

CURRICULUM VITAE OF STEVEN W. VILLACHICA, PH.D.

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Instructional and Performance Technology
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Professional Preparation

- December, 1999. Doctor of Philosophy, Educational Technology, University of Northern Colorado, Greeley, Colorado. Dissertation title: *An Investigation of the Stability of Pathfinder-Related Measures*. This work received the Graduate Dean's Citation for Excellence and the Graduate Dean's Citation for Outstanding Dissertation.
- 1986. Master of Arts, Computer Technology in Education. University of Northern Colorado, Greeley, Colorado.
- 1980. Bachelor of Arts, English, *Summa cum Laude*. University of Northern Colorado, Greeley, Colorado.

Professional Experience

COMPETENCIES

Associate Professor of Instructional and Performance Technology, College of Engineering, Boise State University

- Create, deliver, and maintain graduate-level courses in instructional and performance technology.
- Informally advise graduate students and alumni.
- Conduct funded and unfunded research.
- Provide service to the College of Engineering, Boise State University, the Boise community, and the larger community of professional practice.

Owner, The Cognitive Performance Works, LLC

- Improve the performance of individuals and organizations by making invisible cognitive skills visible.
- Apply relevant research, theory, and practice to identify and close gaps in human and organizational performance occurring at the level of the individual, team, organization, or enterprise.
- Employ quantitative and qualitative statistical analyses to evaluate individual and organizational performance.
- Conduct training and program evaluations using Web-based data collection instruments.
- Conduct cognitive task analyses to represent the declarative, procedural, and strategic knowledge of novices and experts. Results of these analyses guide the creation of performance interventions ranging from employee selection to job standards to job support to software to feedback to incentive to training systems.
- Acted as Chief Learning Officer for DLS Group, Inc.

Lead Proposal Writer

- Clarify client requirements via teleconferences and email correspondence.
- Formulate technical approach, scope of work, schedule, and budget to meet client requirements.
- Specify graphic requirements and create various supporting graphics.
- Submit proposal at a time and in the format specified by the client.
- Negotiate the proposed effort with client.

The following table provides a sample of successfully proposed efforts over several years.

<i>Client</i>	<i>Area</i>	<i>Amount</i>	<i>Date</i>
National Science Foundation (Award 1037808)	Co-authored a funded 3-year Innovations in Engineering Education, Curriculum, and Infrastructure (IEECI) grant submitted to the Engineering Education and Centers program: Engineering Education Research to Practice (E ² R2P)	\$150K	2010
California Commission on Police Officer Standards and Training	Job analysis, cognitive task analysis, and prototyping of blended learning solutions	\$250K	2006
Lockheed-Martin Integrated Systems & Solutions	Co-authored technical approach providing learning management services to the National Geospatial-Intelligence College of the National Geospatial-Intelligence Agency (NGA)	\$270M	2005
Williams-Labadie/Astellas Pharma US, Inc.	Summative evaluation of a pharmaceutical product launch	\$70K	2005
Williams-Labadie/Astellas Pharma US, Inc.	Paper-based tests of a pharmaceutical product binder for sales representatives	\$22K	2004
EagleTeam	Instructional redesign of a business acumen course	\$50K	2004
GambroBCT	Cognitive apprenticeship and technical transfer of software troubleshooting skills	\$47K	2004
Amgen	Needs analysis for operator and maintenance training	\$35K	2003
Ontario Lottery and Gaming Commission	Customer service training for casino personnel	\$425K (\$Canadian)	2003
Williams-Labadie/Astellas Pharma US, Inc.	CD-ROM training for a speakers' program for pharmaceutical sales representatives	\$63K	2002
Williams-Labadie/Astellas Pharma US, Inc.	Summative evaluation of pharmaceutical materials used by sales representatives	\$45K	2002
MMHA The Managers' Mentors, Inc	Convert a paper-based career planning tool to an online format	\$8K	2002

Lead Performance Technologist/Lead Instructional Designer

- Assist project teams in specifying business needs and objectives, identifying gaps between desired and existing performance, determining the significance and causes of such gaps, identifying the performance requirements that would close the gaps, and formulating designs to meet the performance requirements. Conducted formative and summative evaluations of performance solutions.

- Assist in the design of front-end analyses and evaluations, data collection, and data analysis.
- Provide consultative support for project managers creating performance support systems that integrate processes, tools, and people.
- Formulate designs for web-based and multimedia instruction.
- Work with collaborative project teams to create iterative, rapid prototypes that test the accuracy of project requirements and the acceptability of designs for meeting them.
- Conduct reviews of deliverables produced by different project teams.
- Act as lead writer on proposals responding to client RFPs. Coordinate efforts of other team members.

Project Manager

- Manage project teams comprised of instructional designers, technical writers, cognitive psychologists, subject matter experts, instructional designers, human factors engineers, technical writers, system analysts, programmers, testers, graphic artists, and editors to create performance support interventions for business and industry.
- Co-manage projects in academic settings partnering with faculty and graduate assistants.
- Generate work-breakdown structures, create project schedules, identify and mitigate project risks, facilitate alignment meetings, track project progress, write status reports, and provide a single point of contact for clients.
- Avoid scope creep while ensuring client satisfaction.
- Ensure the delivery quality materials on time and within budget.

Instructor

- Create, deliver, and maintain graduate-level coursework in instructional and performance technology.
- Present workshops on topics in performance improvement to professional audiences.
- Developed and delivered an advanced instructional design course featuring rapid prototyping, personas, and usability testing.
- Co-developed and co-taught a university graduate-level course on the integration of technology in educational and job settings.
- Taught undergraduate courses in English composition and writing in the social sciences.

EMPLOYMENT HISTORY

- August 2007 to present. Associate Professor of Instructional and Performance Technology, College of Engineering, Boise State University, Boise, ID. (Earned tenure in 2012.)
- April 1998 to present. Owner, The Cognitive Performance Works, LLC, Boise, Idaho.
- July 1987 to April 1998. Lead Performance Technologist/ Instructional Designer, DLS Group, Inc., Denver Colorado.
- December 1985 to July 1987. Courseware Author, CDI Corporation, Arvada, Colorado. Assigned to Douglas Aircraft Company's (McDonnell-Douglas) Computer-based Training Systems Group, Aurora, Colorado.

