

# MDE Newsletter

Number 3, Summer 2003

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## NEWS



### Commencement and Student/Faculty Gathering

May 17 will be an exciting day, full of face-to-face and distance activities in the MDE Program. At 9 a.m., the MDE faculty and graduate students will participate in UMUC's Commencement Ceremony, at the Comcast Center, in College Park, Maryland.

Commencement will be a celebratory occasion for over 81,000 students that UMUC has worldwide in 30 countries. In addition to Maryland, other UMUC commencements are held annually in Tokyo and Okinawa (Japan), Seoul (Korea), and Heidelberg/ Mannheim. As usual, students and their families will be welcomed by the Deans of the Undergraduate and the Graduate schools.

The ceremony will include addresses from the President of UMUC, Dr. Gerald Heeger, from a member of the University System of Maryland Board of Regents, and from Judith McHale, President of Discovery Communications.



Eight MDE students will be awarded with a Master of Distance Education Degree. Another significant number will earn their Graduate Certificates.

Eugene Rubin, Ulrich Bernath, Yolanda Gayol, and Gila Kurtz, will march with the faculty and represent the Master of Distance Education at the ceremony.

Ellen Blackmun, Lisa George, Heidi Maston, and Christine Walti will be able to attend and receive their diplomas during this important event. After the ceremony, faculty, students and their families will get together to share an informal lunch at the restaurant of the Marriot Conference Center.

Being aware of the importance of sharing these kind of social events with graduate students dispersed worldwide, the Directors will deliver a Web-cast session, from the Faculty Media Lab, aiming to greet the students unable to attend.

Those students attending Commencement are welcome to participate in the Web-cast in a face-to-face mode. In addition, there are also some slots available for remote students interested in signing in to participate through the Audio-conference bridge, as announced on the MDE Web Page.

Eugene Rubin, Uli Bernath and Yolanda Gayol will address the students in the Web-cast. Students attending in the Media Lab will also be able to greet their distant peers because an audioconference session will be running simultaneously. Whoever is interested in watching the Web-cast session in a live or archived mode, can find the instructions on how to access it on the Web Page of the MDE Program.

The Web-cast to be held the afternoon of Commencement will be the second session held by the MDE Program with a world-wide reach.

The first one was delivered on March 4, and it presented the research of Patti Wolf, Associate Director in the School of Undergraduate Studies at UMUC and doctoral student in the UMUC Doctor of Management Program. Patti Wolf's presentation was called "*Online Training for Online Faculty*", and it is available on the MDE Web page.

After the Web-cast session, the group will walk to the Marriot Conference Center, where they will enjoy a social gathering with food, beverages and conversations. Many pictures will be taken and shared through the MDE web site with the rest of this learning community. Along with jokes and personal memoirs, we expect to share visions and projects to improve personal careers, the Program, and the professional field in general. Face-to-face gatherings among students and faculty in a virtual degree Program have the intention of increasing the sense of community. In addition, they help to keep a record of past achievements and are a brief time to reflect on our common future, by receiving invaluable feedback from the students.

The social gathering, organized for the third consecutive year by the MDE, is one of the few opportunities available for

distant students to put a face and a smile to faculty and student names to those who have collaborated in the success of the courses and the Program.



- **Program-wide student discussion group**

On May 14, Gene Rubin posted a welcome message in the new cross-classroom discussion group. From now on, students will be able to communicate with their peers and share experience and ideas *beyond* the Web Tycho classroom. The new service is available through self registration, which allows students to create their own name and e-mail. It is expected that identification and support will result from this new virtual community. It will also provide an opportunity for potential students to talk with existing program students.

The new discussion list runs on free software called Ceilidh (Lilikoi Software, Inc.) that runs on BeOS, Mac, OS/2, UNIX and Windows.



- **New Planning Committee for the Creation of the Alumnae / Student Association**

On March 25, the Planning Committee of the MDE Alumnae / Student Association initiated the discussions toward the creation of a student and Alumnae Association. The Committee, led by Linda Smith and Ellen Blackmun, is working virtually using a Web

Tycho shell located on the Nighthawk server that has been provided by the MDE Program. The discussions seek to define the name, mission, objectives and resources needed for the Association. An interesting proposal for the Mission Statement declares that the Alumnae / Student Association aims to: *“provide ongoing mutual support for members in their educational, professional, and social development as practitioners in distance education.”*

Other students participating in this seminal discussion are Emeline Briley, Donald Bunis, Josephine Deguara, Kristen Drago, Brian Fox, Lisa George, and Momoe Miyagi.



