will create a total of 76 new full-time jobs in the Abilene area. The total economic impact of Old Abilene Town and its employees on the Abilene area economy is projected at $5.9 million per year on average. The Old Abilene Town experience focuses on the three most popular activities (shopping, outdoor activities, and historical places and museums) associated with leisure travel in the United States. Approximately 5.8 million vehicles (excluding heavy commercial vehicles) travel on I-70 at Abilene per year. Based on the analysis of all these areas, the Old Abilene Town STAR Bond Taxing District will generate more than enough sales tax revenue to support the proposed $5 million STAR bond issue.

Ness County Proposed Jail Facility

Author: Carl D. Parker, Ph.D.

On behalf of Ness County Economic Development (NCED), the Docking Institute compiled a feasibility study in spring 2004 of a proposed jail facility under consideration in Ness City, Kansas. NCED considered constructing a $4 million, 56-bed jail facility that would be larger than the local need but would provide the opportunity to house inmates from other counties. Therefore, the central question of this feasibility study was “Will the revenue generated from housing inmates of other counties be sufficient to cover the costs of providing a larger facility and also contribute to the other jail/sheriff operations in Ness County?” The study took into account fixed and variable costs such as mortgage rates, employee costs, inmate care costs and building operations based on a larger facility. Potential annual revenues from housing additional inmates were ascertained through a survey of counties in western Kansas, along with Saline and Sedgwick counties. It was determined that the potential revenues were insufficient to cover the variable costs associated with the larger facility, and therefore the proposed facility was not economically feasible under the current circumstances.

Cloud County Community College Expansion Study

Cloud County Community College has contracted the Docking Institute to compile a feasibility study of expanding the campus. Typical cost-benefit data along with original survey data will be used to estimate the feasibility of expansion.
Strategic Planning

Q: How long does it take to develop a strategic plan?
A: Although it varies based on the complexity of the plan and the level of facilitation desired, a typical planning session lasts five to six hours.

Great Bend Recreation Commission
Facilitators: Brett Zollinger, Ph.D. and Casey Rackaway, M.A.
On September 29, 2004, the Docking Institute facilitated a session with the Great Bend Recreation Commission’s board members and staff to create a 2005-2009 strategic plan. Facilitators led discussion as the organization reviewed its mission and vision statements, conducted an analysis of internal strengths and weaknesses and external opportunities and threats, brainstormed and prioritized goals and developed preliminary objectives and action steps. The Docking Institute delivered a draft plan to the organization for members to develop additional objectives, action steps, a timeline and responsibilities.

Midwest Energy
Facilitators: Mark Bannister, J.D. and Quentin Hope, M.P.P.M.
In November 2003, the Docking Institute provided facilitation and guidance on strategy at the Midwest Energy Board of Directors retreat as the board reviewed its mission, vision, and strengths and weaknesses. The facilitation team also helped to identify objectives and strategies and to prioritize corporate priorities for Midwest Energy as a non-profit cooperative energy company. The Institute team helped to plan the retreat, draft documents and prepare information for analysis by board members.

Hays Area Chamber of Commerce
Facilitators: Brett Zollinger, Ph.D. and Casey Rackaway, M.A.
On October 5, 2004, the Docking Institute facilitated a session with the Hays Area Chamber of Commerce’s board members to create a 2005-2007 strategic plan. Facilitators led discussion as the organization examined outcomes of the 2000-2004 plan, reviewed its mission and vision statements, developed and prioritized a list of organizational values, conducted an analysis of internal strengths and weaknesses and external opportunities and threats, brainstormed and prioritized goals and developed preliminary objectives and action steps. The Docking Institute delivered a draft plan to the organization for members to finalize objectives, action steps and timeline.

Northwest Kansas Family Planning Shelter
Facilitators: Mike Walker, M.S. and David Weiden, J.D.
On May 1, 2004, the Docking Institute facilitated a session with the Northwest Kansas Family Shelter’s board members and program director to create a new strategic plan. Facilitators led discussion as the organization reviewed its current mission statement and developed a new, draft mission statement, led an analysis of internal strengths and weaknesses and external opportunities and threats and helped with the development of goals and action steps. The Docking Institute delivered a draft plan to the organization for further refinement of the draft mission statement and development of action steps.

“The Hays Area Chamber of Commerce used Docking Institute services to develop a two-year strategic plan. We have created a detailed plan of work that the board of directors and staff utilize monthly to develop products and services to better meet the needs of our members. Thank you to a very qualified staff that truly understands strategic planning and has the expertise to help put the plan into a workable format.”