- June 1985 to December 1985. Cooperative Education Student in Manufacturing Technical Education, International Business Machines (IBM), Boulder, Colorado.
- January 1985 to August 1985. Consultant to the National Council of Educational Opportunity Associations and contracting programmer to the Audiology Department of the University of Northern Colorado, Greeley, Colorado.
- April 1984 to May 1985. Instructional Technologist and Technical Writer of the Center for Human Enrichment, University of Northern Colorado.
- September 1983 to December 1984. Graduate and Teaching Assistant in the Division of Research, Evaluation and Development, University of Northern Colorado.
- April 1981 to June 1983. Part-time Composition Instructor and Writing Specialist, Aims Community College, Greeley, Colorado.
- November 1980 to June 1985. Freelance editor of doctoral dissertations and masters' theses.
- September 1980 to December 1980. Teaching Assistant in the English department, University of Northern Colorado.

CLEARANCES

2002-2011 Top Secret/SCI granted by the National Geospatial-Intelligence Agency (NGA) and held by Lockheed Martin.

CERTIFICATIONS

- Certified Performance Technologist (CPT), International Society for Performance Improvement, 2002 to 2011.
- Certified Scrum Master (CSM), Scrum Alliance, 2009 to 2011.

AWARDS AND RECOGNITION

International Awards

<i>Intervention</i>	<i>Award</i>	<i>Organization</i>	<i>Date</i>	<i>Role</i>
Conference Programming	Volunteer Staff Partnership Award for work on the closing general session of the 2011 TechKnowledge conference	American Society for Training & Development	2012	Member of the Program Advisory Committee
CBT Feasibility Study Model	First-Place Award of Excellence for Outstanding Systematic Approach	National Society for Performance and Improvement	1990	Project Manager and Lead Instructional Designer
Performance Support System Design and Development Handbook	First-Place Award of Excellence for Outstanding Systematic Approach	National Society for Performance and Improvement	1995	Project Manager and Lead Instructional Designer
NASD CORNERSTONE Performance Support System	First-Place Award of Excellence for Outstanding Human Performance Intervention	International Society for Performance Improvement	1996	Consulting Instructional Designer and Performance Technologist
Automated Examination Modules	First-Place Award for Performance Support System	Comdex, Windows World Open	1996	Consulting Instructional Designer and Performance Technologist

Recognition

- Service Award, International Society for Performance Improvement, April 15, 2003.
- Service Award, International Society for Performance Improvement, April 19, 2004.

Research and Scholarly Activity

GRANTS

Engineering Education Research to Practice (E²R2P): \$150K NSF Grant (#1037808)

<http://www.nsf.gov/awardsearch/showAward.do?AwardNumber=1037808>

This engineering education research project seeks to create a "sounding board" to involve a broad spectrum of stakeholders drawn from across the university to oversee curriculum development and change efforts. The hypothesis of this project is that engaging a large number of peers who invest in the creation of the curriculum

will promote wider faculty adoption of effective teaching methods. The PIs will validate the idea of a sounding board by creating a test-bed for the course redesign process which integrates a variety of performance improvement processes.

To provide both top-down and bottom-up support promoting the adoption of evidence-based instructional practices, the PIs have since broadened their conceptualization of the sounding board to extend beyond the university to include industry stakeholders as well. Both share a vested interest in minimizing the time and organizational resources that newly graduated and hired engineers (a.k.a. “fresh outs”) need to competent job performance. To create a “pull” for such change, the PIs seek to start a dialog about what fresh outs can and cannot do on the job. This dialog should produce a set of performance-based competencies that universities and industry can discuss. This dialog also needs to address root causes of fresh out nonperformance in the workplace. To provide a venue for such dialog, the team is facilitating focus groups of

- Engineering managers, lead engineers, and human resources personnel who work with fresh outs on a regular basis.
- Fresh outs themselves.

The broader significance and importance of this project will arise from the PI's investigations of the barriers to wider adoption of effective engineering pedagogies. If successful, this project can increase buy-in to course redesign efforts and identify potential concerns of stakeholders to comprehensive curriculum reform. If the sounding board model is successful, the idea is potentially transferable to other programs.

For further information about the E2R2P effort, see: <https://sites.google.com/a/boisestate.edu/ieeci/e2r2p>

For E2R2P deliverables, see: <https://sites.google.com/a/boisestate.edu/ieeci/e2r2p/project-deliverables>

PUBLICATIONS

Book Chapters (Edited)

- Foshay, W. R., Villachica, S. W. & Stepich, D. A., (in press). Instructional design and human performance technology: Cousins but not twins. In J. M. Spector, M. D. Merrill, J. Elen, & M. J. Bishop (Eds.) *Handbook of Research on Educational and Communications Technology*. New York, NY: Springer.
- Villachica, S. W., & Stone, D. L. (2010). Cognitive task analysis. In K. H. Silber & W. R. Foshay (Eds.), *Handbook of improving workplace performance* (Vol. 1: Instructional design and training delivery, pp. 227-258). San Francisco, CA: Jossey-Bass/Pfeiffer.
- Villachica, S. W., Stone, D. L., & Endicott, J. E. (2006). Performance support systems. In J. Pershing (Ed.), *Handbook of human performance technology: Improving individual and organizational performance worldwide* (3rd ed.) (pp. 539-566). San Francisco, CA: Jossey-Bass/Pfeiffer.
- Villachica, S. W., & Stone, D. L. (1999). Performance support systems. In H. D. Stolovitch and E. J. Keeps (Eds.), *Handbook of human performance technology: Improving individual and organizational performance worldwide* (2nd ed.) (pp. 442-463). San Francisco, CA: Jossey-Bass/Pfeiffer.
- Villachica, S. W., & Stone, D. L. (1998). Rapid application development for performance technology: Five strategies to deliver better interventions in less time. In P. J. Dean and D. E. Ripley (Eds.), *Performance*

improvement interventions: Performance technologies in the workplace (pp. 343-399). Washington, DC: International Society for Performance Improvement.

Villachica, S. W., & Stone, D. L. (1998). CORNERSTONE: A case study of a large-scale performance support system. In P. J. Dean and D. E. Ripley (Eds.), *Performance improvement interventions: Performance technologies in the workplace* (pp. 437-460). Washington, DC: International Society for Performance Improvement.

Endicott, J., Stone, D. L., & Villachica, S. W. (1998). Combining training with performance support to improve customer service. In T. J. Esque & P. A. Patterson (Eds.), *Case studies in performance improvement* (Vol. 1, pp. 91-105). Amherst, MA: HRD Press.