## 2003 EXCELLENCE AWARD



### **Master of Distance Education Wins National Award**

The 2003 University Continuing Education Association (UCEA) award *Program of Excellence within the Distance Education Community of Practice* has recently been conferred to the UMUC's Master of Distance Education.

When the Directors decided to submit the MDE name for the UCEA award, Mark Parker (the Executive Assistant to the Provost at UMUC) who fully supported such initiative said:

*“Regardless of whether or not we win this award (or many futures awards), I think the MDE is a truly special Program that*

*contributes greatly to the reputation of both universities [UMUC and Oldenburg] in the area of distance education. My thanks to you for the continued hard work and dedication to the Program and its students.”*

Fortunately, Mark Parker's views coincided with the UCEA's academic judges, and soon Dr. Linda Carl, Chair of the Award Committee, announced the decision to UMUC. In the letter the award she wrote:

*“The committee felt the University of Maryland University College's experience with the non-traditional learner and with distance education (DE) has been melded into a Master of Distance Education (MDE). This program meets a defined need, has been highly successful in recruiting students, and follows best practice in distance learning program development and implementation.”*

The award was conferred during the 88th Annual UCEA Conference, held in Chicago on March 29th, 2003.

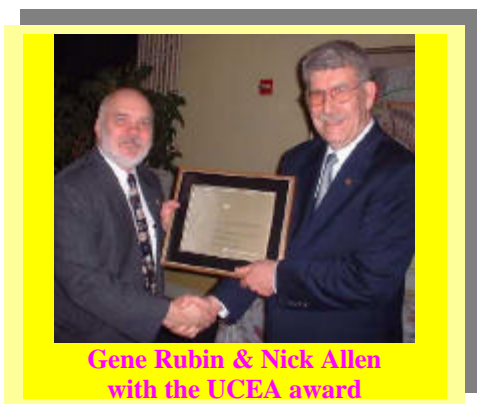
UCEA is the most important professional Association of the United States in the field of Adult Education. Gene Rubin, the Chair of the Master of Distance Education in UMUC's Graduate School, went to Chicago to receive the award. He spoke of the honor conferred on the MDE community with the following words:

*“I believe UCEA is recognizing the MDE program for its many strengths, including our international collaboration, complete online delivery, expert international faculty, diverse student body, and broad and in-depth curriculum.”*

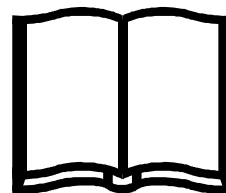
Some of the major characteristics of the Program that led the Committee to choose the Master of Distance Education were:

- The transcontinental partnership - U.S./Germany, between UMUC and the University of Oldenburg.
- The integration of a world-class group of distinguished faculty members, recruited from all over world, including Australia, Canada, Germany, Great Britain, New Zealand, Sweden, Israel, Mexico, and the United States.
- The solid ongoing research activities such as the lurking learner and faculty mentoring, that far exceeds the standard efforts carried out in most Programs
- The flexibility of providing credentials for graduate students interested in entering to the labor market in five areas of distance education, as soon as they complete one third of the Program.

The award strengthens the position of the MDE and would facilitate the establishment of new partnerships with institutions in other parts of the world, such as Asia and Central/South America.



## ANNOUNCEMENTS



### • **New Issue of ASF Series**

*By Christine Walti*

The Center for Distance Education at Oldenburg University recently published the sixth volume in its ASF Series - *Reflections on Teaching and Learning in an Online Master Program - A Case Study*.

The *Arbeitsstelle Fernstudienforschung* (ASF) is a joint unit of the Center for Distance Education and the School of Education at Carl von Ossietzky University of Oldenburg and supports research and development in distance education. In fulfilling its mission one of the outcomes of the ASF was the creation of the ASF Series, in order to publish studies and reports reflecting upon the practices undertaken by the Center for Distance Education.

The realization of the MDE program endowed the ASF Series with the perspective to provide volumes that directly support specific courses in the program, as well as contributing to the overall scholarship in the field of distance education.

In the MDE context Holmberg and Peters, authors of volumes 4 & 5, and required readings in the MDE's Foundations of Distance Education course, as well as volume 2 by Hülsmann's are of particular interest.

