

VITA

Mark Adkins, PhD

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AKCollaborations
Managing Partner
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RESEARCH SPECIALTY: Investigating Computer-Mediated Communication and human interaction with information systems.

TEACHING INTERESTS: Computer-Mediated Communication, Small Group Interaction, and Organizational Communication.

EDUCATIONAL BACKGROUND

Ph.D. (2000) UNIVERSITY OF ARIZONA
Major: Communication
Minor: Management Information Systems

M.A. (1989) UNIVERSITY OF HARTFORD
Major: Organizational Communication

B.A. (1986) UNIVERSITY OF HARTFORD
Major: Communication
Minor: Mechanical Engineering

EMPLOYMENT

2007-present **AKCollaborations - Managing Partner**
Dr. Adkins directs consulting in facilitation, Network Centric Operations, and collaboration technologies. He is a Master GroupSystems [TeamFocus] facilitator and has facilitated hundreds of significant events for senior executives and general officers with outstanding results

2007 **IBM Corporation - Senior Managing Consultant**
Dr. Adkins is responsible for business development in the Innovation and Emerging Solutions service area of the Supply Chain Management, Public Sector, Global Business Services. Dr. Adkins Operational Integrator for the Defense Information Systems Agency Net-Centric Enterprise Services program to provide enterprise services in support of the Global Information Grid. Mark was NCES Collaboration Project lead for out reach and support to

the Combatant Commands (COCOMs). His primary responsibilities for the project was to reach out to the COCOMs and understand how the COCOMs employ collaboration, to provide detailed information on NCES Collaboration (Lotus Sametime 7.5), to understand challenges the COCOMs are having adopting the NCES e-Collab service, assist with the development of near-real-time communities of interest (COI) and to offer IBM training and technical support for a future visit. Network Enabled Capability Assessor for NATO Response Force June 2007. Dr. Adkins was competitively selected by the Network Centric Operations Industry Consortium (NCOIC) to support the Headquarters Supreme Allied Commander Transformation (HQ SACT) request to the Command and Control Centre of Excellence (C2 COE) in the Netherlands to conduct a NATO Network Enabled Capability (NNEC) Assessment of NATO Response Force 9. In support of IBM business development areas for integrated emergency management (IEM) and open source software applications (OSA) in education, government and healthcare. Dr. Adkins was a lead on an OSA study team and business development for IEM.

2006-2007

AKCollaborations - Managing Partner

Dr. Adkins directed consulting in facilitation, Network Centric Operations, and collaboration technologies. He was an early academic contributor to the Network Centric Operations (NCO) concept and instrumental in conducting research for the U.S. Department of Defense Office of Force Transformation (OFT). Dr. Adkins and his colleague completed one of the first case studies evaluating the impact of NCO during a war. He is a Master GroupSystems [TeamFocus] facilitator and has facilitated hundreds of significant events for senior executives and general officers with outstanding results

1999-2006

**Center for the Management of Information, University of Arizona
Director of Research**

Dr. Adkins led research projects in a multi-million dollar research center. Specific functions include: (1) leading research teams in writing proposals for external funding; (2) establishing relationships with contracting agencies to implement funding vehicles; (3) leading research teams to produce deliverables for funded projects; (4) providing support for the collaborative decision facilities on campus; (5) researching technical advances in collaborative technology.

1996-1999

**Center for the Management of Information, University of Arizona
Associate Director**

The associate director is responsible for the operation of a multi-million dollar research center. Specific functions include: (1) leading research teams in writing proposals for external funding; (2) establishing relationships with contracting agencies to implement funding vehicles; (3) oversight of

administrative and budgeting functions in the center; (4) leading research teams to produce deliverables for funded projects; (5) providing support for the collaborative decision facilities on campus; (6) giving direction to support staff; (7) researching technical advances in collaborative technology.

- 1995-1996 **Center for the Management of Information, University of Arizona.**
Senior Grant Coordinator
Develop support from government and industry sources to provide funding for research. Write and supervise the generation of grant proposals, monitor the progress of research contract proposals, and manage the implementation of contracts. Implement and oversee financial project management systems.
- 1989-2006 **Center for the Management of Information, University of Arizona**
GroupSystems® Facilitator
Make initial contact with groups interested in Group Support Systems. Set meeting dates, times, and coordinate meeting logistics. Pre-plan meeting to set a specific purpose and agenda for the meeting, determine appropriate software tools and interaction to achieve the goal(s) of the meeting. Facilitate the meeting, provide electronic and hard copy output from the meeting, and offer follow up analysis and consultation for the meeting results.
- 1993-1994 **Management Information Systems Department, University of Arizona -**
Research Associate on an National Science Foundation Grant
Coordinate and collaborate with the principle investigator on a three year investigation of the effects of status and information sharing in group support systems. Responsible for all aspects of research projects, including literature review, experiment design, data collection, confederate training, and data analysis and interpretation.
- 1989-1993 **Department of Communication, University of Arizona -**
Graduate Research and Teaching Associate
Generate syllabi for courses at the 400 through 100 level, select reading material, teach, supervise teaching assistants, design project guidelines, and create examination materials. Responsible for all aspects of research projects, including literature review, experiment design, data collection, confederate training, and data analysis and interpretation.
- 1989 **School of Communication, University of Hartford -**
Lecturer
Develop and teach a communication skills course which includes communication competence, and argumentation.
- 1987-1988 **School of Communication, University of Hartford -**
Graduate Assistant

Assist with research projects in interpersonal and organizational communication. Assisted with research methods course.

RESEARCH DUTIES:

- 1994-1995 Research Associate to Dr. Jay Nunamaker, Jr.
Group facilitator and collaborator on a externally funded multi-year research projects with government and private industry.
- 1993-1994 Research Associate to Dr. Suzanne Weisband.
Project coordinator and collaborator for a three year investigation of the effects of status and information sharing in group support systems. This project is funded by the National Science Foundation.
- 1992-1993 Research Associate to Dr. Sally Jackson.
Collaboration on all aspects of research projects, including literature review, experiment design, data collection, and data analysis and interpretation. Research projects included argumentation in computer-mediated groups.
- 1991-1992 Research Associate to Dr. David Buller.
Collaboration on data collection for a health campaign to target Hispanic women in 7 southwestern states. Specifically, using media information and census data to determine to target population.
- 1989-1991 Research Associate to Dr. Calvin Morrill.
Collaboration on all aspects of research projects, including literature review, experiment design, data collection, confederate training, and data analysis and interpretation. Research projects included the effects of powerful and powerless language style during computer-mediated group interaction, analysis of the strength of relational ties among group members in computer-mediated and face-to-face groups, perceptions of participation rates in a computer-mediated group interaction, and the effects of "structure" on group interaction. Assisted with grant submission to Social and Behavioral Science Research Institute.
- 1987-1988 Research assistant to Drs. Lynne Kelly and Robert L. Duran.
Responsibilities were to assist with research projects in interpersonal and organizational communication. Specifically, assist with data collection, coding, entry and analysis.

COURSES DIRECTED:

Course Director
1992

Organizational Communication
Developed curriculum for the course, selected reading material,

lectured, directed multiple sections and teaching assistants, designed research project guidelines, and created examination materials. The course is a requirement for all business majors, consists of two mass lectures (approximately 1000 students), 19 discussion sections, with the management of 7 to 10 teaching assistants.

Course Co-director
1990, 1991

Organizational Communication
Co-directed (discussed above).

Course Director
1991

Small Group Communication
Developed curriculum for the course, and directed multiple sections and teaching assistants. Compiled and edited course materials, developed standardized tests, created and implemented two group research projects. Included films, coding, and computer conferencing activities in the course.

COURSES TAUGHT:
1991

Theory of Small Group Communication
Taught independently, small group communication theory with an orientation toward computer-mediated group communication and group decision support systems.

1990-1992

Small Group Decision Making
Taught independently, practical and theoretical aspects of decision making, conflict management, and communication interaction in task-oriented groups.

1990, 1991, 1993

Small Group Communication
Introduction to small group communication with practice and exemplification of principles in small group discussion.

1989-1992

Organizational Communication
Analysis of interpersonal and small group communication practices in affecting goal achievement in business, governmental, and professional organizations.

1990

Public Speaking
Taught independently, a beginning course in the practice of public speaking, with an emphasis on organization, effective thinking, and delivery.

1987-1988

Fundamentals of Communication
Introductory course on the scope of communication studies.

1988-1989

Communication Skills
Fundamentals of competent communication, effective argumentation,

and public speaking. Taught independently.

