

Anthony Marker, Ph.D., LEED AP

Associate Professor, Organizational Performance and Workplace Learning Department, Boise State University

This document summarizes my skills, research and scholarly activities, professional experience, education, research interests, grant-funded research, professional memberships, awards, service, and courses taught.

SKILLS

- Identify, analyze, design, and develop interventions to improve performance at corporations, non-profits, governments, and other organizations
- Collaborate with senior management teams to define strategic and tactical performance gaps, encourage wise, long-term decision making strategies, and develop solutions
- Evaluate and refine business models
- Incorporate sustainability and change management interventions
- Teach graduate courses in organizational performance improvement and learning
- Mentor graduate students through master's thesis or internship projects
- Design and develop instructional approaches and materials for graduate courses
- Lead and work with design and development teams and contractors
- Leverage technologies to present and deliver information to individuals or groups
- Use needs analysis and qualitative methods to gather and interpret contextual data

RESEARCH & SCHOLARLY ACTIVITIES

Activities include preparing the book chapters, research papers, book reviews, technical reports, and presentations listed below.

Legend: The activities listed include codes to explain the decision-making process that publishers use when reviewing papers submitted for publication or presentation. The codes are:

Double-blind Peer Review	Reviewed by peer reviewers while both authors and reviewers remain anonymous to each other
Single-blind Peer Review	Reviewed by peer reviewers who remain anonymous to authors, but authors' identities are known to reviewers
Editor Review	Reviewed by the editor of the book or journal
Invited	Invited by the editor of the book or journal for the author's expertise

BOOK CHAPTERS (2)

1. Marker, A. (2009). Organizational culture: Is it with you or against you? In Ryan Watkins and Doug Leigh (Eds.) *Handbook for the Selection and Implementation of Human Performance Interventions*. San Francisco, CA: Jossey-Bass. Invited
2. Marker, A. (2006). Shifting organizational alignment from behavior to values. In James Pershing's (Ed.) *Handbook of human performance technology* (3rd edition). San Francisco, CA: Pfeiffer. Invited

RESEARCH PAPERS (20)

In Academic and Trade Journals (16)

1. Marker, A., Villachica, S., Stepich, D., Allen, D., & Stanton, L. (2014). An updated framework for human performance improvement in the workplace: The Spiral HPI framework. *Performance Improvement*, 53(1), 9–22. Editor Review

2.	Marker, A., Mason, S., & Morrow, P. (2014). Change factors influencing the diffusion and adoption of green building practices. <i>Performance Improvement Quarterly</i> , 26(4), 5–24.	Double-blind Peer Review
3.	Beriwal, M., Clegg, S., Collopy, F., McDaniel, R. Jr., Morgan, G., Sutcliffe, K., Kaufman, R., Marker, A., & Selwyn, N. (2013). Organizational science. <i>Educational Technology</i> , 53(5), 42–52.	Invited
4.	Marker, A. (2013). The development of practical wisdom: Its critical role in sustainable performance. <i>Performance Improvement</i> , 52(4), 11–21. http://dx.doi.org/10.1002/pfi.21343	Editor Review
5.	Villachica, S., Marker, A., Plumlee, D., Huglin, L., & Chegash, A. (2013). The arrows in our backs: Lessons Learned Trying to Change the Engineering Curriculum. <i>120th ASEE Annual Conference and Exposition, June 23, 2013 - June 26, 2013, Atlanta, GA.</i>	Double-blind Peer Review
6.	Mason, S. G., Marker, A., & Mirsky, R. (2011). Primary factors influencing green building in cities in the Pacific Northwest. <i>Public Works Management and Policy</i> 16(2), 157–185.	Double-blind Peer Review
7.	Berg, S., Chyung, S., Marker, A., & Winiecki, D. (2010). How should organizational leaders use employee engagement survey data? <i>Performance Improvement</i> , 49(4), 17–25.	Editor Review
8.	Villachica, S., Marker, A., & Taylor, K. (2010). But what do they really expect? Employer perceptions of entry-level ID skills. <i>Performance Improvement Quarterly</i> , 22(4), 33–51.	Double-blind Peer Review
9.	Marker, A., Johnsen, L., & Caswell, C. (2009). A planning and evaluation six pack for sustainable organizations: The Six-P framework. <i>Performance Improvement</i> , Special Edition, 48(8), 27–34.	Editor Review
10.	Johnsen, L., Huglin, L., & Marker, A., (2008). Primary sources of cognate research in human performance technology. <i>Performance Improvement Quarterly</i> , 21(1), 7–16.	Double-blind Peer Review
11.	Huglin, L., Johnsen, L., & Marker, A. (2007). Research priorities in performance technology: A Delphi study. <i>Performance Improvement Quarterly</i> , 20(1), 79–95.	Double-blind peer review
12.	Clariana, R., & Marker, A. (2007). Generating topic headings during reading of screen-based text facilitates learning of structural knowledge and impairs learning of lower level knowledge. <i>Journal of Educational Computing Research</i> , 37(2), 173–191.	Double-blind Peer Review
13.	Marker, A. (2007). Synchronized Analysis Model (SAM): Linking Gilbert's Behavior Engineering Model with environmental analysis models. <i>Performance Improvement</i> , 41(1), 26–32.	Editor Review
14.	Marker, A., Huglin, L., & Johnsen, L. (2006). Empirical research on performance improvement: An update. <i>Performance Improvement Quarterly</i> , 19(4), 7–22.	Double-blind Peer Review
15.	Marker, A. (1995). A harvest of PT: Past president's recommendations for the preparation of performance technologists. <i>Performance Improvement Quarterly</i> , 8(4), 22–33.	Double-blind Peer Review
16.	Marker, A., & Pearce, C. (1995). Enhancing consultant effectiveness: Ancient arts, current solutions. <i>Performance and Instruction</i> , 34(4), 37–42.	Editor Review
ARTICLES in Professional Newsletters (4)		
17.	Donelson, M., & Marker, A. (2008). Tales from the field: Using the SAM for cause analysis in a large retail setting. <i>PerformanceXpress</i> . Retrieved September 2, 2008 from http://performancexpress.org/0809/ .	Invited
18.	Ronald, B., & Marker, A. (2008). Tales from the field: Using the SAM for cause analysis in county community and family services. <i>PerformanceXpress</i> , http://performancexpress.org/0806/ .	Invited
19.	Marker, A., & Huglin, L. (2007). San Francisco conference: Bridging evidence and practice. <i>PerformanceXpress</i> .	Invited
20.	Marker, A. (2007). HPT and scientific integrity. <i>ISPI SciCom Newsletter</i> , Winter.	Invited