–Gina Riedel,
Executive Director
Hays Area Chamber of Commerce
The Financial Fitness Foundation (F3) was established in 1999 as a not-for-profit organization dedicated to teaching youth to make responsible financial choices. Based in Wichita under the direction of Jill Docking, F3 has spent the past five years, in conjunction with the Docking Institute, developing and conducting educational seminars and creating educational materials to directly educate Kansas high school juniors and seniors.

With the passage of Senate Bill 74 in spring 2003, the direction of F3 changed. This bill, which has since become law, requires that the Kansas State Board of Education develop standards and objectives for personal financial literacy for all grade levels. F3 joined the Docking Institute and the Kansas Health Foundation to provide teachers with a high energy, interactive and age-appropriate curriculum program for use in high school classrooms, based on the “STRIDE to Financial Fitness” educational seminars.

In spring 2004, Jean Walker, Docking Institute project manager, led the training of ten high school teachers to present this program in their classrooms. After the initial pilot, these teachers and students were surveyed about the program’s success in teaching students about financial literacy. Positive results were realized across-the-board.

Based upon feedback from the pilot program, Walker then fine-tuned the STRIDE curriculum and materials for statewide distribution. In summer and fall 2004, the Docking Institute oversaw the production and distribution of the updated teaching materials (manuals, videos, CD-ROMs) to high school teachers throughout Kansas.

On September 8, 2004, Gov. Kathleen Sebelius and Lt. Gov. John Moore joined nationally recognized experts on the topic of regionalism at the Western Kansas Partnership Summit. Nearly 175 individuals from over 50 communities and 100 organizations in western Kansas came to this meeting on the Fort Hays State University campus. The Docking Institute of Public Affairs was invited to partner with the co-chairs of this new organization, Larry McCants (Goodland), Steve Irsik (Garden City) and Donna Shank (Liberal), to provide facilitation, coordination and marketing services for the day-long event.

Gov. Sebelius delivered the opening address, followed by Dr. Mark Drabenstott, vice president of the Federal Reserve Bank of Kansas City and director of the Center for the Study of Rural America, who presented the keynote address, “Top Ten Ways to Reinvent Rural Regions.” Lt. Gov. Moore then provided attendees with an overview of the Economic Growth Act of 2004, legislation that paved the way for partnership activities. Summit co-chairs then presented an overview of the new partnership organization. The afternoon was dedicated to planning sessions in the areas of: comprehensive energy plan, education and workforce development, entrepreneurism development, marketing and recruitment, tourism, transportation and value-added business (including biosciences).

The Docking Institute and Rural Telephone/Nex-Tech were the underwriting sponsors of the summit. Other sponsors included Fort Hays State University, SBC, Kansas Small Business Development Centers, First National Bank of Goodland, Midwest Energy and Pioneer Electric. Through their support for this event, these organizations demonstrate their commitment to growing economic development opportunities in western Kansas and to enhancing the quality of life of its residents.
“The Docking Institute was a **major contributor** in the development of the Northwest Kansas Regional Plan through the Governor’s Prosperity Summits held in August and September of 2003. The Institute effectively coordinated regional input sessions and assisted regional leaders with drafting the document that outlined the region’s economic priorities. This was an invaluable service to help define the economic direction for Northwest Kansas.”

–Matt Jordan,
Director of Community Development
Kansas Department of Commerce

“The most rewarding experiences in working with the Docking Institute took place because of staff availability. Our meetings often led to new and different ways of using or looking at our project and data.”

–Robert E. Duffy,
Coordinator, Drug and Alcohol Wellness Network (DAWN)
“The Kansas Association for the Blind and Visually impaired, Inc. is an all volunteer organization. No one has the expertise needed to pursue grant funding effectively. The Docking Institute is providing us with a service we need and at a reasonable cost. We have found Leslie Paige very easy to work with, and she has offered suggestions for ideas we had not considered”

–Bob Chaffin,
Treasurer, Kansas Association for the Blind and Visually Impaired, Inc.

“The Docking Institute staff are very accommodating, professional and timely in responding to our needs.”

–Juliene Maska,
Administrator, Governor’s Federal Grants Program State of Kansas
Public Affairs Programs & Training

Workers Compensation in Kansas
Author: David Weiden, J.D.
The Kansas Coalition for Workplace Safety contracted the Docking Institute to conduct a study of the Kansas workers compensation system, based upon a review of documents obtained from the United States Department of Labor, the Kansas Department of Human Resources and various private organizations. The Institute’s independent analyses of the data resulted in several key findings. First, Kansas employers pay relatively low costs for workers compensation insurance in comparison to other states, although health care expenses have driven increases in system costs in the last several years. Second, weekly payments for injured workers in Kansas are among the lowest in the nation and are the lowest in the five-state region comprising Kansas, Colorado, Missouri, Nebraska and Oklahoma, while Kansas has a favorable environment for workers compensation insurance carrier profitability. Finally, workplace injury rates in Kansas are improving, but are still significantly higher than the national average for most industries.