Articles

Peer Reviewed

Huglin, L., Chegash, A., Stanton, L., Villachica, S. W., Marker, A., & Plumlee, D. (under preparation). *But what's happening on the job? An investigation of "freshouts" performance in the engineering workplace.*

Villachica, S. W., Stepich, D. A., & Anson, R. (under preparation). *Stop wa\$ting IT training budgets.*

Villachica, S. W., & Stepich, D. A. (2010). Surviving troubled times: Five best practices for training professionals. *Performance Improvement Quarterly*, 23(2), 93-115. doi: 10.1002/piq.20083

Villachica, S., Marker, A. & Taylor, K. (2010). But what do they really expect? Employer perceptions of entry-level ID skills. *Performance Improvement Quarterly*, 22(4), pp.33-51. doi: 10.1002/piq.20067

Edited

Marker, A., Villachica, S. W., Allen, D., & Stanton, L. (manuscript under review at *Performance Improvement*). *An updated framework for human performance improvement in the workplace: The spiral HPI framework.*

Villachica, S. W., Stepich, D. A., & Rist, S. (2011). Surviving troubled times: Five (abridged) best practices for training professionals. *Performance Improvement*, 50(3), 9-17. doi: 10.1002/pfi.20201

Duman, B. D., Chyung, S. Y., Villachica, S. W., & Winiecki, D. (2011). Root causes of errant ordered radiology exams: Results of a needs assessment. *Performance Improvement*, 50(1), 17-24. doi: 10.1002/pfi.20192

Olszewski, J., Grossmann, J., Villachica, S., & Stone, D. (2004, November). QIS, a field-based e-evaluation tool: Marketing strategies and tactics that are making the grade, *PharmaVoice*, 4(11), 32-35.

Villachica, S.W., Stone, D. L. & Endicott, J. (2004). Project alignment: Ensuring successful development and implementation from Day One. *Performance Improvement*, 43(10), 9-15. 10.1002/pfi.4140431005

Stone, D. L., & Villachica, S. W. (2004). Lessons learned from Victoria's Secret: Ensuring the "pull" for performance-based e-learning. *Performance Improvement*, 43(8), 5-7. doi: 10.1002/pfi.4140430804

Stone, D. L., & Villachica, S. W. (2004, February 5). What comprises an EPSS? A "big tent" view of learning and job support. *ASTD TechKnowledge® Storytellers* (4). Available at: <http://www1.astd.org/TK04/pdf/EPSS.pdf>

Stone, D. L., & Villachica, S. W. (2004, January 8). Why EPSS? It's all about return on investment (ROI). *ASTD TechKnowledge® Storytellers* (2). Available at: http://www1.astd.org/TK04/pdf/Why_EPSS.pdf

Olszewski, J., Endicott, J., Villachica, S. & Stone, D. (2003). *Prototyping for e-learning that works! SPBT Focus* (13), 2, 63-67.

- Stone, D. L., & Villachica, S. W. (2003). And then a miracle occurs! Ensuring the successful implementation of enterprisewide EPSS and e-learning from day one. *Performance Improvement*, 42(3), 42-51. doi: 10.1002/pfi.4930420308
- Villachica, S. W. (2002, February). Picturing expertise in HPT. *Performance Xpress*, retrieved from <http://performancexpress.org/0202/>
- Stone, D. L., & Villachica, S. W. (1997). Performance support for knowledge workers. *Performance Improvement*, 36(3), 6-12. doi: 10.1002/pfi.4140360304
- Villachica, S. (1996). Program reduces training and improves performance. *Multimedia Training Newsletter*, 3(8), 4.
- Villachica, S. W., Lamos, J. P., & Stone, D. L. (1991). Linking CBT with job performance. *CBT Directions*, 4, 14-19.
- Lamos, J. P., Villachica, S. W., & Stone, D. L. (1991). Is your CBT worthwhile?" *CBT Directions*, 4, 16-21.
- McMorrow, S., & Villachica, S. (1986). Software review: Student Word Perfect word processing package. *Journal of Computer-Based Instruction*, 13(4), 140.

Conference Proceedings (Peer Reviewed)

- Villachica, S. W., Marker, A. W., Plumlee, D., Huglin, L., & Chegash, A. (2013, June). *The arrows in our backs: Lessons learned trying to change the engineering curriculum*. Paper presented at the American Society for Engineering Education, Atlanta, GA. Available at <https://sites.google.com/a/boisestate.edu/ieeci/e2r2p/project-deliverables>
- Plumlee, D., Villachica, S.W., Huglin, L., & Rist, S. (2012, June). *AC 2012-4083: Partnering to improve engineering learning and performance*. Paper presented at the American Society for Engineering Education, San Antonio, TX. Available at <https://sites.google.com/a/boisestate.edu/ieeci/e2r2p/project-deliverables>
- Villachica, S. W., Plumlee, D., Huglin, L., & Borresen, A. (2011, June). *AC 2011-1091: Engineering education research to practice (E²R2P)*. Proceedings of the 118th Annual Conference & Exposition of the American Society for Engineering Education, Vancouver, BC, Canada. Available at <https://sites.google.com/a/boisestate.edu/ieeci/e2r2p/project-deliverables>
- Stone, D. L., & Villachica, S. W. (1992, November). *Design basics for developing performance support technology*. In proceedings of the Association for Computer Training & Support's Computer Training and Support Conference (pp. 184-2 - 184-6). Orlando, FL.
- Stone, D. L., & Villachica, S. W. (1991, March). *Using a feasibility model to identify viable computer-based training (CBT) applications*. In The Selected Proceedings of the 29th Conference of the National Society for Performance and Instruction (pp. 252 - 261). Los Angeles, CA.

Technical Reports (Neither Edited nor Peer Reviewed)

- Villachica, S. W., Marker, A., & Taylor, K. (2009, January 29). *Summary results of an entry-level instructional designer skills survey* (unpublished report).
- The Human Performance Technology Research Group (2002, January 3). *HPT Cognitive Analysis: A Final Report to the ISPI Board* (unpublished report).

