

Howard K. Kalman, Ph.D.

Office

Department of Strategic Communication
Roy H. Park School of Communications
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Education

- 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

- 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, 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 Information Technology Company, San Ramon, CA. |
| 1980 – 1984 | District Audio-Visual Specialist, Aurora City School District, Aurora, OH. |

Teaching Experience

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 Communication Management and Design
- Internship
- Independent Study

Graduate Courses

- Learning Systems
- Creating Impact: Change Leadership in OCLD (Selected Topic)
- Management of OCLD
- 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

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

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

Research

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.

Textbook

- 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)

A student perspective: Laptops in the college classroom. Association for Educational Communications and Technology, Orlando, FL. (Accepted for 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 deadly dry technical content: Bingo framegames 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)

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)

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

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

Service to Ithaca College

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

Service to the Roy H. Park School of Communications

- 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), *Educational Technology Research and Development*, Research Section, 2000 – present. Reviewed 16 manuscripts.
- Consulting Editor (Reviewer), *Performance Improvement Quarterly*, 2006 – present. Reviewed 3 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, 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

American Society for Training and Development (ASTD)
Association for Educational Communications and Technology (AECT)
International Society for Performance Improvement (ISPI)

Revised: 14 August 2008