Kansas Legislature 2004
Coordinator: Richard Heil, Ph.D.
The Institute continued its tradition of hosting live call-in legislative forums on Smoky Hills Public Television (KOOD) most Friday evenings during the lively 2004 Kansas Legislative session.

Kansas State Senate 2004 Debate
Moderator: David Weiden, J.D.
The Institute hosted a debate on October 17, 2004 on the Fort Hays State University campus between Senators Janis Lee and Larry Salmans, who were both running for the newly redrawn 36th Senate District.

Kansas County Treasurers Association Training
Coordinator: Arthur Morin, Ph.D.
Over the last eleven years, the Institute has offered over 20 classes to county treasurers in Kansas, who then receive certification for their participation.

Presentations


David Weiden presented “Judging the Troubles: Testing the Attitudinal Model in Terrorism Cases at the Supreme Court of Northern Ireland” at the American Political Science Association Annual Conference, August 2004.

Brett Zollinger presented “Manhattan Area Quality of Life Survey 2003” at the Manhattan Area Chamber of Commerce’s annual planning summit in Overland Park, Kansas, January 2004.


Leslie Z. Paige co-presented “Planning for Coalition Sustainability from Day One,” “Crisis Planning for Schools” and “Overcoming Obstacles for Effective Safe Schools/Health Students Communications Campaigns” at the Strong Families and Safe Communities National Conference, Kansas City, Missouri, April 2004.

Mike Walker presented “Success with Telemedicine in Hays, Kansas” at the Western Social Science Association annual conference in Salt Lake City, Utah, April 2004.
2004 Publications


Organizational Affiliations

- American Evaluation Association – Joyce Wolfe
- American Association of Public Opinion Research – Brett Zollinger
- American Political Science Association – David Weiden
- Colorado Bar Association – David Weiden
- Community Development Society – Mike Walker, Brett Zollinger
- International Political Science Association Research Committee – David Weiden
- Midwest Sociological Society – Mike Walker, Brett Zollinger
- National Association of School Psychologists: Co-Chair, Ethics Committee – Leslie Paige
- Rural Sociological Society – Mike Walker, Brett Zollinger
- Safe Schools/Healthy Students National Communications Team: Technical Assistance Consultant – Leslie Paige
- Society for Applied Sociology – Brett Zollinger
- Western Political Science Association – David Weiden
- Western Social Science Association – Mike Walker
Docking Staff

Joyce Wolfe, M.S.
Joyce Wolfe is a research scientist specializing in program evaluation and is the manager of the Institute's University Center for Survey Research. Joyce's program evaluation responsibilities include evaluation plan design, instrument development and administration, and the coordination of data reporting and report writing. She has managed large-scale evaluation projects and has been the evaluator or co-evaluator for several federal grant projects. Joyce is a member of the American Evaluation Association and has co-authored book chapters and journal articles on evaluation. She has also presented papers at the annual meetings of the American Evaluation Association and the National Association of School Psychologists. As manager of the Institute's University Center for Survey Research, Joyce is responsible for the administration of telephone and Web surveys including survey development, programming, and management. She is also responsible for hiring and training telephone surveyors. Prior to her arrival at the Docking Institute, Joyce was a reference librarian assistant, where she acquired strong research and literature review skills. This background has been useful for projects requiring literature review research and for training Institute staff and students in library research methods. Joyce received her master's degree in psychology from Fort Hays State University in 2000.

Brett Zollinger, Ph.D.
Brett Zollinger is the director of the Docking Institute and the Institute’s University Center for Survey Research. He is also an associate professor in the Department of Sociology and Social Work at Fort Hays State University. Brett's work has been nationally recognized. He received the Rural Sociological Society’s Dissertation Award in 1997. He co-authored a report on labor force dynamics in Northwest Missouri that won Best of Class awards from the National Rural Economic Development Association and the American Economic Development Council. He is a member of the Rural Sociological Society, Community Development Society, Society for Applied Sociology, Midwest Sociological Society and the American Association of Public Opinion Research. Brett has published in several academic journals including *Economic Development Quarterly*, *Journal of the Community Development Society*, *Research in Community Sociology*, and *Rural Sociology*. Brett has designed and conducted a wide variety of survey research projects at local, state and regional levels on such topics as labor availability, health care assessment, housing and city services satisfaction, quality of life, crime victims’ issues, use of conservation tree plantings, and attitudes toward wildlife issues. He is also active in program evaluation studies, strategic planning and community development efforts in the region. Some of his other research interests include: changing land uses and continuity of communities in the Great Plains; community and economic development strategies, particularly in rural areas; human dimensions of wildlife management; and agricultural operators’ perceptions about the uses of the Ogallala Aquifer. Brett received his Ph.D. from Utah State University in 1998.

