

James B. Ellsworth, C.P.T., Ph.D.

Education, Innovation & National Security

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OVERVIEW

PROFILE

Dr. Jim Ellsworth led for 3 decades in the DoD intelligence & learning enterprises, retiring at the 1-star/SES level. He developed a strategy for performance-based credentialing of intelligence professionals, designed the counternarrative strategy against al-Qa'ida, created the evaluation system for Army Intelligence training, led writing of the GS-17xx Master Career Development Plan for CP 35 (Intelligence) & advised the Army's GO leadership in identifying the Army Warfighting Challenges.

BOTTOM LINE

"Our goal is to surround [professionals, throughout their careers] with a rich 'learning ecosystem' that brings curriculum, expert practitioner/ facilitators & other learners together for the interactions' [that] research shows are essential for human learning—whether face-to-face in a classroom, online in a synchronous or asynchronous discussion forum, or on mobile devices" (Ellsworth, J.B. 2016. *The Army Learning Model*).

The learning enterprise can't just be a collection of discrete schools, connected only tenuously—if at all—to practice or one another; it must erase the barriers between learning & doing. This is the vision I lead.

CAREER HIGHLIGHTS

2021: Author of strategic vision for G-2 & Army Learning Ecosystem.

2020: Principal author of Leader Development, Training & Education chapter of the TRADOC Post-COVID IPB.

2019: Expert Consultant (SES-level) to the Director & Deputy Director of OPM's Center for Leadership Development, on strategic vision & curriculum architecture for Federal Human Resources Institute (FHRI).

2016: Top-level advisor to transition of the Army Learning Model into execution; served on editorial board for the Army Learning Strategy.

2014: Member of General Officer Working Group identifying the new Army Warfighting Challenges (needs assessment) for HQ TRADOC.

2013: Led strategy development for a competency-based Intelligence credentialing system across government, industry & academic contexts.

2011: Worked with Project on National Security Reform (PNSR) on its whole-of-government National Security Professional system design.

2000: Architect & director of Naval War College Web-enabled Program.

1997: Designed & led Program Evaluation Strategy for U.S. Army Intelligence Center, which was ultimately adopted TRADOC-wide.

1995: Led Tiger Team integrating early Web into Army Intel training.

1993: Design Task Force expert, *Quantitative Skills for Trainers* course.

SUMMARY OF QUALIFICATIONS

An experienced Federal national security senior executive and change agent, with broad background in planning & leading in educational institutions with a strategic focus.

A renowned futurist, strategist, and creative thinker, with extensive networks inside and outside of government—including senior policymakers and national thought leaders.

Cleared for Positions of Public Trust; TOP SECRET with SCI access available upon PR.

CIVILIAN EDUCATION

Doctor of Philosophy in Instructional Design, Development, and Evaluation. Syracuse University, Syracuse New York. Degree awarded May 1998. GPA 3.64/4.0

Master of Arts *(magna cum laude)* in National Security and Strategic Studies. U.S. Naval War College, Newport, Rhode Island. Degree awarded June 2003. GPA 3.73/4.0

Master of Business Administration in Management Information Systems. Syracuse University, Syracuse New York. Degree awarded August 1988. GPA 3.49/4.0

Bachelor of Science *(summa cum laude)* in Marketing and Computer-Based Management Systems; minor in Technical Communications. Clarkson University, Potsdam, New York. Degree awarded May 1986. GPA 3.27/4.0

MILITARY EDUCATION

Senior Service College (MEL 1/JPME Phase I) graduate, with highest distinction, College of Naval Warfare, 2003 (class 6-03).

Military Intelligence Officer Advanced Course (Captain PME) graduate, with distinction, U.S. Army Intelligence Center, 1995 (class 95-05).

Civil Air Patrol Cadet Program (Pre-commissioning) graduate, U.S. Air Force Auxiliary, 1987 (General Carl A. Spaatz Award certificate #860).

REFERENCES

Theodore D. Martin, Lieutenant General, USA (Ret), Former Deputy Commanding General, TRADOC.

Richard E. Clark, Ed.D., Professor & Director, University of Southern California Center for Cognitive Technology.

Ellen D. Wagner, Ph.D., Founder & Managing Partner, North Coast EduVisory LLC (and creator of PAR Framework).