SCHOLARSHIP

GRADUATE WORK:

- Doctoral Dissertation: Using group support systems for strategic planning with the United States Air Force: The effects of a facilitator using technology to structure verbal and electronic communication to increase quality output and improve group member satisfaction with the interaction process
- Doctoral Qualifying Exam: Linking Group Decision Making and Group Support Systems: The Ideal Model, Barriers and Implications
- Master's Thesis: Effects of Computer-mediated Communication on Interpersonal Perceptions

GRANT ACTIVITY:

- 2007 Citywide Incident Management System (CIMS) Training Program Curriculum Design and Development - **\$370,000** – 6-9 months – New York City Office of Emergency Management (with IBM, ITC & All Hands Consulting) - Pending
- 2006 Collaborative Knowledge Management for Net-Centric Systems - Small Business Innovation Research (SBIR) Program - **\$90,000** - 6-9 months - Office of Naval Research (with Dr. Kruse and Dr. Gavan Lintern, General Dynamics -Advanced Information Systems) - Not Funded
- 2006 Indexing Deception Video - **\$65,000** - 12 months - CITeR - Center for Identification Technology Research (with Drs. Adjero, Cukic, Burgoon, Nunamaker, & Schuckers) - Under Review
- 2006 Computer-aided Detection of Deception in an American Consulate. **\$200,000** - 1 year - Air Force Office of Scientific Research (Drs. Kruse, Burgoon & Meservy) - Not Funded
- 2006 Development and transition of an information system focused on a large scale collaborative environment steeped in 40 years of tradition. **\$390,798** - 1 year - Naval Sea Command (Dr. Kruse) - Not Funded
- 2006 Safeguarding the United States of America against adversaries at a Consulate. **\$500,000** - 2 years - United States Department of State (Drs. Burgoon, Nunamaker, & Kruse) - Not Funded

- 2006 Dynamic human-agent collaboration in a network-centric operation. Department of Defense Multidisciplinary Research Program of the University Research Initiative. Topic: 17. Reconfigurable Human-Agent Collaboration: Human Performance in Network-Centric Operations. **\$4.5 Million** - 4 years Office of Naval Research (University of Arizona, Carnegie Mellon University and University of Pittsburgh) - Not Funded - 4 years.
- 2006 Broad-spectrum culturally-based adversarial modeling. Department of Defense Multidisciplinary Research Program of the University Research Initiative. Topic: 16. Dynamic, Adaptive Techniques for Adversary Behavior Modeling - **\$4 Million**. Air Force Office of Scientific Research (Burgoon, Nunamaker, & Rowe) - Not Funded - 4 years
- 2005 Audio Intent Determination - **\$150,000** - U.S. Air Force Research Laboratory - Rome - (Burgoon, Nunamaker & Kruse) - Funded - 1 year
- 2005 Human agent collaborative environments - **\$395,000** - Knowledge Discovery and Dissemination Program (KDD) Human-Agent Collaboration (Burgoon, Nunamaker & Kruse) Not funded - 1 year.
- 2005 Collaborative Logging and Interaction - **\$100,000** - U.S. Pacific Command - (Dr. Kruse) Funded - 1 year
- 2005 Prototyping dynamic human-agent collaboration technologies in a network-centric operation. U.S. Department of Defense Multi-University Research Initiative - **\$4,000,000** - (Nunamaker, Burgoon, etc) - Not Funded
- 2005 BorderSafe Threat Vulnerability and Threat Assessment - **\$50,000** - Corporation for National Research Initiatives - (Dr. Kruse) - Funded - 1 year
- 2005 Network Centric Operations - Phase IV - **\$104,400** - Office of Force Transformation - (Dr. Kruse) - Funded - 1 year
- 2005 Network Centric Operations - Evidence based training - **\$50,000** - Evidence Based Research - (Dr. Kruse) - Funded - 1 year
- 2005 Detecting Deception in Textual Statements from Person of Interest Statements - **\$100,000** - Air Force Office of Scientific Research - (Drs Biros, Burgoon, Kruse & Nunamaker) - Funded - 1 year
- 2005 Improving and Augmenting Interview Deception Detection Accuracy with Automated Tools **\$500,000** - National Institute for Justice - (Rutgers & Texas) Not Funded
- 2005 Detecting socio-linguistic variation in deception: Parameterizing with culturally specific behavioral norms - **\$1,481,028.81** - Advanced Research and Development

Activity (ARDA) (Pacific Northwest National Laboratory) - Not Funded

- 2005 Automated Intent Determination (AutoID) Phase III Research. **\$750,000** - Department of Homeland Security (Drs. Burgoon, Nunamaker, Adkins, Metaxas & Kruse) Not Funded
- 2004 Detection of Suspicious Communications and Intent in Massive Data: A Behavioral, Psychological and Technical Approach **\$1,499,667** - Advanced Research and Development Activity (ARDA) - (Arizona & Dartmouth) - Not Funded
- 2004 Brain, Blobs, Behavior and the Signs and Symbols of VACE - Advanced Research and Development Activity (ARDA) - **\$500,000** (Lockheed Martin & Arizona) - Not Funded
- 2004 Homeland Security Center For Behavioral and Social Aspects of Terrorism And Counter-Terrorism **\$12,000,000** - Department of Homeland Security - Not Funded
- 2004 Evaluation of a community college's technical and organizational components of an information system to support distributed higher education. **\$30,000** - Pima Community College - (Drs. Adkins, Lee, Kruse & Genger & Associates) - Not funded
- 2004 Development and Refinement of StrikeCom for use in Instruction at the United States Marine Corps' Expeditionary Warfare School - **\$106,000**- Department of Defense (Drs. Adkins & Kruse) - Funded 1 year
- 2004 Conceptual Framework for Network Centric Operations - Phase IIa **\$106,000** - Office of the Secretary of Defense Office for Force Transformation (Drs. Adkins & Kruse) - Funded 1 year.
- 2004 Deception & Intent Detection: Automated Behavioral Analysis to Protect U.S. Ports of Entry. **\$3,997,068** - 5 yrs - National Science Foundation - Information Technology Research - (Drs. Nunamaker, Burgoon, Corman, Guerrero, Walther, Adkins, & Kruse) - Not Funded
- 2004 Evaluate and Validate a Scoring Reference Sheet **\$100,000** - Department of Homeland Security (Drs. Burgoon, Nunamaker, Adkins,& Kruse)- Not Funded.
- 2004 Design and implement a pilot study using a Scoring Reference Sheet **\$100,000** - Department of Homeland Security (Drs. Burgoon, Nunamaker, Adkins,& Kruse)- Not Funded
- 2004 Design and develop a training program to use a Scoring Reference Sheet.**\$100,000** - Department of Homeland Security (Drs. Burgoon, Nunamaker, Adkins,& Kruse)- Not Funded
- 2004 Deception Detection Integrated Multimedia System (D-DIMS). **\$284,000** - Defense

- University Research Instrumentation Program (DURIP). (Drs. Burgoon, Nunamaker, Adkins & Kruse) - Funded
- 2004 Automated Intent Determination (AutoID) Phase II Research. **\$750,000** - Department of Homeland Security (Drs. Burgoon, Nunamaker, Adkins, Metaxas & Kruse) Funded 1 year
- 2003 Collaboration and tactical systems interoperability. **\$50,000** Navy Center for Tactical Systems Interoperability - National Science Foundation Industry / University Cooperative Research Center (Drs. Adkins & Kruse) Funded 1 year.
- 2003 Automated Intent Determination (AutoID): Extracting Meaning from Gestures and Body Movement. **\$500,000** - Department of Homeland Security - 08/31/03-08/31/04 (Drs. Burgoon, Nunamaker, Adkins, Metaxas & Kruse) - Funded
- 2003 Kinesic Imaging, Identification, Integration, and Interpretation (K4I): Extracting Meaning from Gestures and Body Movement **\$1,209,900** - Advanced Research and Development Activity - Video Analysis and Content Extraction - 09/01/03 - 08/31/05 (Drs. Burgoon, Nunamaker, Adkins, Metaxas & Kruse) - Not funded
- 2003 Processing Information from Human Originated Inputs with Intelligent Systems that Detect, Extract, and Retrieve Critical Information **\$7,115,955** - N66001-01-X-6042 - Fort Huachuca 08/31/03-09/01/06 (Drs. Burgoon, Nunamaker, Adkins & Kruse) - Awarded
- 2003 From Information Fusion to Concerted Action: Enabling Distributed Teams with Collaborative Technology **\$1,037,890** - Research and Advanced Concepts Office (RACO) - 10/1/03 - 9/30/06 (Drs. Burgoon, Nunamaker, Adkins & Kruse) - Not funded
- 2003 Design and Implementation Support to Develop an Embedded Facilitation System. **\$3,988,480** - National Science Foundation - (Drs. Nunamaker, Burgoon, Adkins & Kruse) 10/01/03 - 09/30/07 - Not Funded
- 2003 Deception Detection Integrated Multimedia System (D-DIMS). **\$284,000** - Defense University Research Instrumentation Program (DURIP). (Drs. Burgoon, Nunamaker, Adkins & Kruse) - Not funded
- 2003 Investigation of the Use of Collaboration Systems in Support of Network Centric Warfare **\$100,000** - Office of the Secretary of Defense - 04/15/03 - 04/16/04 (Drs. Kruse & Adkins) - Funded 1 year
- 2002 Group Facilitation - **\$35,000** - Department of Interior - 11/01/02 - 01/31/03 - (Dr. Adkins) - Funded