BOOK REVIEWS (1)

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| 1. | Marker, A. (2007). Creating do-it-yourself customers: How great customer experiences build great companies. <i>Performance Improvement</i> , 46(7), 45–47. [Review of <i>Creating Do-It-Yourself Customers: How Great Customer Experiences Build Great Companies</i>]. | Invited |
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TECHNICAL REPORTS (1)

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| 1. | Mason, S. G., Marker, A., & Mirsky, R. (2010). Green building in the Pacific Northwest: Next steps for an emerging trend. Retrieved from http://www.boisestate.edu/sustain/documents/GreenBuilding%5B1%5D.pdf . | Self-published.
Not Reviewed |
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ACADEMIC PRESENTATIONS (25)

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| 1. | Marker, A., & Addison, R. (September, 2014). <u>An Introduction to Human Performance</u> . Half-day pre-conference workshop. International Society for Performance Improvement – Europe, Middle East, Africa. 12 th Annual Conference. Warsaw, Poland. | Invited |
| 2. | Marker, A. (September, 2014). <u>Change Management – The Real Life Story of Two Large Institutional Changes</u> . International Society for Performance Improvement – Europe, Middle East, Africa. 12 th Annual Conference. Warsaw, Poland. | Single-blind
Peer Review |
| 3. | Marker, A., & Villachica, S. (May, 2014). <u>The Spiral Human Performance Framework: How The Experts Do it</u> . International Society for Performance Improvement Conference. Indianapolis, IN. | Single-blind
Peer Review |
| 4. | Villachica, S., Marker, A., & Chegash, A. (April, 2014). <u>What’s Happening to Our “Fresh Out” Engineers?</u> International Society for Performance Improvement Conference. Indianapolis, IN. | Single-blind
Peer Review |
| 5. | Marker, A. (December, 2013). <u>Learning to Act with Greater Wisdom: What Recent Neuroscience Tells Us</u> . Employee Learning and Development "Let's Talk" Session. Boise, ID. | Invited |
| 6. | Marker, A. (September, 2013). <u>Managing Organizational Change</u> . International Society for Performance Improvement – Europe, Middle East, Africa. 11 th Annual Conference. Tbilisi, Republic of Georgia. | Invited |
| 7. | Marker, A. (September, 2013). <u>An Introduction to Human Performance</u> . Half-day pre-conference workshop. International Society for Performance Improvement – Europe, Middle East, Africa. 11 th Annual Conference. Tbilisi, Republic of Georgia. | Invited |
| 8. | Marker, A. (September, 2013). <u>The Spiral Human Performance Framework: How The Experts Do It</u> . International Society for Performance Improvement – Europe, Middle East, Africa. 11 th Annual Conference. Tbilisi, Republic of Georgia. | Peer Review |
| 9. | Marker, A. (October, 2012). <u>Wisdom in the Workplace: What is it and can we develop it?</u> International Society for Performance Improvement – Europe, Middle East, Africa. 10 th Annual Conference. Lisbon, Portugal. | Peer Review |
| 10. | Marker, A. (September, 2012). <u>Moving Beyond Gilbert’s BEM: The Synchronized Analysis Model (SAM)</u> . The 2012 US Coast Guard HPT Workshop. Hampton, VA. | Peer Review |
| 11. | Marker, A. (September, 2011). <u>Why Do People Resist Change and What to Do About It</u> . International Society for Performance Improvement – Europe, Middle East, Africa. 9 th Annual Conference in Skopje, Macedonia. | Peer Review |
| 12. | Marker, A. (June, 2012). <u>The Impact of Green Buildings on Human Performance</u> . Idaho Energy and Green Building Conference. Boise, ID. | Invited |
