

# Howard K. Kalman, Ph.D.

## **Office**

Department of Strategic Communication  
Roy H. Park School of Communications  
Ithaca, NY 14850  
607.274.1951  
E-mail: hkalman@ithaca.edu

## **Education**

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- Ph.D. Instructional Systems Technology, Indiana University, Bloomington, IN, March 2001. Minor: Organizational Behavior.
- M.S. Instructional Systems Technology, Indiana University, Bloomington, IN 1986.
- B.S.C. Communication (Radio-Television), Ohio University, Athens, OH, 1980.
- A.A. Liberal Arts, Montgomery College, Rockville, MD, 1977.

## **Academic Appointments**

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- 2008 – Present Associate Professor, Communication Management and Design Program and Chair Graduate Program in Communications, Ithaca College, Ithaca, NY.
- 2002 – 2008 Assistant Professor, Communication Management and Design Program, Ithaca College, Ithaca, NY.
- 2000 – 2002 Assistant Professor, Instructional Technology Program, Wayne State University, Detroit, MI.
- 1999 – 2000 Instructor, Instructional Technology Program, Wayne State University, Detroit, MI.
- 1999 Associate Instructor, Instructional Systems Technology, Indiana University, Indianapolis Campus.
- 1998 Future Faculty Fellow, Instructional Systems Technology, Indiana University, Indianapolis Campus.
- 1998 Research Assistant, Indiana University, Bloomington, IN.

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| 1994 – 1997 | Associate Instructor, Indiana University, Bloomington, IN.   |
| 1984 – 1985 | Graduate Assistant, Division of Development and Special Projects,<br>Audio-Visual Center, Indiana University, Bloomington, IN. |

## **Related Professional Experience**

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| 1996 – 1997 | Instructional Design Contractor, Eli Lilly & Company, Indianapolis, IN.   |
| 1986 – 1993 | Instructional Analyst (Instructional Design/Developer), Chevron<br>Information Technology Company, San Ramon, CA. |
| 1980 – 1984 | District Audio-Visual Specialist, Aurora City School District, Aurora,<br>OH.                                     |

## **Teaching Experience**

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Ithaca College (2002 – Present)

*Undergraduate Courses*

- Introduction to Strategic Communication
- Systems Thinking & Design: Undisciplined, Out of Control
- Professional Applications of Technology
- Computer Applications in Organizations
- Presentation Media and Visual Design
- Performance Technology
- Strategic Planning Tools for Leading OCLD (Selected Topic)
- Management of Strategic Communication
- Internship
- Independent Study

*Graduate Courses*

- Designing Communication Strategies
- Learning Systems
- Creating Impact: Change Leadership in OCLD (Selected Topic)
- Managing Corporate Communication and Training
- Independent Study
- Seminar: Theory in Practice

*Continuing Education On-Line Seminar Courses*

- Needs Analysis and Performance Consulting
- Strategic Planning
- Change Management

Wayne State University (1999 – 2002) Graduate Courses

- Needs Analysis and Assessment
- Strategic Planning for Training and Organization Improvement
- Knowledge Management
- Project Management
- Performance Consulting

- Background Issues and Trends in Instructional Technology
- Terminal Master's Project (Advisor)

Indiana University, Indianapolis Campus (1998 – 1999) Graduate Courses

- Strategic Planning for the Training Function
- Task Analysis
- Project Management

Indiana University, Bloomington Campus (1994 – 1997) Undergraduate Course

- Microcomputers in Education

## **Academic Honors**

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Nominee, President's Excellence in Teaching Award, Wayne State University, 2002.

Future Faculty Teaching Fellowship, Indiana University, Indianapolis, IN, 1998.

## **Research**

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### **Dissertation**

*Use of a Strategic Planning Process to Reinvent Corporate Training: A Case Study in Developing Governance and Organizational Influence.* Dissertation Chair: Thomas M. Schwen.

### **Grants/Funded Research/Awards**

Provost's Release Time Award for research project on strategic planning and governance of the training function, for academic year 2004-2005.

Provost's Release Time Award for research project on needs assessment, for academic year 2003-2004.

Pendleton Faculty Instructional Development Grant, \$700, 2003 – 2004, for redesign of Professional Applications of Technology course to accommodate broad range of students' entry-level skills by individualizing instruction.