- 2002 Applied Research with Collaborative Software Engineering Methodology and the Department of Interior - **\$121,250** - Department of Interior - The Bureau of Indian Affairs - 06/30/02-06/30/03 - (Drs. Lee, Kruse, & Adkins) - Funded
- 2002 An Architecture for Understanding **\$765,000 3 yrs** - Office of Naval Research (Drs. Nunamaker, Adkins & Kruse)- Not Funded
- 2002 A Global Hierarchy of Peer-to-Peer Structured Web Service - **\$2.09 million 3 yrs** (Drs. Albrect, Kruse & Adkins) - Defense Advanced Projects Research Agency - Not Funded
- 2002 Terabyte Storage Requirements for Automated Deception Detection Research - **\$90,000** (Drs. Adkins, Burgoon, Nunamaker & Kruse) Funded 1 year
- 2002 Arizona Organ Donor Network: Using Collaborative Technology and Persuasive Messages to Increase Organ Donors - **\$300,000** (Drs. Burgoon, Alvaro, Adkins & Kruse) - Funded 1 year
- 2002 Computer-based drug prevention for young adolescents - **\$1.03 million 3 yrs** (Dr. Alvaro, Burgoon, Nunamaker, Crano, Adkins & Kruse) - Not Funded
- 2002 Emergency Management Information System Decision Support Study - **\$30,000 6 Months** Los Angeles County Office of Emergency Management - Not Funded
- 2002 Collaborative Technologies for Anti-Terrorism / Force Protection **\$200,000** (Dr. Kruse & Adkins) - Naval Criminal Investigative Service - Funded 1 year.
- 2002 Distributed collaboration concepts in the Department of Defense **\$75,000** - Space and Naval Warfare Systems Center - Funded 1 year.
- 2001 Detecting Deception in the Military Infosphere: Improving and Integrating Human Detection Capabilities with Automated Tools **\$3.99 million 4 years** (Drs. Burgoon & Nunamaker, Jr.) - University Research Initiative for Critical Infrastructure Protection (CIP) and High Confidence, Adaptable Software (SW) - Air Force Office of Scientific Research - Funded
- 2001 Information systems and human processes research to increase situation awareness in distributed environments **\$200,000** - Space and Naval Warfare Comand and CINC-21 Not Funded
- 2001 CommandNet Research and Incorporation into Advanced Warfare Environment (AWarE) for U.S. Army Space and Missile Defense Command Battle Lab (Drs. Adkins & Kruse) **\$50,000** - Not Funded
- 2001 Combining CommandNet and Collaboratus: A web based collaboration system for

- testing and evaluation **\$100,000** – Air Force Operational Testing & Evaluation Center (AFOTEC), Kirkland, AFB (Drs. Adkins, Kruse, Lee & Nunamaker) - Funded 1 year
- 2001 Distributed Intelligent Collaboration Management System for the U.S. Air Force **\$2,102,148** over 4 years - Air Force Research Laboratory (Drs. Nunamaker, Burgoon, Zhao, Adkins & Kruse) - Not funded
- 2001 Low Bandwidth Distributed Collaboration. **\$295,275** Defense Advanced Research Projects Agency (DARPA) - 1 year funding - Funded
- 2000 Collaborative Integration of U.S. Army Commander with a Joint Task Force. **\$290,000** - Defense Advanced Research Projects Agency (DARPA) -1 year funding -Not Funded.
- 2000 Supporting Collaboration in the U.S. Navy. **\$200,000** - SPAWAR Systems Center. 1 year funding - Funded
- 2000 Development of the WiKID and Netricity Scales for Collaboration Metrics in the U.S. Navy. **157,000** - Chief of Naval Operations (CNO N6) - 1 year funded - 3 year funding.
- 2000 Collaborative Facilities Design: **\$25,000** - Naval Surface Warfare Center, Carderock Division - Under review - 60 days of funding
- 2000 Globally Distributed Collaboration and Knowledge Management System for the Warfighter. BAA Number: N66001-98-X-6905-0041 Technical Area: Collaborative Technology. SPAWAR Systems Center. (With Dr. Jay F. Nunamaker, Jr.) - 5 year funding **\$9,782,843**
- 2000 Evaluation of CommandNet: The Warfighter's Collaborative Engine, Evaluation of Collaborative Environments in the US Navy. **\$420,000** - Defense Advanced Research Projects Agency (DARPA) - Funded 1 year and split with MITRE Corporation.
- 2000 Information Management: Research in Collaborative Processes in Support of Fleet Operations and Humanitarian Assistance, Disaster Relief, and Consequence Management **\$508,674** - Defense Advanced Research Projects Agency (DARPA) - Funded 1 year
- 1999 Collaborative Facilities Design: **\$50,000** - Naval Surface Warfare Center, Carderock Division - Funded 1 year
- 1999 Collaboration and Knowledge Management: **\$100,000** - Funded 1 year – Acquisition Center of Excellence (ACE), Navy Yard
- 1999 Collaboratus: Development of web based collaboration system for testing and

- evaluation **\$150,000** - Funded 1 year – Air Force Operational Testing & Evaluation Center (AFOTEC), Kirkland, AFB.
- 1999 Virtual Collaborative Work Space: Joint Medical Center shares space with the Civil Military Operations Center aboard the USS CORONADO **\$25,000** - Funded SPAWAR
- 1999 JAVA Group Writer Development of a Prototype: Collaborative Writing on the World Wide Web **\$100,000** – Funded 9 months – Defense Environmental Security Corporate Information Management (DESCIM)
- 1999 CommandNet: The War Fighter’s Collaborative engine **\$600,464** (With Drs. Jay F. Nunamaker, Robert O. Briggs, Mari Heltne) – Funded 1 year Defense Advanced Research Projects Agency (DARPA)
- 1998 Supporting Windows Group Writing and exploration of the development of a JAVA Group Writer Prototype, **\$100,000**, over six months. – Funded – Defense Environmental Security Corporate Information Management (DESCIM)
- 1997 National Science Foundation Industry/University Center for Cooperative Research Center, **\$350,000** over 5 years NSF
- 1997 Collaborative Planning in the United States Navy, **\$350,000** (With Drs. Jay F. Nunamaker, Jr., Robert O. Briggs, Daniel Mittleman) -- Defense Advanced Research Projects Agency (DARPA) Funded - 1 year
- 1997 Collaborative Writing Using Computer Software in Distributed Groups, **\$50,000** over a year (With Drs. Jay F. Nunamaker, Jr., Douglas Vogel, Douglas Dean, James Lee, & Melissa Glynn) – Funded – Defense Environmental Security Corporate Information Management (DESCIM)
- 1996 Distributed Communication Support for DoD Real-Time Operations Under Conditions of Work Overload. **\$4,800,000** over 3 years (Drs. Burgoon, Nunamaker, Meader, Glynn, Adkins) Multidisciplinary University Research Initiative (MURI) - Not funded
- 1996 Development and Use of Collaborative Writing Software and Document Management in Sametime/Sameplace Groups, **\$50,000** over a year (With Drs. Jay F. Nunamaker, Jr., Douglas Vogel, Douglas Dean, Richard Orwig, & Melissa Glynn) -- Funded – Defense Environmental Security Corporate Information Management (DESCIM)
- 1996 Assuring Quality Strategic Planning in the Air Force, **\$50,000** over a year (Drs. Adkins & Nunamaker) -- Funded Armstrong Laboratory United States Air Force
- 1996 Depot Operations Modeling Environment in the United States Air Force, **\$4.025**

million over 3.5 years (With Drs. Jay F. Nunamaker, Jr. Douglas Vogel, James Lee, Melissa Glynn, Bernard Zeigler, & Ram Nidumolu) -- Funded Air Force Research Laboratory

- 1995 Using Computer-supported Collaboration Technologies To Assist Student Developed Anti-tobacco Use Campaigns In Arizona Schools. **\$883,786** (With Drs. Jay F. Nunamaker, Jr. & Michael Burgoon -- Not Funded)
- 1994 Graduate and Professional Student Travel Grant, University of Arizona. **\$500** University of Arizona - Funded 2 months
- 1994 Graduate College Student Grant, University of Arizona. **\$1200** -- University of Arizona - Funded 1 year
- 1991 Computer-Mediated Group Decision Making. Social and Behavioral Science Research Institute, University of Arizona, **\$2100** over a year (With Dr. Calvin Morrill and Dale E. Brashers) -- University of Arizona - Funded 1 year
- 1989 Language Styles in a Computer-Mediated Environment. Sigma Xi Fraternal Organization. **\$1000** - Not Funded

PUBLICATIONS: (15)

- Burgoon, J.K., George, J.F., Carlson, J.R., Blair, J.P. and Adkins, M. (In press) "Deception and trust in online communication." In J. F. Nunamaker, Jr. & R. O. Briggs (Eds.), Advances in Management Information Systems Collaboration Technology Research: Current Topics and Issues, M.E. Sharpe Inc.
- Burgoon, J.K., Twitchell, D. P., Jensen, M. L., Adkins, M., Kruse, J., Deokar, A., Lu, S., Metaxas, D., Nunamaker, J. F., Jr, & Younger, R. E. (In Press). Detecting concealment of intent in transportation screening: a proof-of-concept. IEEE Transactions on Intelligent Transportation Systems.
- Burgoon, J. K., Nunamaker, J. F., Jr., George, J. F., Adkins, M., Kruse, J., & Biros, D. (2007). Detecting deception in the military infosphere: Improving and integrating detection capabilities with automated tools. In C. Wang et al., (Eds.), Information Security Research: New Methods for Protecting against Cyber Threats (pp. 606-627). Indianapolis, IN: Wiley.
- Burgoon, J. K., Twitchell, D. P., Jensen, M. L., Adkins, M., Kruse, J., Deokar, A., Lu, S., Metaxas, D. N., Nunamaker, J. F., Jr., & Younger, R. E. (2007). Detecting concealment of intent in transportation screening: A proof-of-concept. In C. Wang et al., (Eds.), Information Security Research: New Methods for Protecting against Cyber Threats (pp. 628-644). Indianapolis, IN: Wiley.
- Reichert, T., LaTour, M. S., Lambiase, J. & Adkins, M. (2007). A test of media literacy effects and

sexual objectification in advertising. Journal of Current Issues and Research in Advertising, 29(1), 81-92.