Currently in preparation are four volumes by Rumble, Beaudoin, Brindley, and Hülsmann which are also designed to serve as readings for students in other MDE program courses.

Volume 6 of the ASF Series follows the original goal and reflects upon the undertakings of the Center for Distance Education. The MDE has become the center's largest endeavor in recent times with more than 500 students joining the program since its inception.

We not only want to share the curriculum with our colleagues and students, but also the process, the critical reflections and indeed the emotional impact of developing and participating in such a project. It was - and still is - an evolving experience and one that we are particularly happy to share this with our students and alumni.

In light of the upcoming commencement and the significant number of MDE Graduates and our newest publication we are conducting a Commencement Sale and are offering a number of Volumes at special prices until May 30th 2003. Details of the promotion are available on the MDE program website.



## STUDENT ACHIEVEMENTS

### Ellen Blackmun

On April 13, 2003, Ellen Blackmun, a graduating student in the MDE program, was inducted into the University of Maryland chapter of the Honor Society of Phi Kappa Phi. Phi Kappa Phi is the oldest and largest national honor society that recognizes and encourages superior scholarship in all academic disciplines. Senior undergraduate students in the upper 10% of their class, graduate students in their final semester with at least a 3.9 GPA, and faculty members who have achieved academic distinction may be nominated for initiation.



Ellen, with her Phi Kappa Phi award

### Lisa George

Lisa published the article *E-communities in Distance Learning* in Library Mosaic Journal, volume 13, no. 4, July-August 2002. It covers synchronous communities such as chats and 2-way videoconferencing, and asynchronous communities including threaded discussion and e-mail. Advantages of learning in an e-community are discussed and examples given of e-community work in which Lisa has been involved.

### Anna Hopson

The Distance Education Service and Support Program (DESASP) began as an assignment for a foundation course in the Masters of Distance Education program. Initially it was designed as an educational satellite site for military members and their families. However, today DESASP is a voluntary student support program that functions with command approval. This program was implemented into the educational structure of Joint Maritime Facility (JMF) St. Mawgan, England, and is intended for military members and their families stationed in this remote location. DESASP contains five pilot projects that are designed to stimulate the learning environment and supply a solid foundation for students going through various distance-learning programs.

Currently, the program provides: an educational team that meets once a month to discuss various changes in education, they introduce new teaching projects, and discusses future participation in special programs that the American Military community and the Royal Air Force community can participate in. There is a college book collection in which students can check out, before ordering books for their upcoming courses, and under this program educational counseling and career planning are available.

Through DESASP, many service members and their families have enjoyed free special interest courses brought into the base by the local open learning center, and they are also enjoying learning various skills from sailors and spouses who are volunteering their time to teach in their specialty area. DESASP currently has over twelve tutors who are ready a willing to assist in several different areas such as, Spanish, French, Math, Science, History, and Computer and Business Studies (to name a few). There are several projects that are still in the works under DESASP, and will be making their way by the fall of 2003 such as an Academic Newsletter and A.A or A.S Cohort program. The important point to keep in mind is this project continues to develop and function completely on a voluntary basis, and has become a very popular aspect of the education program with this command.

### **Don Bunis**

This non-traditional workshop has been one of the most rewarding learning experiences that I've had in 21 years of management in academic administration.

In our often-hurried lives we don't have the time to focus on issues such as motivation, morale, goals, feedback and change management. In order to be a truly solid

manager these are issues that we must review to allow us to serve our employees best.

The material has been well organized, important, and thought provoking. The readings were excellent and truly set the stage for the topic. (The facilitator's) leadership, guidance and knowledge base have made the workshop a success for me.

The fact that we could do the work 24 hours a day/seven days a week allowed me to manage my workload plus participate in the workshop. I feel that the time spent has been worth every minute.

It was comforting to learn that other managers experience similar challenges and learning from their experience made this course worth three times what we all paid!

I thought that on-line learning would be impersonal and that it would be difficult to energize myself to get to the computer each day where, in fact, I found just the opposite - I couldn't wait to get up in the morning to tune into my on-line colleagues and read the latest posts.

Management Dynamics has opened another door for me. It's given me the opportunity to access current methodologies of Management and Leadership, with the added perspective of colleagues. I've found this to be a winning combination. It's like having a local and national AACRAO session all rolled into one.