David Weiden, J.D.
David Weiden is the assistant director of the Docking Institute and is also an assistant professor of political science at Fort Hays State University. Before coming to the Docking Institute, he was an assistant professor of political science at the U.S. Naval Academy in Annapolis, Maryland. In addition to being a social scientist, he is an attorney and legal researcher. He has co-authored a book on the Supreme Court and has presented numerous papers at various political science conferences. Dave’s areas of expertise include public policy, law and courts, and American government. He teaches courses on research methods, the judiciary, state and local government and American politics. At the Docking Institute, Dave is involved with data analysis, survey research and public policy evaluation. He received his J.D. from the University of Denver College of Law and attended the University of Texas at Austin for his doctoral training in political science.

David Weiden, J.D.
Leslie Z. Paige, M.S., Ed.S.
Leslie Z. Paige is the grants facilitator for the Docking Institute and for the Fort Hays State University Graduate School. Leslie has written or helped develop over $3.5 million in funded federal, state and foundation grants. The RURAL Safe Schools/Healthy Students Project she directed for USD 489 Hays received national recognition from the Surgeon General’s Office and the Centers for Disease Control SafeUSA as a “Best Practice.” She has extensive experience in project development and management and provides technical assistance for federal grant projects. Leslie is also experienced as a peer reviewer and field reader for federal grant competitions. Recent publications include Helping Children at Home and School and chapters in the Encyclopedia of School Psychology and the Handbook of School Violence and School Safety. She is an ad hoc reviewer for The School Psychology Review and a contributing editor for The Communiqué. Leslie has conducted over 100 workshops and presentations at a national, state and local level on school safety and violence prevention, crisis response planning, social marketing, grant writing and consensus building. She currently serves as treasurer of the National Association of School Psychologists and has also chaired the ethics, publications and professional development committees. She was also active in the Kansas Association of School Psychologists and served numerous positions, including president. Leslie is involved with local coalitions, such as the Ellis County Community Partnership, Hays Rotary, and the Community Youth Development Study. Leslie received her B.S. in psychology from the University of Cincinnati and her M.S. and Ed.S. degrees in school psychology from Fort Hays State University. She has received several honors, including National School Psychologist of the Year and the FHSU Alumni Achievement Award.

Michael S. Walker, M.S.
Michael S. Walker joined the Institute in August of 2000 and is currently the senior research scientist. He is also an assistant professor of sociology and social work at Fort Hays State University. Mike’s primary responsibility at the Institute is conducting labor availability studies. He recently completed studies of employment in Hays, Kansas, and southwest Nebraska. More generally, he is involved with data analysis, report writing, focus group facilitation and community development efforts in western Kansas. He is directly involved in the development, coordination and analysis of telephone, self-administered and Web-based survey research for the University Center for Survey Research. He also teaches introductory sociology, community theory and development, social research methods, and urban and rural sociology. He is currently preparing an article for publication regarding organic and natural food preferences. Mike is a member of the Rural Sociological Society, the Community Development Society, the Midwest Sociological Society, and the Western Social Science Association. He presented the findings of a telemedicine study at the Western Social Science Association meetings in Salt Lake City this year. He has published in various professional journals and presented papers at other professional meetings. Prior to coming to the Docking Institute, Mike performed ethnographic and survey research in California, Colorado, Utah, Idaho and Nebraska. He also participated in archaeological digs in southern Utah, completed an internship in Washington, D.C., and served in the U.S. Army. Mike received his M.S. degree in sociology from Utah State University in 1995 and is currently pursuing a Ph.D. in sociology from Kansas State University.
Casey Rackaway, M.A.
Casey Rackaway joined the Docking Institute in July 2003 and holds the position of special events coordinator and assistant grants facilitator. In 2004, Casey coordinated all aspects of the Western Kansas Partnership Summit, held on the FHSU campus. She also works with Leslie Paige as an assistant grant writer and coordinator of the Hays Emergency Action Response Team (H.E.A.R.T) grant. In addition, Casey helps develop Docking marketing materials and facilitate strategic planning sessions. Prior to joining the Institute, Casey was a projects coordinator with the University of Missouri School of Nursing. Previously, she served as director of marketing and education services with the Excellence in Missouri Foundation, Jefferson City, which administers the Missouri Quality Award, a state-level Malcolm Baldrige Award program. At the Foundation, she conducted all marketing, planned educational offerings, administered the Missouri Team Quality Award and participated in assessments of education, health care and service-sector organizations. Casey currently serves as interim academic affairs marketing specialist for FHSU. Casey received an M.A. in German Literature from the University of Missouri-Columbia in 1996.