PROVEN CAPABILITIES

Professor of Practice in Organization, Information, and Learning Sciences, and Lead Faculty for Intelligence Programs, Global & National Security Policy Institute. University of New Mexico. Albuquerque, NM (2022 – present)

Teach courses in Leading the Training Organization, Assessment of & for Learning, Intelligence Analysis to Drive Decision & Policy, and Intelligence & National Security Ethics. Build external partnerships for educating, credentialing, and developing leaders & trainers of mission readiness systems that fuse recruiting, training, and HR analytics into a unified strategic instrument for the enterprise. Publish/present for national/international audiences on ethics, learning sciences & strategy, and evidence-based models for improving & measuring the performance of enterprise- and society-level systems.

Independent Researcher & Consultant. United States Army. Washington, DC 20310-0200 (2013 – present)

As a retired senior leader, serve in advisory & editorial roles on national strategic initiatives, like authoring a vision for the Army Learning Ecosystem, preparing the Leader Development, Training, and Education chapter for the Training & Doctrine Command (TRADOC) Post-COVID Needs Assessment, advising Integrated Research Project #10 (Strategic Direction) off the 2016-2017 Army Key Strategic Issues List (KSIL), advising development of the Army Learning Model & Strategy (ALM & ALS), serving on a General Officer Working Group for the Army Warfighting Challenges (AWfC), and leading efforts to understand & counter the strategic narratives of violent extremism. Publish/present for national/international audiences on ethics, learning sciences & strategy, and evidence-based models for improving & measuring the performance of enterprise- and society-level systems.

Professor & Director, Educational Methodology. United States Army War College. Carlisle Barracks, PA 17013-5234 (2015 – 2016)

Advise executive leadership on instructional systems design and application of the learning sciences to the mission of educating the future top-level national security leaders of the U.S. Department of Defense, other Federal agencies and America's allies worldwide, and identifying & closing readiness and performance gaps. Work with General Officer leadership of Army University system to transition the Army Learning Model into execution and craft the new Army Learning Strategy. Pioneer the application of educational methods & technologies as “weapon systems” to achieve operational objectives and disrupt & degrade violent extremist narratives.

Chief Performance Officer. U.S. Geospatial Intelligence Foundation. Herndon, VA 20171-4675. (2012 – 2013)

Lead creation of a performance-based credentialing system across sectors. Work with stakeholders to assemble a coalition-based strategy to minimize duplication/disruption & arrive at a consensus credentialing solution for a global, multicultural population. Apply enterprise level perspective & expertise in individual & organizational performance improvement to add measurable value.

Professor of Joint Military Operations/Professor of Online Education. United States Naval War College, Newport, Rhode Island 02841-1207. (2000 – 2012)

Design & lead award-winning online/blended programs. Recruit & manage online adjunct faculty. Work with JCS J5 on U.S. strategy for Countering Ideological Support for Terrorism (CIST). Teach electives on Critical Thinking for Strategic Leaders and the Future of Armed Conflict. Research, publish & teach on national security & change leadership at executive levels to military officers (O-4 through O-6) and interagency civilian leaders of equivalent grades (GS-13 through GS-15).

Chief, Evaluation Research and Development. Office of the Deputy Assistant Commandant, United States Army Intelligence Center, Fort Huachuca, Arizona 85613-6000. (1997 – 2000)

Design & oversee the Center's program evaluation strategy. Mentor subordinates and colleagues in research methods and use of automated analytical tools. With the Commanding General, design and publish a strategy for assessing customer satisfaction with graduate performance. Develop organizational performance measures for a Baldrige-inspired quality award. Advise senior leaders at local and Defense Department levels in forging innovative partnerships for learning with academic, corporate, and other government entities. Represent the institution in scholarly publications and conferences.

Chief, World Wide Web Office. Advanced Training Division, United States Army Intelligence Center, Fort Huachuca, Arizona 85613-6000. (1995 – 1997)

Train faculty and staff in the effective use of online and blended learning resources. Lead creation of the Center's website and its instructional content. Provide educational vision for the "Schoolhouse without Walls," reengineering the institution for the Information Age. Research, develop, and brief the Center's systemic change strategy for the Deputy Commanding General. Establish policy on instructional systems and technology, especially regarding distance/blended learning and the Internet.