I've taken both face-to-face and online management courses in the past, but AACRAO's Management Dynamics Online was by far the most useful to me in my role of leading an admissions staff. It was a great forum for learning, laughing, and sharing. I recommend it without reservation.

(The workshop) helped me think about management issues from my own chair, which allowed me to incorporate new things into my work immediately. My staff enjoyed the exercises and this has definitely changed their attitude towards the office, their work and me.

The instructions were clear, the response to questions was immediate, the resources were enlightening, and the discussions were stimulating. The six weeks went quickly; I was sorry to see the workshop end.

The length of the workshop allows for experiencing REAL-LIFE personal growth and professional development WHILE learning. The capability of re-reading the words of other participants many times helps to reinforce the learning experience.

### **Linda Smith**

Linda J. Smith gave a presentation on "*Developing Collaborative Learning Skills for Online Students*" at the Maryland Distance Learning Association Spring Conference held in Rocky Gap, Maryland April 14-16, 2003. Her session included a discussion of the need for students to be given preparation for online collaboration, a description of a prototype course given to a group of MDE students and its results, and some recommendations for institutions and online faculty. A copy of the PowerPoint slide show may be downloaded from: <http://polaris.umuc.edu/~lsmith3/OCL.ppt>

### **Luz Adriana Seidensticker**

Luz Adriana Seidensticker participated in a focus group analyzing current practices on e-learning for e-governance in Latin America. The meeting was in Pittsburg, PA on May 4-5, 2003 and was sponsored by the International City Management Association. ICMA is an

institutional counselor of local governments and multilateral organizations.



**Congratulations** to all the students who are successfully stepping into the professional field of distance education. The MDE Directors and faculty are proud of your achievements!



## **FACULTY ACHIEVEMENTS**

### **Michael Beaudoin**

Michael Beaudoin, Professor of Education at the University of New England, & MDE adjunct faculty member will present an invited paper on Distance Education Leadership at the Distance Learning Administrator Conference, Jekyll Island, Georgia in Spring 2003. His paper has been selected to receive the "Best Paper" award, & will be published in the Online Journal of Distance Education Administration.

### **Ulrich Bernath**

Ulrich Bernath is a member of the Executive Board of EDEN (European Distance Education Network). He has been successful in arranging for EDEN to hold its 2004 Conference at the University of Oldenburg. The theme of the conference is Research on Learning Support in Distance Education and Training.

Bernath's paper, *Student Satisfaction in the Online Master of Distance Education (MDE) - Preliminary Results* has been accepted in the 12th EDEN Annual Conference on "The Quality Dialogue. Integrating Quality Cultures

in Flexible, Distance and eLearning", to be held in Rhodos, Greece, on June 15-18, 2003.

Dr. Bernath participation in EDEN has been important in the marketing efforts of the MDE. Also, another European association, the European Association for Distance Learning provides marketing support for our Graduate Program The site can be visited at: <http://www.eadl.org/>.

In addition, The Center for Distance Education which is directed by Bernath has been accepted as a member of the Sloan Consortium.

## Yolanda Gayol

Yolanda Gayol has recently joined the Editorial Committee of the trilingual electronic journal: The Brazilian Journal of Open and Distance Education, published by the Brazilian Association of Distance Education (ABED). Submission of DE manuscripts in any of the 3 languages is open. You can find the journal online at: <http://www.abed.org.br/publicue/cgi/cgilua.exe/sys/start.htm?tpl=home&UserActiveTemplate=4abed>

Yolanda is also a member of the Editorial Committee of IRRODL, the electronic journal on research of distance education at Athabasca University.

In other matter, Dr. Gayol participated as an honorary visitor in the online Graduate Seminar of the Master in Instructional Technology at the University of Syracuse.

The topic of the online Seminar that lasted 4 weeks was instructional technology in Latin America. Students from U.S. and Africa and experts from other Latin American countries engaged in a thought provoking discussion.

Two papers of Yolanda Gayol have been accepted in the IV The Virtual Educa Conference that will take place on June 18-20, 2003. that for the first time is going to be held outside Spain. The first one is *The Master of Distance Education: a successful online program of graduate education*. The second is *Distance education and e-governnance: an emerging trend in Latin America*.

Two of Dr. Gayol's papers were accepted at the ICDE 2003 conference, which unfortunately has been postponed to October, due to the SARs global warning of the World Health Organization (WHO), in Hong Kong. The papers are: *Enrollment patterns in the MDE*, co-authored with Eugene Rubin and Stella Porto, and *Online class size, learning and satisfaction*, coauthored with Drs. Robert Ouelette and Amjad Ali.