Jean Walker, B.A.
Jean Walker was the projects manager for the Docking Institute from August 2002 until July 2004. She was responsible for coordinating and overseeing the Institute’s contract for services with the Financial Fitness Foundation (F3), a group started by Jill Docking in 1999. F3 promotes financial literacy in high school students throughout the state of Kansas. In conjunction with the Docking Institute, F3 has put together a three-hour seminar that includes various speakers along with detailed PowerPoint presentations aimed at teaching youths in Kansas the importance of becoming financially fit. F3 and the Institute have just completed putting together the “STRIDE to Financial Fitness,” an in-class curriculum program presently being tested in 10 Kansas high schools. Jean spent the majority of her time over the past year putting this program together, which features videos, PowerPoint presentations, student and teacher manuals, discussion questions, and activities for both in and out of the classroom. In addition to her F3 responsibilities, Jean was involved in assisting with other Docking Institute conferences and projects. Jean received her B.A. in political science from Brigham Young University.

Jodie Wear-Leiker
Jodie Wear-Leiker joined the Docking Institute in June of 2000 as administrative assistant. She is responsible for the general operations of the office in addition to management of accounts and conference registration during the Western Kansas Partnership Summit. Jodie was previously employed for 10 years as a legal assistant and office manager for a local law firm.
Christina Wolf

Christina Wolf joined the Docking Institute as an undergraduate intern in June 2002 and, after graduating with a B.A. in psychology in December 2003, she accepted the position of graduate student assistant. In this position, she coordinates and assists in mailings, formats self-administered surveys, programs survey instruments to be scanned, and assists with scanning, data entry and report writing. Christina is currently pursuing a master's degree in clinical psychology.

Marleah Kinderknecht Augustine

Marleah Kinderknecht Augustine joined the Docking Institute as an intern in the spring of 2003 and now serves as the Institute's student manager. Marleah assists the Institute with database entry and various research projects. She is a 2002 graduate of Ellis High School in Ellis, Kansas. She is currently a junior majoring in psychology and justice studies. She is a member of the Psi Chi Psychology Club, Criminal Justice Club and Phi Eta Sigma honor society. After graduating from Fort Hays State University, Marleah plans to attend graduate school to obtain a Ph.D. in forensic psychology.

Sara Harper

Sara Harper worked at the Docking Institute as an intern during the fall semester of 2004. Sara assisted with surveys, mailings, and editing. She also assisted with a research project. She is a 2000 graduate of Perry-Lecompton High School in Perry, Kansas. She is currently a senior at FHSU and is majoring in sociology with a minor in communication studies. Sara began a master's degree program in communication studies at Fort Hays State University upon graduating in December 2004.

Ryan Nelson

Ryan Nelson joined the Docking Institute in spring 2004 as a student intern. Ryan assists in data entry and data research for the faculty and staff at the Docking Institute. A transfer student from Southwest Missouri State University, Ryan plans to graduate in December 2005 with a bachelor of arts in sociology. Ryan is a member of the Sociology Club, Inter-fraternal Council and Tau Kappa Epsilon fraternity. Upon graduation, he plans to attend graduate school to obtain a master's in applied sociology.

Megan Voss

Megan Voss joined the Docking Institute as an intern in the spring of 2004 and has continued as a student worker in the 2004-2005 school year. Megan assists in database entry, mailings, and research for projects. She is a 2003 graduate of Colby High School in Colby, Kansas. Megan is currently a sophomore majoring in nursing, working towards her bachelor of science in nursing. She hopes to begin the nursing program in the fall of 2005. Megan is a member of Phi Eta Sigma, SPURS, and the National Society of Collegiate Scholars. After graduating from Fort Hays State University, Megan plans to attend graduate school to obtain an advanced nursing degree.