Garstka, J., Holloman, K. Balisle, C.W., Adkins, M. & Kruse, J. (2006). Network centric operations case study: Task Force 50 during Operation Enduring Freedom. Abridged Report Version 1.0. In the Transformation Case Study Series
http://www.oft.osd.mil/library/library_files/document_402_TF-50%20HBR%20_Final_.pdf

Kruse, J., & Adkins, M. (2005, August). The technology trap: Lessons from the network centric operations in operation enduring freedom. United States Naval Institute Proceedings. Naval Institute Press: Annapolis, MD.

Carlson, J., George, J.F., Burgoon, J.K., Adkins, M., & White, C. H. (2004). Deception in computer-mediated communication. Group Decision and Negotiation, 13(1) 5-28.

Adkins, M. & Kruse, J. (2003). Network centric warfare in the U.S. Navy's Fifth Fleet: Web-supported operational level command and control in operation enduring freedom. A case study published for the U.S. Government Office of the Secretary of Defense – Office of Force Transformation. Washington, D.C.

Adkins, M., Burgoon, M., & Nunamaker, J. F., Jr. (2002). Using group support systems for strategic planning with the United States Air Force: The effects of a facilitator's using GSS to structure communication to increase quality output and improve group member satisfaction with the interaction process. Decision Support Systems 34 (3), 315-337.

Briggs, R. O., Adkins, M., Mittleman, D. D., Kruse, W. J., Miller, S., & Nunamaker, J. F., Jr. (1999). A technology transition model. Journal of Management Information Systems, 15 (3), 151-195.

Adkins, M., & Brashers, D. E. (1995). The power of language in computer-mediated groups. Management Communication Quarterly, 8(3) 289-322.

Brashers, D. E., Adkins, M., & Meyers, R. A. (1994). Argumentation and computer-mediated group decision making.. In L. R. Frey (Ed.) Communication in context: Studies of naturalistic groups (pp. 263-283). Hillsdale, NJ: Erlbaum. **Note:** [Received the 1995 Gerald R. Miller Distinguished Bocok Award from the Interpersonal & Small Group Division and 1994 Distinguished book award from the Applied Communication Division of the Speech Communication Association]

Zakahi, W. R., Duran, R. L., & Adkins, M. (1994). Social anxiety, only skin deep?: The relationship between ratings of physical attractiveness and social anxiety. Communication Research Reports, 11, 23-31.

Adkins, M. (1990). A software review. Communication Education, 39, 83-85.

WORKING PAPERS:

George, J.F., Burgoon, J.K., Nunamaker, J.F., Jr., Crews, J.M., Cao, J., Lin, M., Marett, K., Biros, D.P., Adkins, M., and Kruse, J. An experimental investigation of e-training.

Kruse, J., Adkins, M., Albrecht, C., & Damianos, L. E. CommandNet usage in the United States Navy: The development of a collaborative log to increased situation awareness and decision making capability.

PROCEEDINGS (42)

Helquist, J., Kruse, J., & Adkins, M. (forthcoming). Participant-Driven Collaborative Convergence Proceedings of the Forty-first Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society

Hengst, M., & Adkins, M. (2007). Which collaboration patterns are most challenging: A global survey of facilitators. Proceedings of the Fortieth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society

Helquist, J.H., Kruse, J.K. Adkins, M. (2006). Group support systems for very large groups: A peer review process to filter brainstorming input. Proceedings of the Americas Conference on Information Systems (AMCIS), Acapulco, México August 4-6, 2006.

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Fuller, C., Biros, D.P., Adkins, M., Burgoon, J.K. & Nunamaker, J.F., Jr. & Coulon, S. (2006). Detecting Deception in Person-of-Interest Statements. In S. Mehrotra, D. D. Zeng, H. Chen, B. Thuraisingham, F. Wang (Eds.). Intelligence and Security Informatics: IEEE International Conference on Intelligence and Security Informatics, (pp. 504-509). Springer Berlin / Heidelberg.

Twitchell, D.P., Biros, D.P., Adkins, M., Forsgren, N., Burgoon, J.K., Nunamaker, J.F., Jr. (2006). Automated determination of the veracity of interview statements from people of interest to an operational security force. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Ninth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press.

Helquist, J.H., Kruse, J. & Adkins, M. (2006) Developing large scale participant-driven group support systems: An approach to facilitating large groups. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Ninth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press.

- Hengst, M., Adkins, M., Keeken, S. J., Lim, A.S.C. (2005). Which facilitation functions are most challenging: A global survey of facilitators. Proceedings of the Group Decision and Negotiation conference, Vienna, Austria.
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- Kruse, J., Adkins, M., & Holloman, K.A. (2005) Network Centric Warfare in the U.S. Navy's Fifth Fleet: Web-Supported Operational Level Command and Control in Operation Enduring Freedom. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Eighth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press
- Burgoon, J.K., Adkins, M., Kruse, J., Jensen, M.L., Meservy, T., Twitcell, D.P., Deokar, A., Nunamaker, J.F., Jr., Lu, S., Tsechpenakis, G., Metaxas, D.N., Younger, R.L. (2005). An Approach for Intent Identification by Building on Deception Detection. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Eighth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press.
- Twitchell, D.P., Wiers, K., Adkins, M., Burgoon, J.K., & Nunamaker, J.F., Jr. (2005). StrikeCOM: A Multi-Player Online Strategy Game for Researching and Teaching Group Dynamics. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Eighth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press
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- Burgoon, J.K., Adkins, M., Kruse, W.J., Jensen, M.L., Deokar, A. Twitchell, D.P., Lu, S., Metaxas, D.M., Nunamaker Jr., J.F. & Younger, R.E. (2004) Moving toward intent detection: A tool-based approach. In IEEE proceedings from the Conference on Intelligent Transportation Systems. Washington, D.C. IEEE.
- George, J.F., Biros, D.P., Adkins, M., Burgoon, J.K., Nunamaker, J.F., Jr. (2004) Testing Various Modes of Computer-Based Training for Deception Detection. In H. Chen, R. Moore, D. D. Zeng, J. Leavitt (Eds.) Intelligence and Security Informatics: Second Symposium on Intelligence and Security Informatics (pp. 411 - 417). Springer Berlin / Heidelberg.
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- Adkins, M., & Schwarz, R. (2002). Embedded facilitation requirements using the skilled facilitator approach: Within and across time and space. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Fifth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press.
- Adkins, M., Kruse, J., & Younger, R. E. (2002). Ubiquitous computing: Omnipresent technology in support of network centric warfare. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Fifth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press. [**Nominated for Top Paper**]
- Adkins, M., Kruse, J., Damianos, L. E., Brooks, J., Younger, R. E., Rasmussen, E., Rennie, Y. M., Oshika, B., & Nunamaker, J. F., Jr. (2001). Experience using Collaborative Technology with the

United Nations and Multi-National Militaries: Rim of the Pacific 2000 Strong Angel Exercise in Humanitarian Assistance. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Fourth Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press. **[Nominated for Top Paper]**

Adkins, M., Kruse, J., McKenna, T., Cuyugan, A., Nunamaker, J. F., Miller, S. A., Younger, R. E. (2000). Experiences Developing a Virtual Environment to Support Disaster Relief with the United States Navy's Commander Third Fleet. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Third Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press.

Lee, J., Hickey, A., Dean, D., Nunamaker, J. F., Jr., Adkins, M., & Gillman, D. (2000). A Tutorial on Distributed Collaboration: Tools and Methods to Support Software Engineering. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Third Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press.

Adkins, M., Reinig, J. Q., Kruse, J., Nunamaker, J. F., & Mittleman, D. D. (1999). GSS collaboration in document development: Using GroupWriter to improve the process. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Second Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press.

Briggs, R. O., Adkins, M., Kruse, J., Nunamaker, J., Mittleman, D. D., & Miller, S. (1999). Lessons learned using a technology transition model with the US Navy. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-Second Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press. **[Nominated for Top Paper]**

Adkins, M., Shearer, R., Nunamaker, J. F., Romero, J. J., & Simcox, F. (1998). Experiences using group support systems to improve strategic planning in the Air Force. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-First Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press.

Briggs, R. O., Mittleman, D. D., Weinstein, N., Nunamaker, J. F., & Adkins, M. (1998). Collaborative technology for the sea-based warfighter: A field study of GSS adoption and diffusion. In R. H. Sprague, Jr. (Ed.) Proceedings of the Thirty-First Hawaii International Conference on Systems Sciences, Los Alamitos, CA: IEEE Computer Society Press. **[Nominated for Top Paper]**

Adkins, M., Nunamaker, J. F., Peck, W. A., Shearer, R., Simcox, F. W. & Romero, J. J., & (1997). Computer-supported strategic planning. 1997 Air Force Quality and Management Innovation Proceedings (pp. 244-255), Brooks Air Force Base, TX.