## Thomas Hulsmann

Thomas Hulsmann's well known research on cost effectiveness has been accepted as an effective practice by the Sloan-Consortium. . This consortium is one of the most prestigious organizations in the United States aiming to help learning organizations continually improve quality, scale, and breadth according to their own distinctive missions, so that education will become a part of everyday life, accessible and affordable for anyone, anywhere, at any time, in a wide variety of disciplines.

IRRODL's (The International Review of Research in Open and Distance Learning) latest issue has just appeared and you will find a book review in it on Thomas Huelsmann's book, *The Costs of Open Learning: A handbook!* Please find more at: <http://www.irrodl.org/content/v4.1/index.html>

IRRODL has also made the announcement and Call for Papers for the next theme issue on

*"Distance Education for Development"* with the Guest Editor as none other than Thomas Hulsmann! Manuscripts are being accepted focusing on theory, research, and/or best practice, to be published in April 2004. The deadline for submissions is October 1, 2003. Information on the call for manuscripts can be found at:

<http://www.irrodl.org/content/v4.1/index.html>

Thomas and the MDE are clearly getting known for expertise in the area of D.E. and development.

### **The Oldenburg team**

The present issue of IRRODL also has a lead article of a case study from Oldenburg entitled *"Challenges for Study Centers in an Electronic Age: A case study of the Center for Distance Education at the University of Oldenburg, Germany"* by Ulrich Bernath, Axel Kleinschmidt, Christine Walti, and Olaf Zawacki.

### **Gila Kurtz**

Gila Kurtz, Director of the Bar-e-Learn Center at Bar Elan University presented a paper (co-authored with Rachel Sagee) titled *The Changing Roles of On-Class Faculty to Online Teaching*, at the 2nd Annual Conference of Meital, on E-learning in Higher Education that was held on the 4th of February, 2003, at Bar Ilan University, Israel.

Additionally, Gila Kurtz will lead the effort to make a reality the recent decision of Bar Ilan University, in Israel, to put all the academic courses online --- meaning almost 6,100 courses (240,000 enrollments). Presently, the University has only 200 courses online (not fully online - mainly blended) with 8,000 enrollments.

“My center (Bar-e-Learn Center) was ordered to lead the process. The policy is not to force

faculty to go online but in his letter the Rector stated that he hoped very much that the faculty will use the online channel.”

“To be honest, I am happy and not at all afraid. We know we have a good support team, and I am realistic enough to know that we will have problems that we will have to deal with, but today we are celebrating.”

### **Judy Roberts**

Judy Roberts acted as Leader of the Evaluation Team of an innovative pilot project by the Mobile Learning Consortium, an alliance of leading college-level institutions, educational publishing and technology companies. They found that digital content helped first-year college accounting students to learn accounting. The study also provided a foundation of findings for future wireless education studies.

The Mobile Learning Consortium is an alliance of leading college-level institutions, educational publishing and technology companies. It includes: Northern Alberta Institute of Technology (NAIT); Seneca College of Applied Arts and Technology in Ontario; McGraw-Hill Education and its Canadian unit McGraw-Hill Ryerson Ltd; Bell Mobility; Blackboard; Hewlett-Packard; Avaya; and Cap Gemini Ernst& Young.

Students in the pilot project consistently reported that online interactive exercises that could be accessed through wireless technology were useful to student learning. In addition, instructors noted that wireless technology enabled them to encourage independent student learning because they could adopt a coaching role in the classroom.

For more information or to view a copy of the Mobile Learning Consortium's results please visit, <http://www.mcgrawhill.ca/mlearning>

## Merrily Stover

Merrily was one of 40 educators who participated in an invitation-only workshop for leaders in online education sponsored by the Sloan Foundation, and held at Lake George, NY. From this workshop the Sloan Consortium issued a report to the Nation entitled "*Five Pillars of Quality Online Education*," published in November 2002. Her presentation focused on access issues in online education, using UMUC as a case study. This study is addressed in the report which can be accessed at <http://www.sloan-c.org/effective/framework.asp>

## Som Naidu

Dr. Som Naidu, Head of Research and Evaluation, Department of Teaching, Learning and Research Support, Information Division, The University of Melbourne, VIC, Australia, served as a resource person for two workshops on e-learning which were held earlier this year in Calicut, India (January 16-January 22nd, 2003), and Colombo, Sri Lanka (January 27-February 1st, 2003). See also <http://www.ou.ac.lk/e-learn/>. These workshops were sponsored by The Commonwealth Educational Media Center for Asia (CEMCA, see also <http://www.cemca.org/index.asp>), New Delhi, and the Commonwealth of Learning (<http://www.col.org/>).