PRESENTATIONS

Invited

- Villachica, S. W. (2013, April). *When performance is fuzzy: The critical incident technique*. Invited research-to-practice session presented at the Annual Conference of the International Society for Performance Improvement. Reno, NV. Available at <https://sites.google.com/a/boisestate.edu/ieeci/e2r2p/project-deliverables>
- Villachica, S. W., Plumlee, D., Huglin, L., Chegash, A., & Marker, A. (2013, February). *But what's happening on the job? An investigation of "freshouts" performance in the engineering workplace*. Invited presentation delivered to the Idaho Society of Professional Engineers. Boise, ID. Available at <https://sites.google.com/a/boisestate.edu/ieeci/e2r2p/project-deliverables>
- Villachica, S. W., & Stepich, D. A. (2011, April). *Surviving troubled times: Five strategies for training professionals*. Invited mini-workshop presented at the Annual Conference of the International Society for Performance Improvement. Orlando, FL.
- Villachica, S. W., & Stepich, D. A. (2010, September). *Writing objectives to improve on-the-job performance*. Invited webinar presented at the eLearning Guild's Online Forum.
- Stone, D. L., & Villachica, S. W. (2010, January). *Capturing and leveraging expert decision making and problem solving*. Invited webinar presented at the Armed Forces Chapter of the International Society for Performance Improvement.
- Stone, D. L., & Villachica, S. W. (2008, September). *10 ways to better blended learning for knowledge workers*. Invited webinar presented at the Armed Forces Chapter of the International Society for Performance Improvement.
- Stone, D. L., & Villachica, S. W. (2007, June). *10 ways to better blended learning for knowledge workers*. Invited paper presented at the Annual International Conference and Exhibition of the American Society for Training and Development. Atlanta, GA.
- Villachica, S. W. (2006, May). *Maximizing response rates to web-based surveys: Practical strategies from the field*. Invited paper presented at the Bagel Barrel of the Annual Conference of the International Society for Performance Improvement. San Francisco, CA.
- Stone, D. L., & Villachica, S. W. (2006, November). *10 ways to better blended learning for knowledge workers*. Invited paper presented at the Front Range Chapter of the International Society for Performance Improvement. Denver, CO.
- Stone, D. L., & Villachica, S. W. (2006, February). *Dancing in the minefield: Managing project risks*. Invited paper presented to the monthly meeting of the Front Range Chapter of the International Society for Performance Improvement. Denver, CO.
- Villachica, S. W. (2004, May). *Beyond toy web sites and e-learning courses: Design strategies for integrating a marketing presence, on-line services, e-learning, and operational support*. Invited paper presented at the University of Northern Colorado's Educational Technology Department's ID Tea. Greeley, CO.
- Villachica, S. W. & Lohr, L. (2002, March). *Picturing expertise: Results of a cognitive study of HPT*. Invited paper presented at the Front Range Chapter of the International Society for Performance and Instruction. Denver, CO.
- Stone, D. L. & Villachica, S. W. (2001, September). *Beyond toy web sites: PSS design strategies for integrating a marketing presence, on-line services, e-learning, and operational support*. Invited paper presented at the Silicon Valley Chapter of the International Society for Performance Improvement. Mountain View, CA.

- Stone, D. L. & Villachica, S. W. (2001, April). *Show me the money: Really doing web-based ROI evaluation for sales training: How AT&T really did it*. Invited paper presented at the annual conference of the International Society for Performance and Instruction. San Francisco, CA.
- Villachica, S. W. (2001, March). *Technology, learning, or performance: Where is our focus? What label do we use?* Invited paper presented at the Educational Technology Association at the University of Northern Colorado. Greeley, CO.
- Stone, D. L., & Villachica, S. W. (2000, November). *Multimedia production at DLS Group: Technology improving performance*. Invited paper presented to the multimedia production class of the University of Colorado at Denver. Denver, CO.
- Villachica, S. W. (2000, September). *Making it real: Case-based multimedia compliance training for sales managers*. Invited paper presented at the Educational Technology Association at the University of Northern Colorado. Greeley, CO.
- Villachica, S. W. (2000, June). *Making it real: Case-based multimedia compliance training for sales managers*. Invited paper presented at the International Master's Showcase: State of the Art Corporate Training Workshop of the 2000 Annual Conference of the Association for the Advancement of Computing in Education, Montreal, Canada.
- Villachica, S. W., Stone, D. L., Clark, R. C., & Foshay, W. R. (1999, October). *Cognitive task analysis for HPTers: A panel discussion*. Invited paper presented at the Front Range Chapter of the International Society for Performance and Instruction. Denver, CO.
- Villachica, S. W. (1998, October). *Using technology to leverage performance: How to ensure you select the right interventions for the right reasons*. Invited paper presented at the Silicon Valley Chapter of the International Society for Performance and Instruction. Mountain View, CA.
- Villachica, S. W. (1998, February). *Using technology to leverage performance*. Invited workshop presented to the ET 680 Integration of Technology class at the University of Northern Colorado. Greeley, CO.
- Cole, J. R., & Villachica, S. (1997, November). *Designing EPSS shells: An integrated solution for online delivery systems*. Invited paper presented at the Front Range Chapter of the International Society for Performance and Instruction. Denver, CO.
- Villachica, S. W. (1997, February). *Using technology to leverage performance*. Invited paper presented at the Educational Technology Association of the University of Northern Colorado. Greeley, CO.
- Villachica, S. W., & Moore, A. (1996, July). *Training knowledge workers to solve problems: Real-world strategies based on research*. Invited paper presented at the Front Range Chapter of the International Society for Performance and Instruction. Denver, CO.
- Villachica, S. W. (1994, September). *But what's the bottom line: A performance-based approach for measuring training's impact on job performance*. Invited paper presented at the Montreal Chapter of the International Society for Performance and Instruction. Montreal, Canada.

Peer Reviewed

- Villachica, S. W., & Stepich, D. A. (2013, April). *Problem-based learning that transfers to the workplace*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Reno, NV.
- Stone, D. L., & Villachica, S. W. (2012, January). *Immersive learning simulations: Cutting through the hype*. Paper presented at the American Society for Training and Development's TechKnowledge Conference and Exposition, Las Vegas, NV.