| 13. | Marker, A. (November, 2010). <u>An Introduction to Systems Thinking and Tools for HPT Practitioners</u> . Presented to the 8th annual conference of the International Society for Performance Improvement – Europe, Gothenberg, Sweden. | Single-blind
Peer Review |
| 14. | Mason, S. G., & Marker, A. (October, 2010). <u>Barriers and Incentives to Green Building</u> . Presented to the 3 rd Annual American Planning Associate Idaho Chapter Conference. Boise, ID. | Single-blind
Peer Review |
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15.	Mason, S. G., & Marker, A. (May, 2010). <u>Barriers and Incentives to Green Building</u> . Presented to the American Planning Association Idaho Chapter meeting, Boise, ID.	Invited
16.	Marker, A., & Ferond, C. (November, 2009). <u>Using the Six-Ps to Link Systems Thinking, Strategic Planning, and Evaluation to Create Sustainable Performance Interventions</u> . Accepted for the 7th annual conference of the International Society for Performance Improvement - Europe, Galway, Ireland. <i>Note: Originally accepted as conference presentation in 2008, and automatically accepted for presentation in November, 2009</i>	Single-blind Peer Review
17.	Marker, A., Panza, C., & Ferond, C. (November, 2007). <u>Case Study Development</u> . Presented at the 6th annual conference of the International Society for Performance Improvement – Europe, Heidelberg, Germany.	Invited
18.	Marker, A. & Ferond, C. (November, 2007). <u>Evaluating Organizational Sustainability – The SOPE Model & a Case Study</u> . Presented at the 6th annual conference of the International Society for Performance Improvement – Europe. Heidelberg, Germany.	Single-blind Peer Review
19.	Marker, A. (June, 2007). <u>Cause Analysis: Distinguishing Symptoms from Root Causes</u> . Presented at the American Society for Training and Development Technology-Based Learning Special Interest Group & International Society for Performance Improvement Atlanta Chapter Conference, Atlanta, GA.	Invited
20.	Piersol, W. & Marker, A. (April, 2007). <u>Power to the Edge: Mapping Employee Empowerment Using a Transformational Military Command and Control (C2) Construct</u> . Presented at the annual conference of the International Society for Performance Improvement. San Francisco, CA.	Single-blind Peer Review
21.	Huglin, L., & Marker, A. (October, 2006). <u>Research Trends in Human Performance Technology</u> . Presented at the 5th annual conference of the International Society for Performance Improvement – Europe, Prague, The Czech Republic.	Invited
22.	Marker, A. (April, 2006). <u>Shifting Organizational Alignment from Behavior to Values</u> . Presented at the annual conference of the International Society for Performance Improvement. Dallas, TX.	Single-blind Peer Review
23.	Huglin, L., Johnsen, L., & Marker, A. (May, 2006). <u>Empirical research on performance improvement: An update</u> . Presented at the research roundtable at the annual convention of the International Society for Performance Improvement. Dallas, TX.	Invited
24.	Huglin, L., Johnsen, L., & Marker, A. (April, 2006). <u>Empirical research on performance improvement: An update</u> . Presented at the research roundtable at the annual convention of the International Society for Performance Improvement. Dallas, TX.	Single-blind Peer Review
25.	Carr, A. A., Marker, A. W., Sugar, B. & Liang, C. (February, 1993). <u>Electronic Performance Support Systems: Point – Counter-Point</u> . Presented at the annual convention of the Association of Educational Communications and Technology. New Orleans, LA.	Single-blind Peer Review