Co-Principal Investigator, Ergonomics Health and Safety Program, \$25,000 from UAW-Ford Motor Company, 1999 – 2000. Developed data collection instruments, conducted site observations, coordinated focus groups involving seven facilitators and 300 participants, analyzed data, prepared project report.

### **Publications (Refereed)**

- Kalman, H. K. (2008). Transforming the corporate training function through developing a training strategy and advisory board: A longitudinal case study. *Performance Improvement Quarterly*, 20(3-4), 75-95.
- Kalman, H. K., & Ellis, M. L. (2007). Improving undergraduate computer instruction: Experiments and strategies. *ACCE Journal [Association for the Advancement of Computing in Education Journal]*, 15(1), 23-38.
- Schwen, T. M., Kalman, H. K., & Evans, M. A. (2006). A framework for new scholarship in human performance technology. *Performance Improvement Quarterly*, 19(2), 5-26.
- Kalman, H. K. (2002). Process mapping: Tools, techniques, and critical success factors. *Performance Improvement Quarterly*, 15(4), 57-73.
- Schwen, T. M., Kalman, H. K., Hara, N., & Kisling, E. (1998). Potential knowledge management contributions to human performance technology research and practice. *Educational Technology Research and Development*, 46(4), 73-89.

### **Publications (Non-refereed)**

- Foshay, W. R., Moller, L., Schwen, T. M., Kalman, H. K., & Haney, D. S. (1999). Research in performance technology. In H. D. Stolovitch & E. J. Keeps (Eds.), *Handbook of human performance technology: Improving individual and organizational performance worldwide* (2nd ed., pp. 895-915). San Francisco: Jossey-Bass.
- Kalman, H. (1987). A job aid for designing job aids for frequently changing content. *Performance & Instruction*, 26(10), 8.

### **Textbooks**

- Morrison, G. R., Ross, S. M., Kalman, H. K., & Kemp, J. E. (2011). *Designing effective instruction* (6th ed.). Hoboken, NJ: John Wiley & Sons, Inc.
- Contributor to textbook: Morrison, G. R., Ross, S. M., & Kemp, J. E. (2007). *Designing effective instruction* (5th ed.). Hoboken, NJ: John Wiley & Sons, Inc.  
[Created a practical example which develops throughout the textbook with “think-aloud” commentary on the instructional design process. The example reinforces content presented in the respective chapter and provides insights into the designer’s decisions.]

### **Conference Proceedings**

- Kalman, H. K., & Ellis, M. L. (2004). Improving computer instruction: Experiments and strategies. *Proceedings of Selected Research Paper Presentations at the Annual Convention of the Association for Educational Communications and Technology*, Chicago, IL.

Schwen, T., Kalman, H., & Evans, M. (2001). More ISD attacks: What are the issues? *Proceedings of Selected Research Paper Presentations at the Annual Convention of the Association for Educational Communications and Technology*, Atlanta, GA.

Kalman, H. K., & Schwen, T. M. (2000). ISD under attack: Opportunities and threats for the 21st century—A structured dialogue. *Proceedings of Selected Research Paper Presentations at the Annual Convention of the Association for Educational Communications and Technology*, Denver, CO.

### **Conference Presentations (Refereed)**

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*Use of a Semester-Long Simulation in Undergraduate Instruction: A Case Study.* Association for Educational Communications and Technology, Anaheim, CA. (accepted for presentation October 2010)

*Framegames: How to transform deadly dry content.* International Society for Performance Improvement, Orlando, FL. (April, 2009). [Invited encore presentation: refereed. Encore selected based on 2008 attendee evaluations)

*A student perspective: Laptops in the college classroom.* Association for Educational Communications and Technology, Orlando, FL. (November 2008) with D. Charsky and M. Kish.

*Framegames: How to transform deadly dry content.* International Society for Performance Improvement, Dallas, TX. (April, 2008).

*Best practices for teaching the introductory instructional design course.* Association for Educational Communications and Technology, Anaheim, CA. (October, 2007).

*Systems thinking: Making sense out of organizational chaos.* International Society for Performance Improvement, Dallas, TX. (April, 2006).

*Undergraduate instruction in systems thinking and learning: A case study.* Association for Educational Communications and Technology, Orlando, FL. (October, 2005).