- Stepich, D. A., & Villachica, S. W. (2011, November). *Using job-focused objectives to improve transfer to the workplace*. Paper presented at the Canadian Society for Training and Development Conference and Trade Show, Toronto, Canada.
- Stepich, D. A., & Villachica, S. W. (2011, October). *Using job-focused objectives to improve transfer to the workplace*. Paper presented at the ASTD Cascadia Regional Conference, Salem, OR.
- Stone, D. L., & Villachica, S. W. (2011, April). *Immersive learning simulations: Cutting through the hype*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Orlando, FL.
- Villachica, S. W., & Stepich, D. A. (2011, February). *Using job-focused objectives to increase transfer of eLearning*. Paper presented at the American Society for Training and Development's TechKnowledge Conference and Exposition, San Jose, CA.
- Villachica, S. W., & Stepich, D. (2010, April). *Using job-focused objectives to increase transfer of learning*. Paper presented at the Annual Conference of the International Society for Performance Improvement. San Francisco, CA.
- Stone, D. L., & Villachica, S. W. (2010, April). *Immersive learning simulation strategies for building expertise: A real-world example*. Paper presented at the Annual Conference of the International Society for Performance Improvement. San Francisco, CA.
- Stone, D. L., Blomberg, S., & Villachica, S. W. (2009, April). *Capturing and leveraging expert decision making and problem solving*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Orlando, FL.
- Stone, D. L., & Villachica, S. W. (2008, May). *10 ways to better blended learning for knowledge workers*. Paper presented at the Annual Conference of the International Society for Performance Improvement. New York, NY.
- Stone, D. L., Villachica, S. W., & Blomberg, S. (2008, May). *Using CTA to capture expert decision making and problem solving*. Paper presented at the Annual Conference of the International Society for Performance Improvement. New York, NY.
- Stone, D. L., & Villachica, S. W. (2008, February). *10 ways to better blended learning for knowledge workers*. Paper presented at the TechKnowledge conference of the American Society for Training and Development. San Antonio, TX.
- Stone, D. L., Villachica, S. W., & Blomberg, S. (2007, May). *Bottling expertise: Using cognitive task analysis to specify how experts make decisions and solve problems*. Paper presented at the Annual Conference of the International Society for Performance Improvement. San Francisco, CA.
- Stone, D. L., & Villachica, S. W. (2007, May). *10 ways to better blended learning for knowledge workers*. Paper presented at the Annual Conference of the International Society for Performance Improvement. San Francisco, CA.
- Stone, D. L., & Villachica, S. W. (2007, January). *Dancing in the eLearning minefield: Managing project risks*. Paper presented at the TechKnowledge conference of the American Society for Training and Development. Las Vegas, NV.
- Stone, D. L., & Villachica, S. W. (2006, May). *Seeing the organizational big picture: An action-oriented evaluation case study*. Paper presented at the Annual International Conference and Exhibition of the American Society for Training and Development. Dallas, TX.

- Stone, D. L., & Villachica, S. W. (2006, April). *Dancing in the minefield: Managing project risks*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Dallas, TX.
- Stone, D. L., & Villachica, S. W. (2006, April). *But what do decision-makers want to know? Selecting and scoping appropriate evaluation approaches*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Dallas, TX.
- Stone, D. L., & Villachica, S. W. (2006, February). *Lessons learned aligning projects: Cat-herding 101*. Paper presented at the TechKnowledge conference of the American Society for Training and Development. Denver, CO.
- Stone, D. L., & Villachica, S. W. (2006, February). *10 ways to better blended learning for knowledge workers*. Paper presented at the TechKnowledge conference of the American Society for Training and Development. Denver, CO.
- Stone, D. L., & Villachica, S. W. (2005, September). *Want reliable metrics for your organization? Use prototyping!* Paper presented at the International Society for Performance Improvement's Fall Instructional Systems Conference. Las Vegas, NV.
- Stone, D. L., & Villachica, S. W. (2005, September). *Other lessons from Victoria's Secret: Ensuring the "pull" in instructional systems*. Paper presented at the International Society for Performance Improvement's Fall Instructional Systems Conference. Las Vegas, NV.
- Stone, D. L., & Villachica, S. W. (2005, September). *Cat-herding 101: Keeping them aligned to ensure project success*. Paper presented at the International Society for Performance Improvement's Fall Management of Organizational Performance Conference. Las Vegas, NV.
- Stone, D. L., & Villachica, S. W. (2005, April). *Cat-herding 101: Keeping them aligned to ensure successful implementation*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Vancouver, British Columbia, Canada.
- Stone, D. L., & Villachica, S. W. (2005, January). *Cat-herding 101: Keeping them aligned to ensure successful implementation*. Paper presented at the American Society for Training and Development TechKnowledge Conference. Los Vegas, NV.
- Stone, D. L., & Villachica, S. W. (2004, October). *RAPRO: Employ a rapid ISD approach like the pros!* Paper presented at the International Society for Performance Improvement's Performance-Based ISD Conference. Chicago, IL.
- Stone, D. L., & Villachica, S. W. (2004, April). *Practical management templates and tools for strategic/tactical planning*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Tampa, FL.
- Stone, D. L., & Villachica, S. W. (2004, February). *Enterprise-wide EPSS: The what, when, why and how*. Paper presented at the American Society for Training and Development TechKnowledge Conference. Anaheim, CA.
- Stone, D. L., Villachica, S. W. (2004, February). *EPSS for impact: 15 confessions of a scarred veteran*. Paper presented at the American Society for Training and Development TechKnowledge Conference. Anaheim, CA.
- Stone, D. L., & Villachica, S. W. (2003, April). *Marketing and branding e-learning: A development approach to ensure buy-in and keep them pleading for more!* Paper presented at the Annual Conference of the International Society for Performance Improvement. Boston, MA.

- Murray, M., Stone, D. L., & Villachica, S. W. (2003, April). *E-mentoring tools: Online career action planning and performance development*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Boston, MA.
- Stone, D. L., & Villachica, S. W. (2003, February). *Web-based, automated evaluation for E-Learning: Accountability from level 1 to ROI*. Paper presented at the Annual Conference of the Society for Applied Learning Technology. Orlando, FL.
- Stone, D. L., & Villachica, S. W. (2003, January). *Automated web-based evaluation: Levels one to five and beyond*. Paper presented at the American Society for Training and Development TechKnowledge Conference. Orlando, FL.
- Stone, D. L., & Villachica, S. W. (2002, June). *Web-based, automated evaluation: Accountability from level 1 to ROI – and beyond*. Paper presented at the Annual Conference of the Association for the Advancement of Computing in Education (EdMedia). Denver, CO.
- Villachica, S. W. & Lohr, L. (2002, April). *Picturing expertise: Results of a cognitive study of HPT*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Dallas, TX.
- Stone, D. L. & Villachica, S. W. (2002, April). *Beyond the crystal ball: Prototyping strategies and tools for determining solid metrics, shrinking schedules and costs, and improving quality*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Dallas, TX.
- The HPT Research Group (2001, November). *A cognitive map of human performance technology: A study of domain expertise*. Paper presented at the Annual Conference of the Association for Educational Communication and Technology. Atlanta, GA.
- Villachica, S. W., Clark, R. C., Stone, D. L., & Foshay, W. R. (2001, April). *Cognitive perspectives for training complex skill sets: Teaching knowledge workers in the new millennium*. Paper presented at the annual conference of the International Society for Performance Improvement. San Francisco, CA.
- Stone, D. L., Villachica, S. W., & Stark, T. G. (2001, April). *A web-based, automated evaluation system: Accountability from Level 1 to ROI*. Paper presented at the Annual Conference of the International Society for Performance Improvement. San Francisco, CA.
- Villachica, S. W. (2000, October). *An investigation of the stability of Pathfinder-related measures*. Paper presented at the Annual Conference of the Association for Educational Communication and Technology. Denver, CO.
- Stone, D. L., & Villachica, S. W. (2000, September). *Supporting knowledge worker cognition: Three case studies*. Paper presented at the Online Learning Conference. Denver, CO.
- Stone, D. L., Villachica, S. W., Sims, R. M. (2000, April). *Making it real: Case-based multimedia compliance training for sales managers*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Cincinnati, OH.
- Stone, D. L., Villachica, S. W., Stark, T. G., & Silber, K. H. (2000, April). *Really doing web-based ROI evaluation for sales training: How AT&T actually did it*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Cincinnati, OH.
- Deatherage, T. N., Villachica, S. W., Cooney, J. B., McDevitt, T. M., & Gash H. (1999, June). *Two different models for American and Irish conceptions of listening*. Poster session presented at the 11th Annual Convention of the American Psychological Society. Denver CO.