ACADEMIC PRESENTATIONS ACCEPTED, BUT NOT DELIVERED (2)

1.	Marker, A., & Ferond, C. (November, 2009). <u>Using the Six-Ps to Link Systems Thinking, Strategic Planning, and Evaluation to Create Sustainable Performance Interventions</u> . Accepted for the 7th annual conference of the International Society for Performance Improvement – Europe, Galway, Ireland. <i>Note: Not delivered. Originally accepted as conference presentation in 2008, and automatically accepted for presentation in 2009</i>	Single-blind peer review
2.	Marker, A., & Pirie, B. (November, 2009). <u>Culture Matters: Performance Implications of Fit and Alignment</u> . Accepted for the 7th annual conference of the International Society for Performance Improvement – Europe. Galway, Ireland. <i>Note: Not delivered. The conference was postponed for one year and this session was then accepted for presentation in Fall 2009.</i>	Single-blind Peer Review

SERVICE ORIENTED PRESENTATIONS (17)

1.	Marker, Anthony W. (October, 2013). <u>Managing Organizational Change</u> . NSF WIDER PERSIST NSF Grant Leadership Committee. Boise, ID.	Invited
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2.	Marker, A. (August, 2013). <u>Why Do People Resist Change and What to Do About It – An Introduction for Boise State Program Prioritization.</u> Boise State Department Chairs’ Meeting. Boise, ID.	Invited
3.	Marker, A., & Mirsky, R. (January, 2013). <u>Sustainability 101 & Sustainable Business Practices.</u> The 8th Annual Boise Safety Fest of the Great Northwest. Boise, ID.	Invited
4.	Marker, A. (December, 2012). <u>Why Do People Resist Change and What to Do About It.</u> Boise State Administrative Council. Boise, ID.	Invited
5.	Marker, A. (January, 2012). <u>Sustainability: Integrating Green into Your Business.</u> The 7th Annual Boise Safety Fest of the Great Northwest. Boise, ID.	Invited
6.	Marker, A. (July, 2012). <u>Sustainable Organizations: Managing the Change, and Changing Measures.</u> Snake River Chapter of the American Society of Safety Engineers. Monthly meeting. Boise, ID.	Invited
7.	Marker, A. (Nov. 2011). <u>Why do People Resist Change & What You Can Do About it?</u> Boise State University Human Resources staff meeting. Boise, ID.	Invited
8.	Marker, A. (Aug, 2011). <u>Getting People to Change Isn’t As Easy as Just Telling Them They Must.</u> Small Business Development Center - Energy Intern Training. Boise, ID.	Invited
9.	Marker, A. (May, 2011). <u>Getting people to change isn’t that easy.</u> Idaho Small Business Development Center – Energy Intern Training. Boise, ID.	Invited
10.	Marker, A., & Krick, D. (January 2011). <u>The Big Picture: Integrating Green Into your Business.</u> Presented as part of the Green Acceleration Series by the Idaho Small Business Development Center and GreenWorks. Boise, ID.	Invited
11.	Marker, A. (October, 2009). <u>Change Management.</u> Idaho Small Business Development Center – Energy Efficiency Evaluation Intern Training. Boise, ID.	Invited
12.	Marker, A. (August, 2009). <u>Change Management.</u> Idaho Small Business Development Center – Energy Efficiency Evaluation Intern Training. Boise, ID.	Invited
13.	Marker, A. (December, 2008). <u>SAM Cause Analysis.</u> Presented to the Citigroup Learning & Performance Solutions – NAO&T. Boise, ID.	Invited
14.	Marker, A. (April, 2008). <u>The Six-Ps – A planning and evaluation framework: Balancing financial, environmental, and social impact.</u> Presented at the Boise State University College of Engineering. Boise, ID	Invited
15.	Marker, A. (May, 2007). <u>Cause Analysis: Distinguishing Symptoms from Root Causes.</u> Presented to the Citigroup Learning & Performance Solutions – NAO&T in Boise, ID.	Invited
16.	Marker, A. (May, 2006). <u>Transitioning from Live to Self-Paced Delivery.</u> Presented to the Sellon College of Applied Technology’s Summer Institute. Boise, ID.	Invited
17.	Marker, A., & Pearce, C. (June, 1995). <u>Enhancing consultant effectiveness: Ancient arts, current solutions.</u> Presented to the Indianapolis, Indiana chapter of the American Society for Training and Development. Indianapolis, IN.	Invited