*Online & on-campus: Strategies for integrating emerging technology in conventional teaching environments.* Association for Educational Communications and Technology, Orlando, FL. (October, 2005) with M. L. Ellis and E. Hodge.

*Systems thinking concepts and principles: It's more than parts.* International Society for Performance Improvement, Vancouver, BC. (April, 2005).

*Improving computer instruction: Experiments and strategies.* Association for Educational Communications and Technology, Chicago, IL. (October, 2004) with M. L. Ellis.

*Needs analysis in action: Professional issues and ethical dilemmas.* Association for Educational Communications and Technology, Chicago, IL. (October, 2004) with M. L. Ellis and E. L. Kisling.

- Issues in developing an organizational training strategy: Alignment and governance.* Association for Educational Communications and Technology, Anaheim, CA. (October, 2003).
- Leading the training function: An introduction to strategic planning.* International Society for Performance Improvement, Boston, MA. (April, 2003).
- Knowledge management frameworks, theories, and models.* Association for Educational Communications and Technology, Dallas, TX. (November, 2002) with E. L. Kisling.
- Needs assessment methodology: Strategy for data collection and analysis.* International Society for Performance Improvement, Dallas, TX. (April 2002) with E. L. Kisling.
- Needs analysis tools and techniques: Filling the gap.* Association for Educational Communications and Technology, Atlanta, GA. (November, 2001).
- ISD under attack: Unlearning the classroom framework.* Association for Educational Communications and Technology, Atlanta, GA. (November, 2001) with T. M. Schwen.
- Developing corporate training strategy: A case study.* International Society for Performance Improvement, San Francisco, CA. (April, 2001).
- Process mapping: Tools, techniques, and critical success factors.* International Society for Performance Improvement, San Francisco, CA. (April, 2001).
- Matrix analysis: How to structure information for rapid learning.* International Society for Performance Improvement, San Francisco, CA. (April, 2001) with E. L. Kisling.
- ISD under attack: Opportunities and threats for the 21st century.* Association for Educational Communications and Technology, Denver, CO. (October, 2000) with T. M. Schwen.
- Developing an organizational training strategy: A case study.* Association for Educational Communications and Technology, Denver, CO. (October, 2000).
- Corporate training strategy: How to align with organizational goals.* International Society for Performance Improvement, Cincinnati, OH. (April, 2000).
- Filling the gap in needs analysis techniques.* International Society for Performance Improvement, Cincinnati, OH. (April, 2000).
- Potential of knowledge management in instructional technology.* Association for Educational Communications and Technology, Long Beach, CA. (February, 2000) with E. L. Kisling.
- Issues and problems in teaching front end analysis.* Association for Educational Communications and Technology, Long Beach, CA. (February, 2000) with E. L. Kisling.

*Process mapping success secrets.* International Society for Performance Improvement, Long Beach, CA. (March, 1999) with E. L. Kisling.

*Task analysis 101.* International Society for Performance Improvement, Long Beach, CA. (March, 1999) with E. L. Kisling.

*A knowledge management application: Using Nonaka's knowledge conversion theory for an HPT intervention.* International Society for Performance Improvement, Long Beach, CA. (March, 1999) with T. M. Schwen, N. Hara, & E. L. Kisling.

*Jumpstart: A unique educational system* (roundtable presentation). Association for Educational Communications and Technology, Indianapolis, IN. (February, 1996) with S. C. Randolph.

*How to enliven dead dry technical content: Bingo framgames for beginners.* North American Simulation and Gaming Association, St. Louis, MO. (October, 1995) with K. Seest.

*99 Seconds: Tips and techniques for game wardens.* Panel leader and coordinator, North American Simulation and Gaming Association, Bloomington, IN. (October, 1993).

*99 Seconds: Job aids.* Panel member, National Society for Performance and Instruction, Washington, D.C. (April, 1988).

*99 Seconds: Needs analysis.* Panel member, National Society for Performance and Instruction, San Antonio, TX. (April, 1987).

*99 Seconds: How to play checkers with one hundred close friends.* Panel member, North American Simulation and Gaming Association, Bloomington, IN. (1985).

## **Invited Presentations (National and International)**

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*Project management: Improving your effectiveness.* Southeastern Michigan Nursing Staff Development Organization, Southfield, MI. (January, 2003). [presentation/workshop. Participants received continuing education credit.]