Adkins, M. & Mittleman, D. D. (1997). Using collaborative technology to improve the process of group writing. Proceedings of the Third Annual International Association of Facilitators Conference, Tulsa, OK.

Aakhus, M., Adkins, M., & Glynn, M. (1997). Layers of learning: Facilitation in the distributed classroom. In B. D. Shriver & R. H. Sprague, Jr. (Eds.) Proceedings of the Thirtieth Hawaii International Conference on Systems Sciences (pp. 598-609), Los Alamitos, CA: IEEE Computer Society Press.

Lagumdzija, Z., Adkins, M., Vogel, D. R. (1997). Rebuilding Sarajevo using partnerships in technology. In B. D. Shriver & R. H. Sprague, Jr. (Eds.) Proceedings of the Thirtieth Hawaii International Conference on Systems Sciences (pp. 479-485), Los Alamitos, CA: IEEE Computer Society Press. [**Nominated for Top Paper**]

Mittleman, D. D., & Adkins, M. (1996). Using GroupSystems to improve the process of group document writing. Proceedings of the Seventh Annual GroupSystems Users' Conference. Tucson, AZ. [**Best Paper of the Conference & Best Presentation in the Research Studies Track**]

Boyd, W. E., Wood, W. D., Adkins, M., & Mittleman, D. D. (1996). Investigating the Impact of Advanced Technology on Trials: The Courtroom as a Classroom. In B. D. Shriver & R. H. Sprague, Jr. (Eds.) Proceedings of the Twenty-Ninth Hawaii International Conference on Systems Sciences (pp. 332-342), Los Alamitos, CA: IEEE Computer Society Press.

Brashers, D. E., Adkins, M., Meyers, R. A., Mittleman, D. D. (1995). The facilitation of argumentation in computer-mediated group decision making interactions. In F. H. Van Eemeren, R. Grootendorst, J. A. Blair, & C. A. Willard (Eds.) Proceedings of the 3rd International Conference on Argumentation, IV (pp. 606-621). Amsterdam: International Centre for the Study of Argumentation (SicSat).

Adkins, M., Walsh, K. R., & Mittleman, D. D. (1995). Post-hoc meeting analysis using artificial intelligence software and GroupsSystems®. Proceedings of the Sixth Annual GroupSystems Users' Conference. Tucson, AZ.

Adkins, M., & Brashers, D. E. (1992). Argument in computer-mediated decision making groups. Proceedings of the Annual Conference of the Association of Management, 10, 47-53.

Conference Papers (24)

Carlson, J. R., George, J. F., Burgoon, J. K., Adkins, M., & White, C. H. (2001, August). Deception in computer-mediated communication. A manuscript presented at the annual meeting of the Academy of Management, Washington, D.C.

Adkins, M., & Miller, S. (1999, May). Experiences using and developing collaborative technology with the US NAVY COMMANDER THIRD FLEET aboard the USS CORONADO. A manuscript presented at the fourth annual intelligence community desktop collaboration conference, Virginia Beach, VA.

Aakhus, M., Adkins, M., & Glynn, M. S. (1998, November). Concepts facilitators use for

constructing communicative spaces in organizations with advanced information technologies.
A manuscript presented at the annual meeting of the National Communication Association, New York, NY.

Adkins, M. (1996, November). Group Facilitation: Implementing Ideal Decision Making Models through Group Support Systems. A manuscript presented at the annual meeting of the Speech Communication Association, San Diego, CA.

Mittleman, D. D., & Adkins, M. (1996, March). Using GroupSystems to improve the process of group document writing. A manuscript presented at the seventh annual meeting of the GroupSystems Users' Conference, Tucson, AZ. [**Best Paper of the Conference & Best Presentation in the Research Studies Track**]

Adkins, M., Walsh, K. R., & Mittleman, D. D. (1995, March). Post-hoc meeting analysis using Artificial Intelligence and GroupsSystems®. A manuscript presented at the annual meeting of the GroupSystems® Users Conference, Tucson, AZ.

Adkins, M. (1994, November). Linking group decision making and group support systems: The ideal model, barriers and implications. A manuscript presented at the annual meeting of the Speech Communication Association, New Orleans, LA.

Adkins, M., & George, J. F. (1994, July). Lying in group support systems: Analysis of deceptive communication and deception detection in computer-mediated group interaction. A manuscript presented at the annual meeting of the International Communication Association, Sydney, Australia. (**Top Two Paper**)

Brashers, D. E., Adkins, M., Meyers, R. A., Mittleman, D. D. (1994, June). The facilitation of argumentation in computer-mediated group decision making interactions. A manuscript presented at the annual meeting of the International Society for the Study of Argumentation, Amsterdam.

George, J. F., & Adkins, M. (1993, November). Deceptive communication in group support systems. A manuscript presented at the ORSA/TIMS Joint National Meeting, Phoenix, AZ.

Adkins, M. (1993, May). Using executive support systems: An adaptation of adaptive structuration theory. A manuscript presented at the annual meeting of the International Communication Association, Washington, D.C.

Brashers, D. E., Adkins, M., & Meyers, R. A. (May, 1993). Argument in computer-mediated decision-making groups. A manuscript presented at the annual meeting of the International Communication Association, Washington, D.C.

Zakahi, W. R., Duran, R. L., & Adkins, M. (1993, June). Physical attractiveness and loneliness III: An investigation of gender, shyness and social network composition. A manuscript presented at the annual meeting of the International Network on Personal Relationships,

Milwaukee, WI.

- Adkins, M., Brashers, D. E., Reichert, W. T. (1992, November). Participant perceptions of differences between face-to-face and computer-mediated group decision-making interactions: A structurational account. A manuscript presented at the annual meeting of the Speech Communication Association, Chicago.
- Adkins, M., & Brashers, D. E. (1992, August). Argument in computer-mediated decision making groups. A manuscript presented at the annual meeting of the Association of Management, Las Vegas.
- Adkins, M. (1992, May). The power of language in computer-mediated groups. A manuscript presented at the annual meeting of the International Communication Association, Miami.
- Dawson, E. J., & Adkins, M. (1992, April). The foundations of expectancy theory: A look at the origins, applications, and future directions. A manuscript presented at the annual meeting of the Eastern Communication Association, Portland, ME.
- Klinge, R. S., Donaghy, B., & Adkins, M. (1991, November). The impact of prior context on comprehension and persuasiveness of humorous and serious advertisements: Explication and initial test of media contrast effects. A manuscript presented at the annual meeting of the Speech Communication Association, Atlanta, GA. (**Top Four Paper**)
- Le Poire, B. A., Klinge, R. S., & Adkins, M. (1991, November). The role of expectancies in deception detection: Consideration of the mutual enactment of the truth bias and the communication of suspiciousness. A manuscript presented at the annual meeting of the Speech Communication Association, Atlanta, GA.
- Morrill, C., Adkins, M., & Burgoon, M. (1991, August). The missing link in language effects research. A manuscript presented at the meeting of the 4th International Conference on Language and Social Psychology, Santa Barbara, CA.
- Adkins, M., & Pease, W. (1991, May). Using color as information in computer displays: Problems with perception and communication. A manuscript presented at the annual meeting of the International Communication Association, Chicago.
- Zakahi, W. R., Duran, R. L., Adkins, M. (1991, May). Physical attractiveness and loneliness II: An investigation of the interaction of gender, shyness, and social network composition. A manuscript presented at the annual meeting of the International Communication Association, Chicago.
- Adkins, M. (1991, April). Computer-mediated communication and interpersonal perceptions. A manuscript presented at the annual meeting of the Eastern Communication Association, Pittsburgh.

Zakahi, W. R., Duran, R. L., Adkins, M. (1990, November). Physical attractiveness and social anxiety. A manuscript presented at the annual meeting of the Speech Communication Association, Chicago. (**Top Four Paper**).