CONFERENCE PAPERS AND PRESENTATIONS (2)

1.	Villachica, S., Marker, A., Plumlee, D., Huglin, L., & Chegash, A. (June, 2013). <u>The Arrows in Our Backs: Lessons Learned Trying to Change the Engineering Curriculum.</u> 120th ASEE Annual Conference and Exposition. Atlanta, GA.	Single-blind Peer Review
2.	Mason, S. G., Marker, A., & Mirsky, R. <u>Social, economic, and political options: A factor analysis of the most compelling incentives in green building.</u> Presented by Drs. Mason and Mirsky at the 40th Annual Meeting of Urban Affairs, “Sustaining Cities in a Time of Globalization: Social, Economic and Political Realities,” March 10–13, 2010. Honolulu, HI.	Single-blind Peer Review

PROFESSIONAL EXPERIENCE

- 2011–Present *Associate Professor, Organizational Performance and Workplace Learning*
Boise State University, Boise, ID
Created and taught graduate courses in workplace performance improvement, guided students on their master’s theses. **Note:** The department name changed during my appointment from *Instructional and Performance Technology*.
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- 2005 –11 *Assistant Professor, Instructional and Performance Technology*
Boise State University, Boise, ID
Created and taught graduate courses in instructional design and performance improvement, guided students on their master’s theses, and advised students.
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- 2003–5 *Senior Lecturer, Instructional Systems*
The Pennsylvania State University (Penn State), Great Valley Campus, Malvern, PA
Created and taught graduate courses in instructional design and performance improvement, guided students on their master’s theses, and advised students.
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- 1999–2001 *Project Manager, Instructional Designer and Developer, Technical Writer (Freelance)*
Information Mapping, Inc., Waltham, MA
Contracted to work with a team of instructional designers on the needs analysis, design and development of performance support tools for the implementation of classroom training and a web-based performance support tool at a national telecommunications company. Strong technical writing experience.
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- 1999 *Principal Consultant and Instructional Designer (Freelance)*
Information Mapping, Inc., Waltham, MA
Contracted to work with a high-level team of designers, consultants and managers to develop a knowledge management service line for Information Mapping’s Consulting division.
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- 1998–99 *Instructional Designer and Developer, Technical Writer (Freelance)*
Consultec, Inc., Boston, MA
Contracted to work with a team of instructional designers on the needs analysis, design and development of performance support tools for the implementation of a large business system at an international consumer products company. The project involved traveling to regional sites to evaluate business needs, interviewing managers and experts, as well as designing and developing written and web-based performance support materials. The audience for this intervention consisted of approximately 1,200 employees worldwide.
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- 1997–2001 *Principal Consultant (Freelance)*
Information Mapping, Inc., Waltham, MA
Contracted to work alone and on a team as a principal consultant, instructional designer and project manager for various projects. Projects included work with Warner-Lambert, Chase Global Funding, and the Internal Revenue Service. Met with senior managers to define performance objectives relative to major systems implementation.
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- 1996 *Instructional Designer (Freelance)*
Various Companies, Cincinnati, OH
Helped to develop materials for several companies, including diabetes education materials and a change management seminar.
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- 1995 *Teaching Assistant, Instructional Systems Technology*
Indiana University, Bloomington, IN
Helped teach a graduate-level introductory instructional design course. Assisted in teaching classes as well as in designing, developing and evaluating instructional materials. Worked with a faculty team to re-design the department’s overall Instructional Systems Technology curriculum.
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- 1994 *Graduate Assistant, Center for Excellence in Education*
Indiana University, Bloomington, IN
- Established and ran a distance education project with state elementary, middle and high schools to share interactive voice and visual information via computers between classrooms. Developed materials, provided hardware, delivered classes, and provided technical support to public school teachers. Position funded by a grant from AT&T to explore technology use in schools.
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- 1993 *Graduate Assistant, Center for Excellence in Education*
Indiana University, Bloomington, IN
- In charge of computer set up, maintenance and technical support at the center.
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- 1991–92 *Instructional Consulting and Faculty Development*
Indiana University, Bloomington, IN
- Provided performance evaluations to business and education faculty across colleges who were teaching university courses. Collaborated with faculty on multimedia product development, syllabus refinement, alternative classroom delivery methods, and course evaluations.
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- 1989–91 *Civilian Operations Support Specialist*
U.S. Department of Defense, Germany, Munich
- Held a position as a Department-of-Defense civilian. Responsibilities included conceiving, planning, and conducting support operations. Managed budgets, trained personnel, and produced written reports. Conducted a significant portion of the duties in foreign language. Was stationed in Germany for two-and-a-half years.
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- 1986–89 *Civilian Operations Support Specialist*
U.S. Department of Defense, Japan, Camp Zama
- Held a position as a Department-of-Defense civilian. Responsibilities included conceiving, planning, and conducting support operations. Managed budgets, trained personnel, and produced written reports. Conducted a significant portion of the duties in foreign language. Was stationed in Japan for two-and-a-half years. Received Department of the Army Official Commendations in 1988 and 1989.