Chief, Training Support. C/305th MI Battalion, 111th MI Brigade, United States Army Intelligence Center, Fort Huachuca, Arizona 85613-6000. (1994 – 1995)

Advise and represent the commander on the integration of instructional design, methods, and technology. Lead instructor and contractor efforts to develop and conduct training. Work with other organizations to ensure administrative and resource support. Provide authoritative advice on applications of technology to training, based on latest evidence-based practices in the discipline. Teach faculty development seminars on adult learning, instructional technology, and motivation.

Instructional Systems Advisor. SIGINT/EW Department, United States Army Intelligence School, Fort Devens, Massachusetts 01433-6000. (1992 – 1994)

Lead curriculum redesign efforts. Advise department leaders on training design, methods, and technology. Represent the organization at policy and academic conferences. Brief national subject-matter authorities. Review training materials for possible improvements. Design, conduct, and report on research studies for the school commander. Co-manage courseware production for the Morse Mission Trainer. Teach Advanced Morse classes to soldiers using this system. Conduct faculty development seminars on instructional technology and motivation.

Instructional Design Specialist. Directorate of Evaluation and Standardization, United States Army Intelligence School, Fort Devens, Massachusetts 01433-6000. (1991 – 1992)

Represent the Intelligence Center and School on the design task force for the Armywide *Quantitative Skills for Trainers* course. Implement mark-sense survey program for external course evaluation. Develop internal faculty evaluation forms and procedures for non-traditional modes of instruction (*e.g.,* Computer-Based Training, Small-Group Instruction, Field Training Exercise). Design, conduct, and report on a research study of the relationship between student performance in the *Morse Interceptor* course and pre-admission training by the unit at the barracks.

Education Specialist. Directorate of Training and Doctrine, United States Army Armor Center and School, Fort Knox, Kentucky 40121-5200. (1989 – 1991)

Teach faculty development seminars on instructional systems theory and technology. Publish monthly professional development newsletter for Armor trainers. Conduct job, task, and learning analysis. Review course curricula. Develop database system for tracking the crosswalk between Armor courses and tasks. Co-proponent for a computer-based system for publication of Armywide doctrinal and training literature. Develop and implement physical and electronic security measures to prevent computer virus infections within the School.

Graduate Assistant. Microcomputer Cluster Support, Syracuse University Computing and Network Services (CNS), Syracuse, New York 13244-1190. (1988 – 1989)

Develop, upgrade, and service LAN systems for the IBM PC (and later, Macintosh) running Novell NetWare® in computer labs university-wide. Develop and maintain educational applications under Novell. Assemble, maintain, and service PC hardware. Supervise CNS work-study students. Serve as liaison between the university computing staff and the faculty, staff, and administration of the School of Management. Assist these personnel in identifying applications for information technologies in their work. Responsible for electronic security for all CNS-maintained file servers. Author a user's guide to help new users get started using VM/CMS on the university's IBM 3090 mainframe.

Graduate Assistant. Syracuse University School of Management/Army Comptrollership Program, Syracuse, New York 13244-2130. (1986 – 1988)

Tutor and advise students in Management Information Systems courses. Prepare documentation for educational software used in courses. Grade exams and homework. Evaluate new hardware and software for acquisition by faculty. Assist faculty in research. Conduct seminars on new instructional hardware and software. Responsible for software configuration and electronic security for the Army Comptrollership Program microcomputer cluster. Perform hardware upgrades and maintenance on PCs and peripherals.

PROFESSIONAL ACTIVITY

Affiliations:

Inter-University Seminar on Armed Forces & Society, 2005 – present (Lifetime Fellow)
Association of the United States Army (AUSA), 2003 – present (Life Member)
American Educational Research Association (AERA), 1998 – present (Retired)
International Society for Performance Improvement (ISPI), 1998 – present (Life Member)
Military Intelligence Corps Association (MICA), 1994 – present (Charter Life Member)
Association for Educational Communications & Technology (AECT), 1992 – present (Life Member)

Leadership and Service:

Trustee Emeritus, Educational Communications & Technology Foundation, 2017 – present
Member, Defense Intelligence Training & Education Board (DITEB), 2012 – 2013
Member, Editorial Board, *Journal of Applied Instructional Design* (JAID), 2010 – present
Trustee, Educational Communications & Technology Foundation, 2007 – 2016
Secretary, Distance Learning Coordinating Committee (DLCC) of the Military Education Coordination Council (MECC), 2002 – 2013
Senior Intelligence Officer, Patriots Chapter, MICA, 2003 – 2012
President, Armed Forces Chapter, ISPI, 2001 – 2002
President, AECT Council on Systemic Change (CHANGE), 2001 – 2002