WORKSHOPS

Network Centric Operations: Understanding the Emerging Information Age Force

- 29) 2006 2 Day – Defense Transformation Seminar. National Defense University
- 28) 2006 3 Day - Network Centric Operations. Portuguese Air Force Academy.
- 27) 2006 2 Day - Armasuisse, Vitznue, Switzerland
- 26) 2006 1-day Post–Conference for International Quality & Productivity Center Asia Conference – Singapore
- 25) 2006 2-Day RUAG, Berne, Switzerland
- 24) 2006 1-day Raytheon Missile Systems, Tucson, AZ
- 23) 2005 2-day Lockheed Martin Corporation, Suffolk, VA
- 22) 2005 3-day United States Department of Defense Office of Force Transformation, Evidence Based Research, Washington, D.C.
- 21) 2005 3-day United States Department of Defense Office of Force Transformation Workshop Ministry of Defense ACT NATO – Ede, Netherlands
- 20) 2005 1-day Pre–Conference for International Quality & Productivity Center Asia Conference – Singapore
- 19) 2005 3-day United States Department of Defense Office of Force Transformation, Evidence Based Research, Washington, D.C.
- 18) 2005 3-day United States Department of Defense Office of Force Transformation, Joint Forces Staff College, Norfolk, VA
- 17) 2005 1-day Network Centric Operations Industry Consortium conference. San Diego, CA.
- 16) 2005 3-day United States Department of Defense Office of Force Transformation Workshop Ministry of Defense Statute of the Military of the Armed Forces – Portugal
- 15) 2005 3-day United States Department of Defense Office of Force Transformation

Workshop Ministry of Defense ACT NATO – Netherlands

- 14) 2005 1-day Pre–Conference for International Quality & Productivity Center Europe Conference – Germany
- 13) 2005 3-day United States Department of Defense Office of Force Transformation Workshop National Acquisition University Fort Belvoir, Washington, D.C.
- 12) 2005 3-day United States Department of Defense Office of Force Transformation for Department of Navy Chief Information Office, EBR Washington, D.C.
- 11) 2005 3-day United States Department of Defense Office of Force Transformation Workshop Wolf PAC, EBR Washington, D.C.
- 10) 2005 3-day United States Department of Defense Office of Force Transformation Workshop Wolf PAC, EBR Washington, D.C.
- 9) 2004 1-day Pre-Conference for SMi Network Centric Warfare - Enhancing Battlespace Management Conference – London.
- 8) 2004 1-day Pre–Conference for International Quality & Productivity Center Asia Conference – Singapore
- 7) 2004 3-day United States Department of Defense Office of Force Transformation Workshop Ministry of Defense – Germany
- 6) 2004 3-day United States Department of Defense Office of Force Transformation Workshop Ministry of Defense ACT NATO – Netherlands
- 5) 2004 3-day United States Department of Defense Office of Force Transformation Workshop National Defense University Fort McNair, Washington, D.C.
- 4) 2004 3-day United States Department of Defense Office of Force Transformation Workshop United States Service Academies and National Defense Universities, Naval Post Graduate School, CA.
- 3) 2004 3-day United States Department of Defense Office of Force Transformation Workshop Allied NATO Command, Norfolk, VA
- 2) 2004 3-day Office of Force Transformation Workshop Allied NATO Command, EBR, Washington, D.C.
- 1) 2003 1-day United State Navy Tactical Training Group Pacific, San Diego, CA.

Increase the effectiveness of your facilitation by integrating the Skilled Facilitator Approach

with the power of GroupSystems.

- 2003 5 day Workshop co-taught with Dr. James Lee at Department of Interior, Albuquerque, NM.
- 2002 5 day Workshop co-taught with Dr. James Lee at Department of Interior, Albuquerque, NM.
- 2002 1-day workshop co-taught with Dr. Roger Schwarz at Hawaiian International Conference on Systems Sciences, Hawaii, HI.
- 2001 5-day workshop co-taught with Dr. Roger Schwarz at Center for the Management of Information, University of Arizona, Tucson, AZ

Computer-Supported Facilitation Workshop

- 1996 1-day co-taught with Dr. Danny Mittleman at the Pre-Conference workshop for International Association of Facilitators Conference, Dallas TX.
- 1995 5-day co-taught with Dr. Danny Mittleman at Defense Information Systems Agency

SEMINARS & PRESENTATIONS:

Adkins, M. Preliminary Results from a Network Enabled Capability Assessment for NATO Response Force 9. Command and Control Centre of Excellence (C2 COE), Ede, Netherlands. June 2007.

Adkins, M. Network-Centric Enterprise Services (NCES) program to provide enterprise services in support of the Global Information Grid (GIG). Vendor booth Intelligence Surveillance Reconnaissance Symposium, STRATCOM, Omaha, NE, May 2007.

Adkins, M. Leadership in Network Centric Operations. Raytheon Leadership Committee on Tucson, AZ October 2006.

Adkins, M. & Kruse, W.J., Network Centric Warfare – Technology Trap International Quality Productivity Center Asia Conference – Singapore (September, 2006)

Adkins, M. & Kruse, W.J. Network Centric Operations: Elements of agility, transparency and culture (2006, March). Tucson Software Process Improvement Network (SPIN). Tucson, AZ.

Adkins, M. Integrating Collaboration Technology to Increase Situational Awareness. Chief Information Officer, U.S. Pacific Command, Honolulu, HI July 2006

Adkins, M., Burgoon, J.K., Nunamaker, J.F. & Meservy, T. Integrating Deception Detection

Research with U.S. Consulate Operations Nogales, MX, November, 2005.

Adkins, M. & Meservy, T. Integrating Deception Detection Research with Customs and Border Protection, September 2005.

Burgoon, J.K., George, J., Nunamaker, J.F., Kruse, J. & Adkins, M. (2004, May) Software & Systems and Fusion annual workshops. Cornell University, NY.

Adkins, M. & Burgoon, J.K. (2004, May). Deception Detection and Determination of Intent. Battle Command Battle Lab, Fort Huachuca, AZ

Kruse, W. J. & Adkins, M. (2004, April). Network Centric Warfare: Allied NATO Command Workshop, Norfolk, VA

Kruse, W. J. & Adkins, M. (2004, April). Network Centric Warfare: Allied NATO Command Workshop, Washington, D.C.

Adkins, M. & Kruse, J. (2004, February). Planning the future with the Navy Center for Tactical Systems Interoperability. San Diego, CA.

Burgoon, J., Nunamaker, J.F., Jr., George, J.F., Biros, D., Adkins, M., Kruse, J., Lee, J.D. (2003, November). Deception detection in the military infosphere. Washington, D.C.

Kruse, W. J. & Adkins, M. (2003, October). Network Centric Operations: Conceptual Framework Workshop

Adkins, M. (2003, August) Kessler, Air Force Base. Agent99 Deception Detection Training.

Adkins, M. & Kruse, W. J. (2003, July). Office of the Assistant Secretary of Defense (NII) Network Centric Operations Conceptual Framework. Washington, D.C.

Kruse, W. J. & Adkins, M. (2003, June). Network Centric Warfare Training. U.S. Navy Tactical Training Group Pacific, San Diego

George, J., Nunamaker, J.F., & Adkins, M. (2003, June) Software & Systems and Fusion annual workshops. Syracuse, N.Y.

Adkins, M. (2003, May) Arizona Air National Guard and Air Force Reserve Training and Evaluation Center. Network Centric Warfare Capabilities.

Adkins, M. & Younger, R.E. (2003, February). Seminar - Information Technology Augmentation of The Skilled Facilitator Approach

Adkins, M. & Lee, J. D. (2003, January). 5 day Workshop - Group Support Systems & The Skilled Facilitator Workshop, Department of Interior, Albuquerque, NM.

Adkins, M. & Lee, J. D. (2002, December). 5 day Workshop - Group Support Systems & The Skilled Facilitator Workshop, Department of Interior, Albuquerque, NM.

Adkins, M. (2002, March). Collaborative technologies for the granting organization of the future, National Science Foundation and National Institute of Health, Washington, D.C.

Adkins, M. & Schwarz, R. (2002, January). 1-day workshop to increase the effectiveness of your facilitation by integrating the Skilled Facilitator Approach with the power of GroupSystems, Hawaii, HI.

Adkins, M. & Schwarz, R. (2001, March). 5-day workshop to increase the effectiveness of your facilitation by integrating the Skilled Facilitator Approach with the power of GroupSystems, Tucson, AZ.

Adkins, M., & Kruse, W. J. (2001, December). Dominating The Information Battle By Modernising In-Theatre Operations Incorporating Network Centric Warfare, Brussels, Belgium

Adkins, M., & Kruse, W. J. (2001, November). Using Collaborative Logs for Risk Management Applications, Delft, Netherlands.

Adkins, M., & Kruse, W. J. (2001, July). Network Centric Warfare in Global War Game 2001: Using CommandNet to keep situational awareness with FILM, Newport, R.I.

Adkins, M., & Nunamaker, J. F., Jr. (2001, May). Computer-mediated deception detection. AFOSR PI meeting, Cornell University, Ithaca, NY

Adkins, M., & Schwarz, R. (2001, April). Increase the effectiveness of your facilitation by integrating the skilled facilitator approach with the power of GroupSystems, Tucson, AZ

Adkins, M., Nunamaker, J. F., Jr., Booker, Q. (2001, March). Collaboration and community development. Honanaka, HI.

Adkins, M., & Kruse, W. J. (2001, February) Doctrine without borders conference. Naval War College, Newport, RI.

Adkins, M., & Kruse, W. J. (2001, February). Strategic Studies Group & Decision Strategies. Naval War College, Newport, RI.

Adkins, M. (2001, January). DARPA Ubiquitous Computing on USS Coronado, San Diego, CA

Adkins, M., Kruse, W. J., & Albrecht, C. (2001, January). CINCPACFLT CommandNet Design and Implementation. Honolulu, HI.

Adkins, M., Nunamaker, J. F., Jr., & Albrecht, C. (2000, December). OTA CIO Council Meeting.

Kirkland AFB, NM.

Adkins, M., & Kruse, W. J. (2000, October). SECNAV Sea Based Battle Lab Conference. San Francisco, CA.

Adkins, M., & Kruse, W. J. (2000, September). Evaluation of collaboration technology during RIMPAC 2000 and Strong Angel. DARPA PI Meeting, Norfolk, VA.