EDUCATION

- 2008 *LEED AP, (Leadership in Energy and Environmental Design)*
United States Green Building Council, Boise, ID
- Prepared for and passed the exam on green building techniques and practices administered by the United States Green Building Council.
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- 1991–2001 *PhD, Major: Instructional Systems Technology (IST)*
Cognate: Business – Organizational Behavior & Human Resources
Indiana University, Bloomington, IN
- Developed a business model in my dissertation to describe how organizations transition from the traditional control of teams to self-managed teams in a large pharmaceutical company. Completed 24 credit hours in the school of business, nearly enough to qualify as a second major. Was awarded Indiana University Fellowships in 1991 and 1992.
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- 1980–5 *B.A., East Asian Studies*
Indiana University, Bloomington, IN
- Studied the histories, cultures, philosophies, and norms of East Asian countries including China, Japan, and Korea. Learned the Japanese language.
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- 1986 *U.S. Military Training, Advanced*
Military Operations Training Course, Fort Meade, MD
- While one of the youngest students to attend, graduated near the top of the class from an exclusive four-month school for advanced military operations.
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- 1985–6 *U.S. Military Training*
Military Intelligence Officer Basic Course, Fort Huachuca, AZ
Graduated with academic honors from one of the U.S. Army’s longest and most academically demanding officer basic courses.
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- 1992–5 *Total Quality Management Training*
Total Quality Management Seminars, Indianapolis, IN
Completed several Total Quality Management seminars by such experts as Dr. Edwards Deming, John McConnell, and Carolyn Bailey.

RESEARCH INTERESTS

Model Development

I am interested developing new models and refining existing models to provide better analysis tools to both academics as well as practitioners who often face increasingly complex challenges and opportunities.

Organizational Change for Sustainability

I am interested in devising and measuring performance improvement interventions that promote social, economic, and environmental sustainability. The Paul Hawkins' book, *The Ecology of Commerce*, initially attracted my interest in the subject, prompting an increasing interest in minimizing organizational goals and strategies that focus only on the financial bottom line. Doing so can ignore the negative impacts that the narrow pursuit of profit often have on society and the environment. Toward that end, I am developing new methods and tools for encouraging and promoting corporate interest in business strategies that allow organizations continue to earn return on investment while applying environmentally friendly business practices.

Change Management and Systems Thinking

I am interested in how to better increase the adoption and success rates of both instructional and non-instructional interventions. In particular, I am studying how an increased awareness and understanding of systems theory and system thinking better prepare human performance technologists to tackle complex organizational change issues. A related interest is how to better design and implement affective interventions both at the individual and organizational level.

Facilitating Wise Organizational Decision-making

I am examining the role that recent developments in neuroscience play on organizational and personal decision making processes. I believe wiser decisions and choices have a critical influence on whether organizational sustainability efforts (and other long-term planning efforts) are ultimately successful. Research also supports the idea that we can improve our ability to act wisely, and I am seeking methods to help organizations to do so.

GRANT-FUNDED RESEARCH

2013–14 *Interdisciplinary Research Community on Sustainability*

Focus: Translating sustainability across disciplines

Role: Participant

Funder: Boise State University Arts and Humanities Institute

Budget: \$3,000

Description: This “seed” money is intended to foster dialogue between faculty members to explore how different academic disciplines (such as, business, philosophy, anthropology, public policy and planning, and communication) define and address the topic of sustainability. Brought sustainability expert Dr. Laura Lindenfeld to campus for a presentation and a panel discussion.