Leadership and Service (cont'd):
Member, Board of Directors, AECT, 2000 – 2002, 2005 – 2007
Research Grants Project Officer, U.S. Naval War College, 2000 – 2002
Delegate, Division Council, AECT National Assembly, 1997 – 1999
Member, Board of Directors, MICA, 1994 – 1998

Awards and Honors:
Who's Who in America, 2006 – present
Who's Who in American Education, 2008 – present
ECT Foundation Mentor Professional Development Grant, 1998
LTC Thomas Knowlton Award (Military Intelligence Regimental Honorary), 1995

Books, Monographs, and Chapters:
Ellsworth, J.B. (2021). Evolving a Mature G2 Learning Ecosystem: Setting a Vision of Resilience and Excellence. Fort Eustis, VA: U.S. Army Training and Doctrine Command.
Ellsworth, J.B., Iorizzo, L.J., and Remily, H.A. (2020). "Leader Development, Training, and Education Overview." In: *G-2 U.S. Army Training and Doctrine Command Post-COVID-19 Analysis of the 2020-2028 Operational Environment* (pp. 84-96). Fort Eustis, VA: U.S. Army Training and Doctrine Command.
Ellsworth, J.B. (2019). Participant Guide: Staffing Specialist Practicum. Washington, DC: Federal Human Resources Institute.
Moore, S.L., J.B. Ellsworth, and G.S. Watson (2017). FHRI Curriculum Development CONOPS. Charlottesville, VA : University of Virginia.
Ellsworth, J.B. (2015). Entries on Change Agency and Adopter Categories. In. J.M. Spector (Ed.), *The Encyclopedia of Educational Technology.* New York, NY: Sage.
Moore, S.L. and Ellsworth, J.B. (2013) Ethics of Educational Technology. In J.M. Spector *et al.* (Eds.), *Handbook of Research on Educational Communications and Technology* (pp. 113-127). New York: Springer.
Ellsworth, J.B. (2006). *SysAdmin: Toward Barnett's Stabilization and Reconstruction Force.* Arlington, VA: Association of the United States Army.
Ellsworth, J.B. (2002). A Survey of Educational Change Models. In M. A. Fitzgerald, M. Orey, and R. M. Branch (Eds.), *Educational Media and Technology Yearbook: Vol. 27* (pp. 84-86). Englewood, CO: Libraries Unlimited.
Ellsworth, J.B. and Iorizzo, L. J. (2000). Distance Training at the U.S. Army Intelligence Center: Surviving Implementation. In Z. Berge (Ed.), *Sustaining Distance Training* (pp. 31-47). San Francisco, CA: Jossey-Bass.
Ellsworth, J.B. (2000). *Surviving Change: A Survey of Educational Change Models.* Syracuse, NY: ERIC Clearinghouse on Information and Technology.

Selected Publications:
Ellsworth, J.B. (2020). *Expanding the G2 Virtual Presence to Model the Army Learning Ecosystem*. U.S. Army Training and Doctrine Command: Fort Eustis, VA.
Ellsworth, J.B. (2012). The Science of Certification: Developing Performance Standards for the GEOINT Community. *Trajectory, 1*(3), 17-19.

Selected Publications (cont'd):

Ellsworth, J.B., Harris, P.R., and Moore, S.L. (2011) The Purpose Project—Of School Reform, Covey & Sun Tzu: the Conversation Begins. *Tech Trends, 55*(5), 20-23.

Moore, S.L., Ellsworth, J.B., and Kaufman, R. (2011). Visions and Missions—Are They Useful? A Quick Assessment. *Performance Improvement, 50*(6), 15-24.

Moore, S.L., Ellsworth, J.B., and Kaufman, R. (2008). Objectives—Are They Useful? A Quick Assessment. *Performance Improvement, 47*(7), 41-47.

Ellsworth, J.B. (2007). Eyes on Target: Intelligence Support to an Effects-Based Approach. *Joint Force Quarterly, 46,* 27-31.