Adkins, M. (2000, Septmeber). COMTHIRDFLT Strategic Planning. VADM McGinn & CAPT Foster. San Diego, CA.

Adkins, M., & Miller, S. A. (2000, September). SPACECOM VADM Browne. Colorado Springs, CO.

Adkins, M., & Nunamaker, J. F., Jr. (2000, August). Collaboration at Sea. Department of Navy Knowledge Fair, Washington, D.C.

Adkins, M. & Younger, R. E. (2000, July). DARPA Sobel Demonstration Meeting, Big Island, HI.

Adkins, M., Lee, J. D., & Kruse, W. (2000, May) Command Ships Maintenance and Modernization Planning Conference. San Diego, CA.

Adkins, M. (2000, April). Evaluation of Collaborative Systems. MITRE Corporation, New Bedford, MA.

Adkins, M. (2000, March). Assistant Secretary of Defense Testing & Evaluation: Dr. Phil Coyle, Washington, D.C.

Adkins, M., & Lee, J. D. (2000, January). Collaboration and Acquisition. Acquisition Center of Excellence, Navy Yard, Washington, D.C.

Adkins, M, Kruse, W. J., & Reinig, J. Q. (1999, March). Developing a Field Manual (FM 34-45) Tactics, Techniques, and Procedures for Electronic Attack, Tucson, AZ

Adkins, M. & Kruse, W. J. (1999, March). Naval Collaboration in Civil Military Operations. Forward From the Sea in the 21st Century, Alameda, CA

Adkins, M. (1999, February). Command-Net: Situational Awareness. Naval War College, Newport, R.I.

Adkins, M. (1999, February). Distributed Collaboration with 2000-5000 people. Empire Blue Cross Blue Shield, World Trade Center, New York, NY.

Adkins, M. (1999, February). Industry/University Cooperative Research Partnership Proposal.

AT & T, Newark, NJ.

Adkins, M., Briggs, R., & McKenna, S. J. (1998, October). Collaboration and Y2K coordination. Commander Third Fleet and San Diego Y2K Conference, San Diego, CA

Adkins, M. & Lee, J. (1998, September). Depot Operations Modeling Environments in the Air Force. Seymour-Johnson Air Force Base, Goldsboro, NC.

Adkins, M. & Lee, J. (1998, September). Depot Operations Modeling Environments in the Air Force. Tyndall Air Force Base, Panama City, FL.

Adkins, M. (1998, August). Using collaborative technology to analyze briefings and find collaboration across multiple projects. All services Battle Lab Conference, San Diego, CA

Adkins, M. & McManus, J. (1998, June). Using Collaboration Technology to Support Depot Operations Modeling Environments. Mountain Home Air Force Base, Mountain Home, ID.

Adkins, M. & Kruse, W. J. (1998, June). Battle Watch, Intel, and Joint Air Operation Center Logs. SPAWAR TechNet Conference, Washington, D.C.

Briggs, R. O. & Adkins, M. (1998, June). Collaboration and Building a Command Ship. Command Ship of the Future Conference, San Diego, CA.

Adkins, M., Briggs, R.O., & Nunamaker, J. F. (1998, April). University's working for Defense. Capital Hill, Washington, D.C.

Adkins, M. (1998, April). GroupWriter and Crisis Collaboration. Executive Round Table, Tucson, AZ.

Adkins, M. (1998, March). Distributed GroupWriting Using CITRIX Technology. Construction Engineering Research Laboratory, Urban-Champaign, IL.

Adkins, M. & Cowell, R. (1998, February). Distributed Collaboration Opportunities in the Navy. Naval War College, Newport, R.I.

Adkins, M. (1998, January). Ice Storm Crisis: Live on the USS CORONADO. KUSI Morning News, San Diego, CA

Nunamaker, J. F., Briggs, R. O. & Adkins, M. (1997, August). Collaboration Opportunities in the Navy. Naval War College, Newport, R.I.

Adkins, M. (1997, October). Facilitation Philosophy and GroupSystems Facilitation Techniques. Commander Third Fleet Staff, USS CORONADO

Adkins, M. (1997, June). Computer Supported Strategic Planning. Management Information

Technology Center, Sarajevo, Bosnia-Herzegovina.

Adkins, M. (1997, May). GroupWriting Tools and Methodologies. Pentagon: Washington, D.C.

Adkins, M., & Glynn, M. (1997, May). Facilitating Strategic Sensemaking in Electronic Environments. Informs San Diego, CA.

Adkins, M. (1997, April). GroupWriting Large Government Documents. Army Environmental Center, Edgewood, MD.

Adkins, M. (1997, April). Strategic Planning for High Tech Customer Support Operations. Gateway Computer Corporation, Souix Falls, SD.

Adkins, M. (1996, December). Assuring Quality Strategic Planning in the Air Force. Mountain Home Air Force Base, Mountain Home, ID.

Adkins, M. (1996, November). Collaboration and the development of a program at the Red Cross. San Francisco, CA.

Adkins, M. (1996, November). Collaboration and the development of a program at the Red Cross. Washington, D.C.

Adkins, M. & Glynn, M. (1996, October). Obtaining Funding. National Science Foundation, Ithaca, NY.

Adkins, M. (1996, September). GroupWriting at the Army Environmental Center. Edgewood, MD.

Adkins, M. & Mittleman, D.D. (1996, August). Super Computing and Collaboration Technology. NCSA, University of Illinois, Urbana-Champaign, IL

Adkins, M. & Vogel, D. (1996, May). Using Collaborative Technologies to rebuild Sarajevo. Sarajevo, Sarajevo, Bosnia-Herzegovina.

Adkins, M. (1996, May). Organizational Communication and Group Support Systems. The University of Ohio, Columbus, OH.

Adkins, M. & Lee, J. (1996, May). Computer-Aided Business Engineering (CABE). Mountain Home Air Force Base, Mountain Home, ID

Adkins, M., Lee, J., & Mittleman, D. D. (1996, May). Computer-Aided Business Engineering (CABE). Robbins Air Force Base, Robbins, GA.

Adkins, M. (1996, April). Using group support systems to determine the integration of three data models. Waterways Experiment Stations, Vicksburg, MS.

Nunamaker, J. F., Glynn, M., & Adkins, M. (1996, April). Computer-Aided Business Engineering (CABE), Daytona, OH.

Adkins, M. (1996, March). Collaboration in the US Army. Fort Leavenworth, Leavenworth, KS.

Adkins, M. (1996, February) Selecting Partners with Collaborative Technology. KMPG Pete Marwick, New York, NY.

Adkins, M., Mittleman, D. D., Glynn, M. (1995, January). Introduction to Computer-Supported Facilitation. International Association of Facilitators, Dallas, TX.

Adkins, M. (1994, February). Group Support Systems and Language Usage. University of Tulsa, Tulsa, OK.

Adkins, M. (1994, January). Organizational Communication and Computer-mediated Communication. The University of Minnesota, St. Paul, MN.

Mittleman, D. D., & Adkins, M. (1994, September). GroupSystems Facilitation Techniques. Defense Information Systems Agency, Washington, D.C.

Adkins, M. (1994, July). Using GroupSystems to Support Medical Education. College of Medicine University of Arizona, Tucson, AZ.

Adkins, M. (1993, October). Computer-mediated Communication and Interpersonal Relationships. University of Hartford, Hartford, CT.

MILITARY SUPPORT

2007	NATO	NATO Response Force 9 Assessment of Networked Enabled Capabilities
2007	EUCOM	Network-Centric Enterprise Services
2007	AFRICOM	Network-Centric Enterprise Services
2007	STRATCOM	Network-Centric Enterprise Services
2007	NORTHCOM	Network-Centric Enterprise Services
2006	USPACOM	Collaborative Logging Capability
2005	OSD	Network Centric Warfare Workshops
2004	OSD	Network Centric Warfare Workshops
2004	USMC	StrikeCOM Wargame - Expeditionary Warfare School, Marine

Corps Base Quantico, VA

2003	AIR FORCE	Deception Detection Training - Kessler, AFB
2002	NAVAL	JTFEX-02-2 USS John C. Stennis
2001	NAVAL	Global War Game 2001
2001	NAVAL	JTFEX-01-1 USS CONSTELLATION Deployment Kernel Blitz (x) Fleet Battle Experiment-India Naval Post Graduate School - 6 Simulation Exercises
2000	NAVAL	Strong Angel - Big Island, Hawaii RIMPAC 2000 - Hawaii Fleet Week - San Francisco, CA JTFEX-00-1
1999	NAVAL	Urban Warrior - Monterrey, CA Urban Warrior - Oakland, CA Fleet Battle Experiment-Echo Extended Littoral Battlefield Kernel Blitz 99 Mexico Staff Talks JTFEX-99-1
1998	NAVAL	RIMPAC-98 JTFEX-98-1 JTFEX-98-1 Mexico - Staff Talks Alaska - ALCOM
1997	NAVAL	Fleet Battle Experiment-Bravo Silent Fury Ring of Fire Japan - RIMPAC Planning Korea - RIMPAC Planning Canada - RIMPAC Planning Naval Post Graduate School Monterrey Kernel Blitz 97 JTFEX-97-1 JTFEX-97-2

GRADUATE COURSE WORK:

Pragmatics of Human Communication	R. Duran
Introduction to Research Methods	P. Geist
Communication Competence	R. Duran
Seminar in Communication Theory	D. Ellis
Organizational Communication	L. Kelly
Writing for the Media	R. Desmond
Evaluation of Corporate Communication	R. Desmond, L. Kelly, R. Carveth, P.
Geist	
Communication and Negotiation	J. Parrish-Sproull
Independent Study-Communication Competence	L. Kelly & R. Duran
Interpersonal Communication Theory	W. Bailey
Social Influence Theory	H. Kenski
Theory Construction	S. Jacobs
Research Methods I	D. Newton
Research Methods II	S. Jackson
Research Methods III	D. Buller
Multidimensional Research Methods	L. Aleamoni
Deceptive Communication	D. Buller
Methodological Issues in Social Influence	M. Burgoon
Independent Study-Language Usage	C. Morrill
Topics in Management Information Systems	J. George
Group Decision Support Systems	D. Vogel
Executive Support Systems	D. Vogel
Information Systems and Society	J. George
Decision Theory	A. Rapport
Social Effects of the Mass Media	M. Burgoon

PROFESSIONAL AWARDS AND HONORS:

Best Paper of the Conference, awarded by the GroupSystems Users' Conference, 1996

Best Presentation in the Research Studies Track, people's choice award, GroupSystems User's Conference, 1996

Book Award, Book chapter in L. R. Frey (Ed.) Communication in context: Studies of naturalistic groups (pp. 263-283). Hillsdale, NJ: Erlbaum which received the **1995 Gerald R. Miller Distinguished Book Award** from the Interpersonal & Small Group Division and the **1994 Distinguished book Award** from the Applied Communication Division of the Speech Communication Association.!

Top Research Paper, awarded by the Communication and Technologies Division, International Communication Association, 1994

Top Research Paper, awarded by the Mass Communication Division, Speech Communication Association, 1991.

Top Research Paper, awarded by the Commission on Communication Apprehension and Avoidance, Speech Communication Association, 1990.

PROFESSIONAL SERVICE

JOURNAL REVIEWER:

Communication Research

Communication Studies

Decision Support Systems

Group Decision and Negotiation

Group Facilitation: A Research and Applications Journal

Management Communication Quarterly

The Journal of Information Technology Management

CONFERENCE SERVICE:

Hawaii International Conference on System Sciences 1996-2006

Information Security Systems Conference, Panel Chair 2004, 2005

International Association of Facilitators Conference, 1995-1997; 2004

Panel Chair, Top Three Papers Panel, "Group decision-making and computer-mediated communication," at the Speech Communication Association annual meeting in Atlanta, GA (1991).

Speech Communication Association, 1991, student section.

DEPARTMENTAL SERVICE:

Computer Account Controller for University Computer Accounts, 1990-1993.

Computer Consultant, 1990-1993.

Undergraduate Advisor, 1991-1993.

Chautauqua Committee, 1991-1992, 1992-1993

Disseminate Research and University Information, 1990-1993

PROFESSIONAL ASSOCIATIONS:

International Association of Facilitators, 1995-1999; 2004-present

International Conference on Information Systems, 1994-1996

International Communication Association, 1988-2000

National Communication Association, 1988-2001.

Eastern Communication Association, 1988-1992.

Western Speech Communication Association, 1991-1994.

NON-ACADEMIC EMPLOYMENT

1987-1989 Director of Client Research
 Quodata Corporation
 Hartford, CT.

1986 Computer Consultant and Research Coordinator
 Southerland Group
 Rochester, NY.

1985-1986 WITC Channel 61
 Operations Engineer
 Hartford, CT.

1982-1989 Office Director
 Dr. Melvin Goldstein, Psychotherapist
 Hartford, CT.

CONSULTING 1993-present

American Board of Radiologists	Armasuisse, Switzerland
American Institute of Certified Public Accountants	Arizona Commission on the Arts
American Red Cross - San Francisco, CA	Arizona Department of Game & Fish
American Red Cross - Washington, D.C.	Arizona Governor's Office for Domestic Violence Forum
Andersen Consulting	Arizona Project Central

Alcoa Metals Corporation
Bank of America
BBN Systems and Technologies
Bosnia & Herzegovina Economic
Booze Allen & Hamilton
Development Council
Carondelet Health Care
City of Tucson Transportation Department
City of Sarajevo Bosnia-Herzegovina
Coldwell Bankers Success Realty
Command Ship of the Future Conference
Defense Environmental Systems Center for
Information Management
Defense Information Systems Agency
Department of Defense All Services Battle Lab
Directors Conference
Edge Systems
Electric Power Research Institute (EPRI)
European Aeronautic Defence and Space
Company
Financial Executives Institute
GateWay2000
Greater Tucson Economic Council
Hawaii International Conference on System
Sciences
Hughes Missile Systems
International Hunter Education Association
IBM
IQPC Asia Network Centric
Warfare-Singapore
KMPG Pete Marwick
Long Reality
Marana Foundation for Educational Excellence
Ministry of Defence of The Netherlands
Ministry of Defence of Germany
Ministry of Defence of Australia
Ministry of Defence Portugal
National Communication Association
National Defense University
National Security Analysis
National Science Foundation
National Wild Turkey Federation
Office of the Secretary of Defense - Office of
Force Transformation
Office of the Secretary of Defense - Testing
and Evaluation
Portuguese Air Force
Raytheon Missile Systems
Reinforce Business Innovation - Netherlands
Rural Metro Medical Services
Rocky Mountain Institute
Rockefeller Center Arts and Education
RUAG Aerospace
Science Applications International Corporation
Sierra Vista Public Schools
Solar Village Workshop
SMi Conferences Network Centric
Warfare -Enhancing Battlespace
Management-London
Strategic Medical Service
Systems Research and Applications Corporation
The FINOVA Group
The World Bank
Tucson Association of Volunteer Administrators
Tucson Chamber of Commerce
Tucson Department of Transportation
Tucson Electric and Power
Tucson Police Department
United Nations - UNCIEF
United Nations - Security Forces
USAFRICOM
USEUCOM
USNORTHCOM
USPACOM
USSTRATCOM
U.S. Army CORPS of Engineers Waterways
Experiment Station (WES) - Vicksburg
U.S. Army Construction Engineering Research
Laboratory - Champaign
U.S. Army Environmental Center - Aberdeen
Proving Ground
U.S. Army Research Laboratory
U.S. Army at Fort Levenworth
U.S. Army Intelligence Center at Fort Huachuca
U.S. Army National Guard
U.S. Army Training and Doctrine Command at
Fort Monroe
U.S. Air Force
U.S. Air Force Davis Monthan AFB
U.S. Air Force Kessler AFB

U.S. Air Force Mountain Home AFB
U.S. Air Force Robins AFB
U.S. Air Force Seymour Johnson AFB
U.S. Air Force Tyndall AFB
U.S.D.A. Forest Service
U.S. Marines
U.S. Navy
U.S. Navy Center for Tactical Systems
Interoperability
U.S. Navy Third Fleet Commanders
Conference
U.S. Navy Command Ship of the Future
Conference (2nd, 3rd, 5th, 6th, 7th Fleet)
U.S. Navy Commander Second Fleet
U.S. Navy Commander Third Fleet
U.S. Navy Commander Fifth Fleet
U.S. Navy Commander Seventh Fleet
U.S. Navy Fleet Battle Experiment Bravo
U.S. Navy Fleet Battle Experiment Echo
U.S. Navy FORCENET Campaign Writing
U.S. Navy Pacific Missile Range Facility
U.S. Navy Naval Air Warfare Center Weapons
Division, Point Magu & China Lake
U.S. Navy Naval Computer
Telecommunications Station (NCTS) -
Washington Navy Yard
U.S. Navy Ring of Fire
U.S. Navy Silent Fury
U.S. Navy SEALS group 2 & 3
U.S. Navy Internal Look Exercise 98
U.S. Navy JTFEX97-1
U.S. Navy JTFEX97-2
U.S. Navy JTFEX98-1
U.S. Navy JTFEX98-2
U.S. Navy JTFEX99-1
U.S. Navy JTFEX00-1
U.S. Navy JTFEX01-1
U.S. Navy Kernel Blitz 97
U.S. Navy Kernel Blitz 99
U.S. Navy Kernel Blitz 01
U.S. Navy Urban Warrior 99
U.S. Navy Bold Fusion 99
U.S. Navy RIMPAC 98
U.S. Navy RIMPAC 2000
U.S. Navy RIMPAC 2004
U.S. Navy Strong Angel I & II
U.S. Navy Space and Naval Warfare Systems
Center - San Diego
U.S. Naval War College
University of Arizona College of Art
University of Arizona APEX
University of Arizona Center for English as a
Second Language
University of Arizona Department of
Communication
University of Arizona School of Public
Administration - Cyberspace Conference
University of Arizona Race Track Management
University of Arizona National Board of
Advisors
University of Arizona President's Office
University of Arizona Residence Life
University of Arizona School of Music
University Medical Center
University Medical Center Air Care
University of Nevada Arid and Semiarid
Watershed Management Analysis
Ventana Corporation
Volunteer Center of Tucson
University of Arizona Department of Teaching
and Teacher Education