Adriane Westeman

Adriane Westeman joined the Docking Institute in October 2001 as a surveyor in the University Center for Survey Research, where she currently serves as supervisor. In the summer of 2004 she began assisting with survey preparation, mailing, data entry, photography and research for projects in the Docking student office. Adriane is from Syracuse, Kansas, where she is a partner in a part-time photography business. She is a member of National Society of Collegiate Scholars, Omicron Delta Kappa and Phi Eta Sigma. Adriane will graduate in May 2005 with a bachelor of fine arts, emphasis in photography. After graduation, Adriane plans to pursue her photography career.
Policy Fellows

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

Mark Bannister, J.D.
Senior Policy Fellow Mark Bannister is the chair of the FHSU Department of Information Networking and Telecommunications. Mark teaches courses on legal issues and management of information. He supervises and participates in research and programming on issues including telecommunications, the Internet, intellectual property and community development. From 1993-1999, he headed the Telepower Conference, a long-running annual conference on telecommunications and rural development sponsored by the Docking Institute. Mark also administered the federally funded Information Community Counsel to the Kansas Board of Regents. He has consulted for a number of Kansas state agencies, including the Legislature, Supreme Court, Governor’s Office, Department of Commerce, Kansas, Inc., and Department of Health and Environment. He previously served as director of the Docking Institute, chief of staff for the Kansas Senate president and as associate general council to the Kansas Board of Regents. Mark earned his master’s and J.D. degrees from the University of Kansas.

Shala Mills Bannister, J.D.
Shala Mills Bannister is an associate professor of political science and justice studies at FHSU, where she also serves as the pre-law advisor. Shala has been a fellow with the Docking Institute since 1993. She has presented on the topic of statutes and laws at several training sessions for the Kansas County Treasurers Association. Shala worked on the Justice Initiative Project and, most recently, worked on the Victims Rights Project. She received her J.D. from the University of Kansas School of Law and her B.A. from Baylor University.

Curt Brungardt, Ph.D.
Curt Brungardt is chair of the Department of Leadership Studies at FHSU. He teaches courses in both leadership studies and political science. Curt has been involved in a variety of projects for the Docking Institute since 1989, including grant writing projects, strategic planning, and leadership training. He also serves as a leadership development and training consultant and is a research associate for the Rocky Mountain Institute for Leadership Advancement. Over the last six years, Curt has presented and facilitated more than 100 workshops throughout America. He has also published numerous articles and books in the field of organizational theory and development. His books include *Social Change Leadership, Risk Leadership, and Understanding Leadership: Theories and Concepts*. Curt received his master’s degree from FHSU and his Ph.D. in curriculum and instruction from Kansas State University.
Keith Campbell, Ph.D.
Keith Campbell is a professor of sociology and social work at FHSU. Although his early research was in social psychology, his focus for the last decade has been on cultural diversity and indigenous peoples. Research activities have taken him to Alaska more than 20 times to work with the Kenaitze Indian Tribe on such issues as subsistence, land loss and discrimination. In 1996, he conducted interviews of women who homesteaded in Alaska in the 1950s and 1960s. His most current research involves a study of isolated rural villages in Henan Province, China. Keith is also a consultant for Hays Medical Center, for whom he has written several successful grant proposals in the area of rural health. Keith does consulting work in grant proposal development and program evaluation, with a special focus on rural health issues. Keith received his Ph.D. in sociology from the University of Missouri-Columbia.

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

Preston Gilson, Ph.D.
Preston Gilson is a professor emeritus of finance at FHSU. Preston taught in the areas of international finance, risk management, real estate, financial institutions, commercial banks, managerial finance, and corporate finance. He also taught in the Public Administration Training Program and taught workshops for the Small Business Development Center. Preston’s areas of expertise at the Docking Institute include housing, economic impact studies and strategic planning. His recent projects include a feasibility study about issuing STAR bonds to finance the redevelopment of Old Abilene Town. He earned his Ph.D. from St. Louis University.

Larry Gould, Ph.D.
Larry Gould serves as the FHSU provost/chief academic officer and is founder and former director of the Docking Institute. He established the Center’s Telepower Conference in 1992 and is the author of a telecommunications report that initiated the state strategic telecommunications plan. Larry is a member of the National Honor Society of Phi Kappa Phi and was the 1988 recipient of the FHSU Alumni Association’s Outstanding Faculty Teaching Award. In 1990, the Hays Area Chamber of Commerce named him Most Valuable Citizen. Previously, he was faculty advisor and director of the FHSU Model United Nations Program; Faculty Senate president; executive assistant to the president; and dean of the College of Arts and Sciences. In 1996, he was awarded the Hays Chamber of Commerce’s Lifetime Service Award. In 2000, he received the Pacesetter Award from the National Academic Advising Association. This award for presidents and provosts is given to only one person each year. He holds a Ph.D. in political science from Purdue University.
Richard Heil, Ph.D.
Richard Heil is a senior policy fellow of the Docking Institute and chair of the Department of Political Science and Justice Studies at FHSU. Dick has served as a moderator for various forums sponsored by the Docking Institute, including the 2004 Kansas House of Representatives and 2004 Kansas Senate candidate forums. Dick has moderated two public television programs, The Kansas Legislature and Mid-America Life: A Conversation with Congressman Jerry Moran, both on KOOD television. He has been with the Docking Institute since its creation in 1980.