Ellsworth, J.B. (2006). Network-Centric Professional Development: Intelligence Associations in the Global Century. *American Intelligence Journal, 25*(Summer), 34-40.

Ellsworth, J.B. and Haldi, S. B. (2004). Civic Education and Use of Force. *Academic Exchange Quarterly, 8*(2), 72-76.

Ellsworth, J.B. (2001). Leveraging the Web for Learning in the U.S. Armed Forces. *MS&T: The International Defence Training Journal, 18*(5), 18-21.

Ellsworth, J.B. (2000). Training or Performance Improvement, *Military Review, 80*(6), 3-8.

Thomas, J.D. and Ellsworth, J.B. (1999). The Intelligence Center's Supervisor Survey Program. *Military Intelligence Professional Bulletin, 25*(2), 22-25.

Ellsworth, J.B. (1997). Technology and Change for the Information Age. *Technology Source,* 1997(October).

Ellsworth, J.B. (1997). Curricular Integration of the World Wide Web. *Tech Trends, 42*(2), 24–30. https://doi.org/10.1007/BF02771940

Ellsworth, J.B. (1995). Planning for Success: Considerations for Managing Dissemination of Training Technology. In M. R. Simonson and M. L. Anderson (Eds.), *Proceedings of Selected Research and Development Presentations at the 1995 National Convention of the AECT, Anaheim, CA: Vol 17* (pp. 136-146).

Ellsworth, J. B. (1989). *Education for the Twenty-First Century: A Philosophical Perspective.* (ERIC Document Reproduction Service No. ED439701).

Keynotes and Invitational Addresses:

Ellsworth, J.B. (2025, August). *Intelligence & Uncertainty from the Supply Side*. Presentation at the 2025 Fall Symposium of the Global & National Security Policy Institute, Albuquerque, NM.

Ellsworth, J.B. (2025, March). *NetCentric Professional Development Revisited*. Presentation at the 2025 National Intelligence University Intelligence Studies Symposium, Washington, DC.

Ellsworth, J.B. (2022, August). *Toward a Learning Ecosystem: Transforming Learning & Doing to Train as we Fight (for Real, this Time!)*. Presentation at the 2022 NATO Allied Command—Transformation Training Technology Conference, Norfolk, VA.

Ellsworth, J.B. (2016, September). *The Army Learning Model: "Prevail in the Competitive Learning Environment."* Presentation at the U.S. Army War College, Carlisle Barracks, PA.

Ellsworth, J.B. (2015, June). *Adaptive Faculty Development: Learning from Our Own Best Practices—at Carlisle and at CENTCOM*. Presentation at the U.S. Army War College, Carlisle Barracks, PA.

Keynotes and Invitational Addresses (cont'd):

Ellsworth, J.B. (2012, October). *National Certification and Accreditation Programs for the Intelligence Profession.* Presentation and panel discussion at the 2012 GEOINT Symposium, Orlando, FL.

Ellsworth, J.B. (2010, May). *Closing the Gap Between Education and Operations.* Presentation at the Second Annual Army Training & Education Development (ATED) Summit, Newport News, VA.

Ellsworth, J.B. (2007, April). *Wars of Unification: The Interagency Heads "Into the Gap."* Presentation at the 2007 Texas A&M/U.S. Army War College Interagency and SSTR Ops Symposium, College Station, TX.

Ellsworth, J.B. (2006, July). *Into the Gap: Technology, Education, and Globalization.* Presentation at the 2006 alumni reunion, Clarkson University, Potsdam, NY.

Ellsworth, J.B. (2006, February). *Leading Change: Technology and Culture.* Presentation at the U.S. Department of State, Washington, DC.

Ellsworth, J.B. (2003, June). *Transforming Defense Professional Education for the "New Jointness."* Presentation at the 2003 conference of the Office of the Chancellor for Education & Professional Development, Department of Defense, Washington, DC.

Ellsworth, J.B. (2003, June). *One Force: Joint Professional Military Education for the Rest of Us.* Presentation at the 2003 conference of the Office of the Chancellor for Education & Professional Development, Department of Defense, Washington, DC.

Ellsworth, J.B. (1999, October). *Managing Educational Change for the Information Age.* Presentation at the 1999 Conference of the Federal Degree-Granting Institutions, Monterey, CA.