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- 2013–16 *WIDER PERSIST*
Focus: Implementing “best practice” teaching in Science, Technology, Engineering, and Mathematics (STEM)
Role: Senior Personnel, Change management advisor
Funder: National Science Foundation (NSF)
Budget: \$2 million
Description: This three-year grant aims to increase the use of evidence-based teaching practices in the STEM disciplines across the institution. I recommended the industry-based change model we are using, and which our project team later learned was one of the key determinants in our having received funding. We aim to increase the likelihood of successful long-term implementation of these teaching practices across the various STEM colleges and departments. The interdisciplinary team includes the deans and personnel from multiple colleges.
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- 2012–14 *Engineering Education – Research to Practice (E2R2P)*
Focus: Decreasing engineering graduates’ ramp-up time to competent performance.
Role: Senior Personnel, Qualitative data collection and analysis advisor
Funder: National Science Foundation (NSF)
Budget: \$150,000
Description: This two-year grant studied engineering organizations in order to identify those core skills that recent engineering program graduates have or are lacking so as to better engineers for the workplace. The goal is to decrease the ramp-up time from graduation until competent performance on the job. The interdisciplinary team includes personnel from two departments, Mechanical and Biomedical Engineering, and Organizational Change and Workplace Learning.
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- 2008 *Policies and Tools for Fostering Green Building Practices*
Focus: Identifying the tools used by cities and businesses to foster green building practices
Role: Co-Investigator
Funders: AVISTA, Idaho Power, City of Boise, Capital City Development Corporation, and the Urban Land Institute
Budget: \$60,572
Description: This project investigated why green building is important to our communities, and looked at the emergence of green building standards, research evidence on the perceived pros and cons of green building, and original research on green building in the Pacific Northwest. The original research was an analysis of perspectives voiced in conversations, focus groups and surveys with both members of the construction industry and local government on the barriers and incentives to green building in their local communities. Nearly 500 construction industry members and just over 300 local governments participated.

PROFESSIONAL MEMBERSHIPS

- American Society for Training and Development, 2010–Present.
- President, International Society for Performance Improvement (ISPI), Bloomington Chapter, 1991–2.
- Vice President for Membership, ISPI, Bloomington Chapter, 1992–3.
- Member, ISPI, 2003–Present.
- Member, Association for Educational Communications and Technology, 2003–6.
- Member, System Dynamics Society, 2006–9.
- United States Green Building Council, 2007–Present.
- Board of Directors, United States Green Building Council, Idaho Chapter, 2008–10.

AWARDS

- 2008, Leadership in Energy and Environmental Design (LEED) Accredited Professional
- 2001, Invitation to join Phi Delta Kappa (Indiana University)
- 1992, Indiana University Fellowship
- 1991, Indiana University Fellowship
- 1988–1989, Department of the Army Official Commendation (for performance)
- 1987–1988, Department of the Army Official Commendation (for special service)
- 1983, Officer Commission, U.S. Army Reserve, 2nd Lieutenant

SERVICE

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| Department & College | <ul style="list-style-type: none"> • Selected by department faculty to lead the Organizational Performance & Workplace Learning Department as department chair starting July, 2015 • Faculty Senate President, August, 2014–Present • Faculty Senate Vice President. August, 2013–2014. • One of two faculty senate representatives from the Graduate College, 2013–Present • College of Engineering Tenure and Promotion Review Committee for Construction Management. January, 2013 • Department Faculty Search Committee. November 2012–March 2013 • College of Engineering Tenure and Promotion Review Committee for Construction Management. January, 2012 • College of Engineering Dean Search Committee. Dec. 2011–Aug. 2012 • Planning Committee, Department <i>Human Performance Technology Academic Retreat</i>. May 2011–May 2012. • One of two faculty senate representatives from the College of Engineering. 2007–11. • One of two faculty sponsors for the International Society for Performance Improvement student case study competition. 2008–9. • Served on student thesis committees. • Department faculty contact for the <i>Focus the Nation</i> event • Committee member, College of Engineering’s Tenure and Promotion Committee. 2010. |
| Department & College (cont.) | <ul style="list-style-type: none"> • Department representative, College of Engineering Safety Committee • College of Engineering Safety Consciousness Advisory Board, 2005–7. • Committee member, College of Engineering Curriculum Review Committee. 2005–7. |
| University | <ul style="list-style-type: none"> • Co-facilitator, “The Future of Higher Education at Boise State University” Faculty Interest Group, 2013–14 • Program Prioritization planning committee change management advisor, 2013–Present. • Facilitator, “Creating a Research Agenda” Faculty Interest Group, 2012–13 • Member, Boise State University Honorary Doctorate committee, 2008–11. • Faculty Senate liaison to the ad hoc financial committee intended to work with the Provost’s office on solutions to the economic crisis, 2009. • Faculty Senate liaison to Boise State University Professional Standards committee, 2008–9. • Professional Standards committee. 2006–9. • Appointed to the committee to establish the university research agenda in sustainability. • Appointed to the committee to investigate, design and develop a sustainability certificate. • Faculty Sponsor for the Boise State University Kenpo Club, 2008. |