- Stone, D. L., Moore, A. K., & Villachica, S. W. (1999, March). *Supporting knowledge worker cognition: Three PSS case studies*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Long Beach, CA.
- Stone, D. L., Moore, A. K., & Villachica, S. W. (1999, March). *Supporting knowledge worker cognition: Three PSS case studies*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Long Beach, CA.
- Villachica, S. W., Stone, D. L., Clark, R. C., & Foshay, W. R. (1999, March). *Cognitive task analysis for HPTers: A panel discussion*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Long Beach, CA.
- Villachica, S. W., & Alderman, F. L. (1998, March). *Building transfer from start to finish: Real-world strategies that produce results*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Chicago, IL.
- Stone, D. L., & Villachica, S. W. (1997, August). *Empowering knowledge workers via cognitive apprenticeships: Performance support systems in action*. Paper presented at the Annual Conference of the Society for Applied Learning Technology Interactive Multimedia. Arlington, VA.
- Stone, D. L., & Villachica, S. W. (1997, April). *Training knowledge workers to solve problems: Real-world strategies based on research*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Anaheim, CA.
- Villachica, S. W., & Moore, A. (1997, April). *Using technology to leverage performance*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Anaheim, CA.
- Villachica, S. W., & Moore, A. (1997, April). *You want it when? Five proven techniques to decrease development time, improve quality, and increase user satisfaction*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Anaheim, CA.
- Stone, D. L., & Villachica, S. W. (1996, April). *Training knowledge workers to solve problems: Real-world strategies based on research*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Dallas, TX.
- Villachica, S. W., & Moore, A. (1996, April). *Using technology to leverage performance*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Dallas, TX.
- Villachica, S. W., & Moore, A. (1996, April). *You want it when? Five proven techniques to decrease development time, improve quality, and increase user satisfaction*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Dallas, TX.
- Denzine, G., Villachica, S., Deatherage, T., Hill, A., McGill, K., Jackson, D., & Cooney, J. B. (1996, April). *Einstellung development and recovery: The role of working memory and susceptibility to interference*. Paper presented at the Annual Convention of the Rocky Mountain Psychological Association. Park City, UT.
- Caffarella, E., Cole, J., Chen, M., Jennings, M., Villachica, S. (1996, February). *The design, development, and recording of a multimedia CD-ROM: A case study*. Paper presented at the Annual Convention of the Association of Educational Communications and Technology. Indianapolis, IN.
- Stone, D. L., & Villachica, S. W. (1995, April). *PSS for knowledge workers*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Atlanta, GA.
- Villachica, S. W., & Moore, A. M. (1995, April). *Speed up development time*. Paper presented at the annual conference of the International Society for Performance and Instruction. Atlanta, GA.

- Villachica, S. W., & Moore, A. M. (1995, April). *Using technology to leverage performance: Seven things you can do to select the right intervention for the right reason*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Atlanta, GA.
- Villachica, S. W., & Moore, A. M. (1993, April). *But that isn't what I wanted: Applying rapid prototyping approaches to decrease development time and increase client satisfaction*. Paper presented at the Annual Conference of the National Society for Performance and Instruction. Chicago, IL.
- Stone, D. L., & Villachica, S. W. (1992, March). *Linking CBT with job performance*. Paper presented at Weingarten's 10th Annual Computer-Based Training Conference & Exposition. Orlando, FL.
- Lamos, J. P., Villachica, S. W., & Stone, D. L. (1991, April). *Measuring CBT effectiveness from start to finish*. Paper presented at Weingarten's 9th Annual Computer-Based Training Conference & Exposition. San Antonio, TX.
- Stone, D. L., & Villachica, S. W. (1991, March). *Using a feasibility model to identify viable computer-based training (CBT) applications*. Paper presented at the Annual Conference of the National Society for Performance and Instruction. Los Angeles, CA.
- Villachica, S. W. (1985, January). *The importance of word processing mastery in composition*. Paper presented at the annual meeting of the Western College Reading and Learning Association. Denver, CO.

Not Peer Reviewed

- Villachica, S. W., Huglin, L., Plumlee, D., Marker, A., & Chegash, A. (2013, February). *But what's happening on the job? An investigation of "fresh outs'" performance in the engineering workplace*. Paper presented at the Conference for Industry and Education Collaboration, Phoenix, AZ.
- Villachica, S. W., & Stepich, D. A. (2012, October). *Using job-focused objectives to improve transfer to the workplace*. Paper presented at the 9th Annual Utah Workplace Learning and Development Conference, West Valley, UT.
- Stepich, D. & Villachica, S. W. (2011, October). *Using job-focused objectives to improve transfer to the workplace*. Paper presented at the ASTD-Cascadia Regional Conference. Salem, OR.
- Villachica, S. W. (2011, September). *Problem solving in the workplace*. Paper presented at Boise State's PSYC 343 Cognitive Psychology course. Boise, ID.
- Villachica, S. W. (2010, April). *What do they expect? Employer perceptions of entry-level ID skills*. Paper presented at the Cracker Barrel Chat n' Chew of the Annual Conference of the International Society for Performance Improvement. San Francisco, CA.
- Villachica, S. W., & Stepich, D. (2010, March). *Writing objectives to improve on-the-job performance*. Paper presented at the Learning Solutions Conference of the eLearning Guild. Orlando, FL.
- Stone, D. L., & Villachica, S. W. (2007, February). *Strategic planning guide-on-the-side*. Paper presented at Training Magazine's Training 2007 Conference and Exposition, Orlando, FL.
- Stone, D. L., & Villachica, S. W. (2006, October). *Strategic planning guide-on-the-side*. Paper presented at Training Magazine's 2006 Training Solutions Conference and Exposition, Denver, CO.
- Villachica, S. W. (2006, April). *Maximizing response rates to web-based surveys: Practical strategies from the field*. Paper presented at the Bagel Barrel of the Annual Conference of the International Society for Performance Improvement. Dallas, TX.