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

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

Brian Kinnaird, Ph.D.
Brian Kinnaird serves as director of justice studies at Fort Hays State University. He began his career as a law enforcement officer, spending seven years with the Ellis County Sheriff’s Department in Hays. During that time, he was assigned to the police tactical unit and also served as a field training officer and as lead defensive tactics instructor. Brian is board-certified by the American College of Forensic Examiners as a law enforcement expert and has written a book in the area of police use of force. His area of research and interest is police combatives and police management and he currently writes a monthly column on ethics for the National Criminal Justice Training Council. Brian received his Ph.D. in criminal justice from Capella University following bachelor’s and master’s degrees in sociology and criminal justice from Fort Hays State University.
Stephen Kitzis, Ph.D.

Stephen Kitzis is an associate professor of psychology at FHSU and is currently working as the Docking Institute’s lead evaluator for the Ulysses Prevention Project funded by the U.S. government for USD 214 Ulysses. Prior to this he was the lead evaluator for the Rural Underpinnings for Resiliency and Linkages (RURAL) Safe Schools project (now concluded). In both projects, the evaluation involves data collection over several years from many local educational, mental health, social service and juvenile justice agencies. His teaching and research interests center on understanding the basic mechanisms of learning, creativity and motivation. He has an extensive background in computer-based analytical techniques. Steve worked at the NASA Jet Propulsion Laboratory for four years and later worked as an independent systems and software analyst for 12 years before changing his career goals. He received a doctorate in experimental psychology from the University of California, Santa Cruz, in 1993.

Richard Lisichenko, Ph.D.

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

Mary Martin, Ph.D.

Mary Martin is interim chair of the Department of Management and Marketing at Fort Hays State University. Her marketing passions include researching and teaching marketing strategy, Internet marketing, consumer behavior and database marketing. Mary has published extensively in marketing and advertising journals and has more than 10 years of experience in marketing consulting and research. Her marketing research expertise includes developing and conducting both qualitative and quantitative research. Before relocating to Hays in July 2002, Mary lived in Charlotte, North Carolina, where she was a small business owner and professor at Winthrop University. She co-founded Marketing inSites, a consulting firm that offered Web strategy, Web design and development, marketing research and strategic marketing planning. She received her B.S. in advertising from Kansas State University, her M.B.A. from Fort Hays State University and her Ph.D. in marketing from the University of Nebraska-Lincoln.

Micol Maughan, Ph.D.

Micol Maughan is an associate professor of management and marketing at FHSU. He teaches courses in business and became a policy fellow in 1999. He received the College of Business and Leadership Award for most innovative teacher in 1999. Professional memberships include the Academy of Management and the Organizational Behavior Teaching Society. Recently, he was co-author of the textbook Understanding Leadership: Theories and Concepts with C.B. Crawford and Curtis L. Brungardt. His research interests include leadership, small group dynamics and person perception. Micol received his Ph.D. in social psychology (with an emphasis in organizational behavior) from Brigham Young University in 1981.
Rose McCleary, Ph.D.
Rose McCleary was a co-principal investigator on the Docking Institute’s evaluation study of a Kansas Social and Rehabilitation Service pilot project in 2000. She co-authored the resulting report, *Evaluation of the Hays SRS Area Childcare Direct Pay Pilot Project*. Other publications include contributions to *Psychological Reports* and the *Encyclopedia of Home Care for the Elderly* and *Advances in Social Work*. Rose has presented at numerous national meetings, including NASW, the Southeastern Psychological Association, the National Hospice and Palliative Care Organization, Council on Social Work Education and others. She has extensive social work experience with diverse populations and has taught at Tulane University and in Japan. She currently teaches at California State University in Bakersfield, Department of Social Work, and has served as a research scientist at the CSUB Applied Research Center. Rose received her Ph.D. in social work from Tulane University in 1999.