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| Professional | <ul style="list-style-type: none"> • Proposal Review Team Leader. International Society for Performance Improvement – Europe, Middle East, Africa’s (ISPI/EMEA) 11th Annual Conference. May–July 2013 • Proposal Reviewer. ISPI/EMEA’s 10th Annual Conference. May–July 2012. • Conference proposal peer reviewer, ISPI/EMEA Conference. Galway, Ireland. 2009 • Member, Board of Directors. Idaho chapter of the US Green Building Council, 2009–10. • Peer reviewer, British Journal of Educational Technology. 2004–10. • Co-deputy chair for ISPI’s Science and Research Community of Practice. 2007–8. • Guest peer reviewer for Tech Trends journal. 2005. • Doctoral dissertation committee member for Karen Barnes dissertation. July, 2009. |
| Past Service
(At Penn State
University) | <ul style="list-style-type: none"> • Search committee member to fill Associate/Full Professor vacancy in the Instructional Systems Program at Penn State University (University Park). • One of two Penn State Great Valley faculty senate representatives to University Park (the main campus), 2003–5. • Executive committee member, Penn State Great Valley, 2004–5 • Chair, Penn State Great Valley Student Affairs Committee, 2004–5. • Student Affairs Committee Member, Penn State Great Valley, 2003–4. |

COURSES TAUGHT

I taught the master’s degree courses listed below.

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| At Boise State
University | <p>IPT/OPWL 529 – Needs Assessment
By analyzing case studies, guided practice, field work, and other methods, students learn to use tools, data and systematic methods to identify and assess current or future problems and their causes, and help decision makers target critical problems with feasible solutions. Students conduct an authentic project.</p> <hr/> <p>IPT/OPWL 530 – Evaluation Methodology
Students learn to use inquiry and analysis methods to evaluate the effectiveness of instructional or performance improvement programs. They explore various formative and summative evaluation models and ways to implement the results of such research efforts. Students gain hands-on experience conducting one or more evaluations.</p> <hr/> <p>IPT/OPWL 536 – Foundations of Organizational Performance and Workplace Learning
Students study historical foundations, prominent people, and events that contributed to the development of the instructional technology and performance technology fields. They apply relevant theories and models to real or realistic organizational situations in industry, government, military, and non-profit settings.</p> <hr/> <p>IPT/OPWL 537 – Instructional Design
Students gain an overview of several models for instructional systems design and examine the processes involved in designing effective instructional interventions. Working with a real client, students conduct a phased, full-scale instructional design project.</p> <hr/> <p>IPT/OPWL 560 – Workplace Performance Improvement (Also Designed)
Students examine the foundations, process models, solutions, professional practice issues, and trends of the human performance technology (HPT) field, which aims to improve performance in the work place or other organizational learning settings. In a hands-on project, students practice applying HPT to design effective performance solutions.</p> <hr/> <p>IPT/OPWL 576 – Organizational Culture and Alignment (Also Designed)
This course focused on understanding helping students identify aspects of organizational culture and select interventions designed to harmonize with the culture. <i>No longer taught.</i></p> <hr/> <p>IPT/OPWL 577 – Change Management (Also Designed)
Students learn basic principles related to top-down and bottom-up change processes, and analytical and planning tools that they can use to facilitate change within an organization. Students practice applying those principles and tools in real organizational situations.</p> |
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IPT/OPWL 578 – Designing Sustainable Organizations (Also Designed)

Students learn basic principles to help organizations plan, implement, and evaluate business practices that are environmentally, socially, and financially balanced. The course combines principles of design, systems thinking, change management, and evaluation.

IPT/OPWL 585 – Thinking in Systems (Also Designed)

Students learn how to uncover and begin to understand the complex entities and interrelationships that shape our daily lives.

*At Penn State
University*

- INSYS 415 – Systematic Instructional Development
 - INSYS 441 – Design, Development and Evaluation of Internet Resources
 - INSYS 497 – Designing Multimedia and Web Interfaces for the Workplace
 - INSYS 471 – Educational Systems Change
 - INSYS 525 – Instructional Design Models, Strategies and Tactics
 - INSYS 551 – Performance Technology for Instructional Designers
 - INSYS 596 – Individual Studies: Design Apprenticeship
 - INSYS 597 – Special Topics: Master’s Thesis
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