- Stone, D. L., & Villachica, S. W. (2005, September). *Using low-cost e-evaluations to strategically and proactively drive change in turbulent times*. Paper presented at the Bagel Barrel of Fall Conference of the International Society for Performance Improvement. Las Vegas, NV.
- Villachica, S. W. (2005, April). *Snake oil or results? How you can improve, validate (or justify) your HPT practices: Using cognitive apprenticeships to improve decision making and problem solving*. Paper presented at the Annual Conference of the International Society for Performance Improvement. Vancouver, British Columbia, Canada.
- Stone, D. L., Villachica, S. W. (2004, October). *Want reliable metrics for your organization? Use prototyping!* Paper presented at the VNU Training Fall Conference and Expo. San Francisco, CA.
- Villachica, S. W. (2004, September). *Maximizing response rates to web-based surveys: Practical strategies from the field*. Paper presented at the International Society for Performance Improvement's Performance-Based ISD Conference. Chicago, IL.
- Villachica, S. W. (2004, April). *Maximizing response rates to web-based surveys: Practical strategies from the field*. Paper presented at the Bagel Barrel of Fall Conference of the International Society for Performance Improvement. Tampa, FL.
- Stone, D. L., Villachica, S. W. (2004, June). *Web-Based, automated web-based evaluation: Accountability from level one to ROI and beyond*. Paper presented at the annual Training Director's Forum. Phoenix, AZ.
- Stone, D. L., Villachica, S. W. (2004, June). *And then a miracle occurs! Ensuring successful EPSS implementation from Day One*. Paper presented at the annual Training Director's Forum. Phoenix, AZ.
- Stone, D. L., Villachica, S. W. (2003, September). *Avoiding techno-lust: How to determine enterprise-wide e-learning readiness*. Paper presented at the annual Online Learning Conference. Los Angeles, CA.
- Stone, D. L., Villachica, S. W. (2003, June). *Practical management templates and tools for strategic/tactical planning*. Paper presented at the annual Training Director's Forum. Phoenix, AZ.
- Stone, D. L., Villachica, S. W. (2003, February). *Web-based, automated evaluation for e-learning: Accountability from level 1 to ROI*. Presented at the 2003 VNU Training Conference. Atlanta, GA.
- Stone, D. L., Villachica, S. W. (2002, June). *Automated web-based evaluation: levels 1-5 - and beyond*. Paper presented at the annual Training Director's Forum. Las Vegas, NV.
- Stone, D. L. & Villachica, S. W. (2002, April). *e-Learning without falling into the e-lemming's abyss: Practical do's and don'ts for spearheading effective e-learning in your organization*. Paper presented at the Cracker Barrel of Fall Conference of the International Society for Performance Improvement. Dallas, TX.
- Stone, D. L. & Villachica, S. W. (2001, October). *Web-based, automated evaluation: Accountability from level 1 to ROI—and beyond*. Paper presented at the annual Online Learning Conference. Los Angeles, CA.
- Villachica, S. W. (1995, September). *How to create a conducive environment for PSS*. Paper presented at the Performance Support '95 Conference. Washington, D.C.
- Villachica, S. W. (1995, September). *Selecting the right intervention for the right reason*. Paper presented at SOFTBANK Institute's Interactive '95 Conference. Orlando, FL.
- Stone, D. L., & Villachica, S. W. (1995, May). *Using technology to leverage performance: NASD's multimedia solutions*. Paper presented at SOFTBANK Institute's Interactive '95 Conference. Anaheim, CA.
- Villachica, S. W. (1994, February). *What they need, when they need it: Integrating OJT and performance support*. Paper presented at the ASEE's CIEC Conference. San Antonio, TX.

Villachica, S. W. (1994, February). *But what's the bottom line: Measuring training's impact on job performance*. Paper presented at the ASEE's CIEC Conference. San Antonio, TX.

Stone, D. L., & Villachica, S. W. (1993, May). *Improving performance with performance support systems*. Paper presented at Ziff Institute's Interactive '93 Conference. Anaheim, CA.

Stone, D. L., & Villachica, S. W. (1993, May). *Improving performance with performance support systems*. Paper presented at Ziff Institute's Interactive '93 Conference. Anaheim, CA.

Stone, D. L., & Villachica, S. W. (1993, May). *Concepts & language overview for novice developers*. Paper presented at Ziff Institute's Interactive '93 Conference. Anaheim, CA.

Teaching Assignments

Semester & Year	Course Title	Location	Level	Credit Hours	# Students Enrolled	Credit Hours
Fall 2007	IPT 536 Foundations of IPT	Online	Graduate	4	10	40
	IPT 537 Instructional Design	On-Campus	Graduate	4	14	56
	IPT 595 Readings and Conference	On-Campus	Graduate	1	1	1
			Subtotals	9	25	93
Spring 2008	IPT 537 Instructional Design	Online	Graduate	4	14	56
	IPT 563 Job Aids and EPS	On-Campus	Graduate	3	7	21
			Subtotals	7	21	77
Fall 2008	IPT 536 Foundations of IPT	Online	Graduate	4	14	56
	IPT 537 Instructional Design	On-Campus	Graduate	4	13	52
			Subtotals	8	27	108
Spring 2009	IPT 536 Foundations of IPT	Online	Graduate	4	16	64
	IPT 563 Job Aids and EPS	On-Campus	Graduate	3	8	24
			Subtotals	7	24	88
Fall 2009	IPT 536 Foundations of IPT	Online	Graduate	4	13	52
	IPT 537 Instructional Design	On-Campus	Graduate	3	11	33
			Subtotals	7	24	85
Spring 2010	IPT 536 Foundations of IPT	Online	Graduate	4	15	60
	IPT 537 Instructional Design	Online	Graduate	4	12	48
			Subtotals	8	27	108
Fall 2010	IPT 536 Foundations of IPT	Online	Graduate	4	15	60
	IPT 537 Instructional Design	On-Campus	Graduate	4	7	28
	IPT 595 Readings and Conference (Cognitive Task Analysis)	Online	Graduate	1	4	4
			Subtotals	9	26	92
Spring 2011	IPT 536 Foundations of IPT	Online	Graduate	4	17	68
	IPT 547 Advanced Instructional Design	On-Campus	Graduate	3	8	24
	IPT 595 Readings and Conference (Mentoring Literature Review)	Online	Graduate	1	1	1