Ellsworth, J.B. (1999, August). *Technology and Change for the Information Age,* Presentation at the South Orange County Community College District Faculty Flex/In-Service and Professional Development Program, Mission Viejo, CA.

Ellsworth, J. B. (1999, February). *Seizing the Future: Finding Careers for Students of the Global Classroom.* Presentation at the Arizona South Regional Training Center Conference, Fort Huachuca, AZ.

Ellsworth, J. B. (1999, January). *The Challenges of Technology: Learning Support in an Information Age.* Presentation at the Winter Institute for Learning Assistance Professionals, Tucson, AZ.

Selected Presentations:

Ellsworth, J.B., Moore, S.L., and Wagner, E.D. (2020, November). *The Decision Maker's '2': a Model for Professional Leadership as a Researcher.* Presentation at the 2020 Virtual Conference of the Association for Educational Communications and Technology.

Ellsworth, J.B. and Moore, S.L. (2020, November). *Situated Practicum Design for Workplace Learning and Credentialing.* Presentation at the 2020 Virtual Conference of the Association for Educational Communications and Technology.

Ellsworth, J.B. (2020, November). *Blended Learning, Blended Paradigms: An Innovative Design for Traditional Education of Islamic Ulema.* Presentation at the 2020 Virtual Conference of the Association for Educational Communications and Technology.

Selected Presentations (cont'd):

Ellsworth, J.B. (2003, March). *A Foot in Both Worlds: A Military Distance Educator Looks Ahead after a Term on the AECT Board.* Presentation at the 2003 conference of the Military Education Coordination Council's Distance Learning Coordinating Committee, U.S. Department of Defense, Carlisle Barracks, PA.

Ellsworth, J.B. (2001, August). *Assessment of Higher-Order Learning Outcomes Using Objectively-scored Test Items.* Presentation at the Annual Conference on Distance Teaching & Learning. Madison, WI: University of Wisconsin.

Ellsworth, J.B. (2000, July). *The Naval War College's Center of Excellence for Distance Learning.* Presentation at the 2000 Chief of Naval Education and Training (CNET) Distributed Learning Stakeholders' Meeting, Pensacola, FL.

Ellsworth, J.B. (1999, May). *From Training to Human Performance Improvement.* Presentation at the monthly Staff and Faculty Development Videoteleconference for the U.S. Army Training & Doctrine Command, Fort Huachuca, AZ.

Ellsworth, J.B. (1998, February). *Curricular Integration of the World Wide Web and Other Internet Resources.* Presentation at the 1998 National Convention of the Association for Educational Communications and Technology, Saint Louis, MO.

Ellsworth, J.B. (1997, February). *Advanced Distributed Simulations: Collaborative Distance Learning in Authentic Environments.* Presentation at the 1997 Conference of the Association for Educational Communications and Technology, Albuquerque, NM.

Ellsworth, J.B. (1996, February). *If it Was Just Technology, it Wouldn't be Systemic Change.* Presentation at the 1996 Conference of the Association for Educational Communications and Technology, Indianapolis, IN.

Ellsworth, J.B. (1996, February). *Building the Schoolhouse Without Walls: Unlocking the Potential of the World Wide Web.* Presentation at the 1996 Conference of the Association for Educational Communications and Technology, Indianapolis, IN.

Ellsworth, J.B. (1995). *Planning for Success: Considerations for Managing Dissemination of Training Technology.* Research Paper Session at the 1995 Conference of the Association for Educational Communications and Technology, Anaheim, CA.

Reviews:

Ellsworth, J. B. (2000). Review of the CHANGE Council Keynote Address at the 2000 AECT Conference. *Tech Trends, 44*(3), 28-30.

Ellsworth, J. B. (1998). Review of the CHANGE Division Keynote Address at the 1998 AECT Conference. *Tech Trends, 43*(3), 50-51.

Ellsworth, J. B. (1997). Review of the book *Diffusion of Innovations* (4th ed.). *Educational Technology Research and Development, 45*(4), 91-95.

Ellsworth, J. B. (1996). Review of the CHANGE Division Keynote Address at the 1996 AECT Conference. *Tech Trends, 41*(3), 6-8.

Miscellaneous:

Mentor and Dissertation Committee Member/Chair for Selected Students Pursuing the Ph.D. in Educational Technology/Instructional Systems at Various Universities, 2001 – present.