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

Carl D. Parker, Ph.D.
Senior Policy Fellow Carl D. Parker is chair of the Department of Economics and Finance at FHSU. He is also the director of employee relations for the university. His fields of specialization are labor market analysis, labor relations, economic impact studies, cost benefit analysis, and statistical and econometric modeling, estimation and evaluation. Carl received his Ph.D. in economics from Oklahoma State University in 1971 and is a member of the national economics honor society, Omicron Delta Epsilon, and the national business honor society, Beta Gamma Sigma. He has published in such journals as *Economics of Education Review*, *Journal of the Southwestern Society of Economists*, *The Journal of Economics*, *Proceedings of the National Association for Welfare Research and Statistics*, *Journal of Economics and Finance*, and the *Journal of Finance and Economic Practice*. Carl has recently completed a project that estimates the economic impact of the university on the community. He worked with a consortium of economists from other Kansas Regents universities developing guidelines for STAR bonds. Other projects include feasibility studies and estimates of labor supply for specific labor markets.

Chapman Rackaway, Ph.D.
Chapman Rackaway is an assistant professor of political science at FHSU. Chap serves as the advisor for the Political Management Program in the Department of Political Science and Justice Studies and teaches campaign management, political parties, public opinion and voting behavior. Chap’s research and teaching interests include political party targeting of Congressional races, voter turnout, congressional communication styles and campaign finance. He is a regular presenter of research at the Midwest Political Science Association and Southwestern Social Sciences Association meetings and has published in the *Journal of Politics*. Chap also serves as a political consultant, providing communication and strategic direction for campaigns from county auditor to U.S. Congress. He has previously taught at Lincoln University, State Fair Community College, the University of Missouri and Columbia College. He received his Ph.D. in political science from the University of Missouri in 2002.
Marilyn Ray, M.D., M.P.H.
Dr. Marilyn Ray is a board certified radiologist who practices radiology in northwest Kansas and eastern Colorado. She obtained her M.D. from Tufts University in Boston and her radiology training at Harvard's Beth Israel Hospital, also in Boston. After teaching for three years at the University of Southern California-Los Angeles County Hospital, and then specializing in mammography in private practice for several years, she and her family moved to Hays in 1995. Marilyn has obtained a master's in public health at the Johns Hopkins University Bloomberg School of Public Health. Her main interest in public health is strategic health communication, with the goal of improving the community norms of health behaviors, both here and abroad.

Marina Rolbin, B.A.
Marina Rolbin has been a policy fellow since 2003. She has extensive training and experience in marketing and marketing design, having consulted for various companies in Washington, D.C., including National Public Radio and National Academy Press. She has also worked in international economic business development for RONCO Consulting, as a government contractor, and in agricultural promotion for the U.S. Grains Council. Marina holds an M.B.A from the University of Maryland's Robert H. Smith School of Business, an M.A. from Middlebury College and a B.A. from Cornell University. She is fluent in Spanish and Russian.

Kevin A. Shaffer, M.S., C.C.D.P.
Kevin A. Shaffer graduated from the University of Colorado with a master of science in telecommunications in 1998 and is currently pursuing his doctoral degree in information systems through Nova Southeastern University. Prior to graduate school, Kevin lived in Osaka, Japan, for six years. His research interests include international message telephone service (IMTS) economics and promoting broadband internetworking services to assist rural development. Kevin is a Cisco Certified Design Professional (CCDP). His instructional responsibilities include data communications, internetworking and telecommunications courses.

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

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

**History**
The Docking Institute of Public Affairs began as the Fort Hays State University Institute of Public Affairs in 1980. In October 1988, the Kansas Board of Regents changed the name to the Docking Institute of Public Affairs in honor of Kansas Governors George Docking and Robert B. Docking and Lieutenant Governor Tom Docking. Over the past 11 years, the Docking Institute has been a leader in facilitating public policy research and planning for Kansas and its rural regions, serving more than 100 clients. Today, the Docking Institute is proud to offer a broad spectrum of programs and services designed to foster regional development and growth in accordance with its original mission. Institute staff and policy fellows are proud to carry on the tradition of public service exemplified by the Docking family.
Who We Are
A public policy research and planning organization at Fort Hays State University, the Docking Institute of Public Affairs has served organizations and communities in Kansas and the region since 1980.

Docking Services
• Survey Research
• Telephone, mail, web and face-to-face
• Labor studies
• Program Evaluation
• Grants Facilitation
• Economic Impact Studies
• Feasibility Analysis
• Strategic Planning Facilitation
• Public Policy Programming and Analysis

Client Reports
Unless otherwise specified, the Docking Institute publishes client reports to its web site six months after final delivery to the client. Visit www.fhsu.edu/docking/archive.shtml to view a wide variety of client reports.

Cost of Services
Because the needs and requirements of each client can differ significantly, the Docking Institute will provide you a custom-made proposal and cost estimate upon request at no charge.

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