			Subtotals	8	26	93
Summer 2011	IPT 595 Readings and Conference (Social Networking and Performance Support)	Online	Graduate	2	1	2
			Subtotals	2	1	2
Fall 2011	IPT 537 Instructional Design	On-Campus	Graduate	4	7	28
	IPT 537 Instructional Design	Online	Graduate	4	20	80
	IPT 590 Practicum/Internship	Online	Graduate	1	1	1
			Subtotals	9	28	109
Spring 2012	IPT 537 Instructional Design	Online	Graduate	4	17	68
	IPT 547 Advanced Instructional Design	Online	Graduate	3	13	39
			Subtotals	7	30	107
Fall 2012	IPT 537 Instructional Design	Online	Graduate	4	14	56
	IPT 537 Instructional Design	Online	Graduate	4	9	36
			Subtotals	8	23	92
Spring 2013	IPT 537 Instructional Design	Online	Graduate	4	14	56
	IPT 547 Advanced Instructional Design	Online	Graduate	3	8	24
	IPT 596 Independent Study-- Research Writing: Engineering Education Research to Practice	Online	Graduate	1	2	2
			Subtotals	8	24	82

Service

PROFESSIONAL

Memberships in Professional Organizations

- 2008-present, member of the Armed Forces Chapter of the International Society for Performance Improvement (AFC ISPI).
- 2008 - 2009, member of the Human Resources Association of Treasure Valley Chapter of the Society for Human Resource Management (SHRM).
- 2007-2010, member of the Treasure Valley Chapter of the American Society for Training and Development (ASTD).
- 2005-2007, member of the Denver Metro E-Learning Developers (DMELD) group.
- 2003-2009, member of Cognitive Task Analysis Resource.
- 2000-2007, member American Evaluation Association (AEA).
- 2000-2006, member Association for the Advancement of Computing in Education (AACE).
- 2000-2003, member of the Society for Applied Learning Technology (SALT).
- 1999, 2002, 2005-present, member of the American Society for Training and Development (ASTD).

- 1997-2009, member American Educational Research Association (AERA).
- 1997–2006, member Rocky Mountain Psychological Association (RMPA).
- 1995-2011, member Association for Psychological Science (APS).
- 1995-present, member Association for Educational Communications and Technology (AECT).
- 1988-present, member of the International Society for Performance Improvement (Formerly NSPI).
- 1987-2008, member of the Front Range Chapter of the Society for Performance Improvement (FRC-ISPI). 1991-1992, President of Front Range Chapter (FRC). 1990-1991, FRC President-Elect. 1989-1990, FRC Vice-President of Technology.

Service Activities in Professional Organizations

- 2010-2012, member of the Program Advisory Committee (PAC) for the American Society for Training and Development's 2011 and 2012 TechKnowledge Conference and Exposition.
- 2009 (October), invited facilitator for ISPI Capella Virtual Chapter leading a discussion of chapter membership benefits.
- 2006-2007, Deputy Chair of ISPI Science and Research Community (SciCom).
- 2005-2006, Chair of ISPI Research Committee.
- 2005, member of the Research-to-Practice Friends Network of the American Society for Training and Development.
- 2004-2005, Deputy Chair of ISPI Research Committee.
- 2003-present, member of the ISPI Research Committee.
- 2003-2004, Chair of the Analysis of Needs, Problems, and Opportunities track for ISPI 2003 and 2004 annual conference.
- 2002, member of the nomination committee for ISPI Honorary Life Member Award.
- 2000-2004, Co-Principal Investigator of the HPT Research Group of the University of Northern Colorado's Educational Technology Department.
- 1999-2003, member Corporate Training Steering Committee of the University of Northern Colorado's Educational Technology Department.
- 1997, ISPI Cracker-barrel Committee Co-Chair.
- 1996, Member of ISPI Nominations Committee.
- 1993-1994, Regional Consultant for Four Corners District of ISPI.
- 1991-1992, member of ISPI Leadership Committee.
- 1990-1991, President, Front Range Chapter of ISPI.

Editorial

- Board of Permanent Reviewers, *IEEE Transactions on Professional Communication*, 2011 – present.
- Consulting Editor, Research Section, *Educational Technology Research and Development*, 2000 – present.
- Reviewer for Driscoll M. & Carliner S. (2005). *Advanced web-based training strategies: Unlocking instructionally sound online learning*. San Francisco, CA: John Wiley & Sons.
- Special Editor, special issue on electronic performance support systems, *Technical Communications*, 2002.

COMMUNITY

- 2011 – 2013, member of the Board of Directors for the Wildland Firefighting Institute.
- 2011-2013, member of the Cooperative Program for Operational Meteorology, Education and Training (COMET) Advisory Panel (affiliated with the University Corporation for Atmospheric Research).
- 2008 (October), invited presentation. *Making training real: Merrill's first principles meet Citi's detailed design document* to Citibank's Instructional Design Center of Excellence.
- 2007 to present, member of DLS Group, Inc.'s, Strategic Advisory Board.
- 2007 to 2008, Secretary of the advisory board that provides guidance to the Lockheed Martin Nighthawk team providing learning management services to the National Geospatial-Intelligence Agency (NGA).

UNIVERSITY

- March, 2012. Facilitated discussion for a meeting of Boise State's Faculty Interest Group (FIG) for new faculty.
- March, 2012. Panel discussant on writing in psychology for PSYCH 343.
- October, 2011 – present. Facilitated focus groups and provided students for prototyping and usability testing of enterprise software as part of Boise State's Roadmap initiative.
- September, 2011. Guest lecture, "Problem Solving in the Workplace" for PSYC 343.
- August, 2011 to present. E2R2P co-investigator working with the COEN dean, the advisory board, administration, faculty, students, alumni, and other stakeholders to increase the adoption of evidence-based instructional practices.
- August, 2010 to present. Member, COBE Problem-Solving Initiative to integrate authentic learning, assessment, and problem-based learning approaches throughout the COBE curriculum. Includes co-creation and co-delivery of two workshops:
 - *Enhancing student problem-solving skills* (2011, February).
 - *Real work and real problems: Enhancing student problem-solving skills* (2011, March).
- January, 2010, invited co-panelist *Keeping Your Scholarly Agenda Alive, Well, and Moving Forward* for Boise State's new faculty orientation program.
- January, 2010, participated in usability test of online faculty handbook.
- April, 2009, co-delivered invited workshop *Writing Objectives for Problem-Based Learning* for BSU's Center for Teaching and Learning.
- August 2008, delivered invited *Walk-Away Messages* for 1st-year faculty at the new faculty orientation.
- Fall 2007 to Spring 2010, member of the College of Engineering's Safety and Training Committee.