*Future Faculty Fellowship Summer Institute.* [Panel Member]. Indiana University. (July, 2001).

*Corporate training strategy and governance.* Michigan Chapter meeting, International Society for Performance Improvement, Detroit, MI. (March, 2001).

*Instructional strategies.* University of Windsor, Canada. (June, 2001) with G. R. Morrison.

*Introduction to knowledge management.* Delivered via video teleconference for NOVA Southeastern University. (August 2000).

*Training manager competencies.* Committee meeting of the International Board of Standards for Training, Performance, and Instruction, Estes Park, CO. (June, 1999).

*Teaching on a small campus.* Preparing future faculty workshop presented at Indiana University, Bloomington, IN. (February, 1999) with C. Bolyard, S. Duttaray, & H. Tate.

*Framegames.* San Francisco Bay Area Chapter meeting, National Society for Performance and Instruction. (August, 1990) with B. Dunleavy, & J. Unruh.

### **Invited Classroom Presentations (Ithaca College)**

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*Strategic communication.* For Scott Hamula, Introduction to Strategic Communication (September 2009); For Amy Becker-George (February 2010)

*Instructional design for communications specialists.* For Mary Lou Kish, Introduction to Strategic Communication (March 2008, April 2007, November 2006)

*Instructional design.* For Mary Lou Kish & Marie Garland, How Organizations Communicate and Learn (March 2006, October 2005, March 2005, October, 2004).

*Introduction to knowledge management.* For Mary Lou Kish & Marie Garland, How Organizations Communicate and Learn (April, 2004).

*Performance improvement.* For Diane Gayeski, Management of Organizational Communication, Learning, and Design (March, 2004).

*Introduction to knowledge management.* For Mary Lou Kish, How Organizations Communicate and Learn (November, 2003).

*ISD, HPT, and OCLD.* For Mary Lou Kish, How Organizations Communicate and Learn (April, 2003).

*Introduction to knowledge management.* For Rama Hart, Digital Workplace (March, 2003).

### **Technical Reports and Instructional Products**

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Kalman, H. K. (2000). *Introductory ergonomics course: Course evaluation.* Final report prepared for UAW-Ford National Joint Committee on Health and Safety Training Program.

Brandenburg, D., Kalman, H., Richey, R. (2000). *Proposal for Institute for Learning and Performance Improvement,* College of Education, Wayne State University.

Kalman, H. K. (1996). *Governance and analysis* (SWOT and McKinsey 7-S Framework analysis). Analysis prepared for Eli Lilly & Company.

D'Ambrosio, W., Kalman, H., & Eley, J. (1996). *Supervisor's survival guide.* Prepared for Eli Lilly & Company.

- Kalman, H. K. (1994). *Instructional Systems Technology core program evaluation*. Final report prepared for Instructional Systems Technology Department, Indiana University.
- Instructional Systems Technology. (1994). *Learning to spin the web: Basic skills you need to create and use world wide web documents*. Bloomington, IN: Indiana University, School of Education, Instructional Systems Technology Department.
- Beckerman, J., Chadwick, L., Kalman, H., & Kasper, L. (1993). *Boehringer Mannheim Diagnostics: Telephone support specialist curriculum*. Final report prepared for Boehringer Mannheim Diagnostics.
- Kalman, H. K. (1991). *CPS on the road*. Instructional video program prepared for Chevron USA.
- Wilson, D., & Kalman, H. K. (1991). *CTD communication analyst training: Network overview*. Self-paced materials prepared for Chevron Information Technology Company.
- Merkin, A., & Kalman, H. K. (1991). *Understanding data communications*. Classroom course materials prepared for Chevron Information Technology Company.
- Kalman, H. K. (1990). *CA-7 made easy: How to submit and monitor jobs using CA-7*. On the job tutorial materials and job aids prepared for Chevron Information Technology Company.
- Kalman, H. K. (1989). *PROFS introduction*. Self-paced/classroom materials prepared for Chevron Information Technology Company.
- Kalman, H. K. (1989). *CTD communication analyst training: Workstations—terminals and printers*. Self-paced materials prepared for Chevron Information Technology Company.
- Emery, D., & Kalman, H. K. (1989). *CTD communication analyst training: Cables and connectivity*. Self-paced materials prepared for Chevron Information Technology Company.
- Kalman, H. K. (1988). *Exploring ELAN: How to use ELAN to monitor IMS*. On the job tutorial materials and job aids prepared for Chevron Information Technology Company.
- Kalman, H. K. (1987). *OPTS made easy: How to use the on-line project tracking and scheduling system*. Classroom course materials and job aids prepared for Chevron Information Technology Company.
- Kalman, H. K. (1985). *Skills needs of Indiana high school graduates entering the work force as perceived by prospective employers*. Needs analysis prepared for Indiana University School of Education.

## Service

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### Service to Ithaca College

Faculty Council, fall 2010 – present.  
Faculty Development Committee, fall 2004 – spring 2009. [Re-elected spring 2006]  
Faculty Council, 2003 – 2006.  
Center for Faculty Research and Development Proposal Review Committee, fall 2004.

### Service to the Roy H. Park School of Communications

Park School Steering Committee, fall 2009  
Development Grants Committee, fall 2009 - present  
Curriculum Committee, fall 2007 – spring 2008.  
Pendleton Grants Committee, fall 2005 – spring 2006.  
Technology Planning Committee, fall 2003 – spring 2004.  
Ad-Hoc Advising Committee, spring 2003 – spring 2004.

### Service to the Department of Strategic Communication

#### (formerly the Department of Organizational Communication, Learning, and Design)

Faculty Search Chair, spring 2008 [temporary 1yr. Corporate Communication & Change]  
Faculty Search Chair, fall 2007 – spring 2008. [Research & Media Planning]  
Faculty Search Chair, fall 2007 – spring 2008. [Corporate Communication, Technology, & Change]  
Member, Faculty Search Committee, spring 2007.  
Member, Faculty Search Committee, fall 2005 – spring 2006.  
Master's Research Thesis Committee for Adriana Sassano, fall 2005.  
Master's Research Thesis Committee for Johanna Hartnagel, 2004 – 2005.  
Student Statements group, 2004 – 2005.  
Undergraduate Computer Courses Subcommittee, 2002 – 2003.

### Service to Profession

- Consulting Editor (Reviewer), *Journal of Computing in Higher Education*, 2009 – present. Reviewed 1 manuscript.
- Consulting Editor (Reviewer), *Educational Technology Research and Development*, Research Section, 2000 – present. Reviewed 16 manuscripts.
- Consulting Editor (Reviewer), *Performance Improvement Quarterly*, 2006 – present. Reviewed 7 manuscripts.
- International Society for Performance Improvement Subcommittee on CPT (Certified Performance Technologist) and Academics, 2006 – 2007.
- Associate Guest Editor for Special Issue (2007), *Performance Improvement Quarterly*, 19(2).
- Conference Track Chair (invited), Instructional Systems Track, International Society for Performance Improvement, 2005 (for 2006 International Conference).

- Reviewer, Design and Development Division, Association for Educational Communications and Technology, 2005.
- Reviewer, Textbook proposal: *The Instructional Design Process: Analysis, Action, and Evaluation*. For Pearson Education/Prentice-Hall & Merrill, 2003.
- Member, Research to Practice Track Committee (Conference Proposal Reviewer), International Society for Performance Improvement, 2010.
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- Member, Partnering for Performance Track Committee (Conference Proposal Reviewer), International Society for Performance Improvement, 2003.
- Member, Instructional Interventions Track Committee, (Conference Proposal Reviewer), International Society for Performance Improvement, 2002.
- Elected member, Board of Design and Development Division of Association for Educational Communications and Technology, 2002.
- Member, Evaluation and Continuous Improvement Track Committee, (Conference Proposal Reviewer), International Society for Performance Improvement, 1999 – 2001.
- Volunteer Coordinator, North American Simulation and Gaming Association Conference, 1993.
- Vice-President Membership, National Society for Performance and Instruction, San Francisco Bay Area Chapter, 1988.
- Member, Audio-Visual Committee, National Society for Performance and Instruction, Annual Conference, 1986.

## **Professional Association Memberships**

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Association for Educational Communications and Technology (AECT)  
International Society for Performance Improvement (ISPI)

*Revised: 30 August 2010*