The objectives of these workshops were to:

- Explore critical attributes of e-learning and its opportunities.
- Critically analyze and review contemporary e-learning practices.
- Facilitate sharing of knowledge and experience about e-learning.
- Provide opportunities for hands on practice with e-learning technologies

Participants in these workshops were training executives, senior trainers, educational planners, learning technology managers, and teachers in Universities, Colleges, and Schools, who are exploring the potentials of the Internet to promote, produce and deliver education and training on the Web.

Som also published a book entitled *Learning and Teaching with Technology: Principles and Practices*. This edited volume explores how information and communications technologies (ICT) are being utilized to create rich and productive learning environments. It features contributions from leading practitioners from USA, UK, Australia, New Zealand, Canada, and Sweden. They draw on the experiences of practitioners at the forefront of developments in the use of ICT in learning and teaching. This book should be of particular interest to anyone seeking a survey of the opportunities that ICT offers, and the ways in which it is transforming teaching and learning. It is essential reading for all educational professionals who recognize the new opportunities afforded by this changed environment, whether they are an open and flexible learning specialist, educational technologist, or educational developer in either a conventional or an e-learning environment.

The reference for avid DE readers is:

Naidu, S. (Ed.) (2003). *Learning and Teaching with Technology: Principles and Practices*. London and Sterling, VA, USA. Kogan Page. ISBN 0 7494 3776 6.

Som also has a chapter in Michael Moore's new book.

Naidu, S. (2003). Designing instruction for e-learning. In M. G. Moore & B. G. Anderson (Eds.), *Handbook of Distance Education* (pp 349-365), London, UK: Lawrence Earlbaum Associates, Publishers.

## GRADUATES

In this issue, we are presenting the lists of all the students who have earned a Master's Degree, -- some of them have been mentioned in past issues, but we wanted to acknowledge the achievements of the entire community of distance learners.

<b>Graduates in Distance Education</b>
Barbara L. Andrews
Deborah M. Bartlett
Wendy Bedwell
Ellen V. Blackmun
Josephine Deguara
Holly A. Denney
Tiffany N. Depriter
Lisa E. George
Alan M. Haefner
Nancy Lawry
Patricia L. Littlefield
Heidi L. Maston
Tracy McLean
Timothy S. Olsen
Kimberly A. Owen
Crystal D. Parks Evans
Mong K. Sai
Dianna L. Smith
Nancy A. Tait
Christine Walti

## Students who earned Graduate Certificates

Foundations of Distance Education	Teaching at a Distance	Training at a Distance	Distance Education and Technology	Library Services in Distance Education	Distance Education in Developing Countries
William Amstrong	Kathleen Beckman	Wendy Bedwell	Wendy Bedwell	Lawrence L. Bish	Holly A. Denney
Deborah Bartlett	Lawrence L. Bish	Paul Bolton	Lawrence L. Bish	Jonathan Buckstead	Walter G. Seabold
Wendy Bedwell	Ellen Blackmun	Lisa Andre Douek	Ellen Blackmun	Sean S. Bupara	
Lawrence L. Bish	Sharon Bryant	Alan M. Haefner	Lisa Blaschke	Lisa E. George	
Ellen Blackmun	Donald W. Bunis	Karen L. Howland	Suzanne E. Burk	Alan M. Haefner	
Donald W. Bunis	Suzanne E. Burk	Charles Kalnbach	Josephine Deguara	Heidi L. Maston	
AnnamarieClattenburg	Karen Byrne	Elaine Karis	Edna Delaglio	Kevin P. Miller	
James B. Croning	Joyce E. Davis	Patricia L. Littlefield	Charlotte Donaldson	Cynthia B. Schuster	
Josephine Deguara	Josephine Deguara	Neil C. Lucas	Brian Fran Fox	Christine Walti	
Holly A. Denney	Edna Delaglio	Heidi L. Maston	Jesus A. Gandia		
Mary L. Gordon	Charlotte Donaldson	Tracy McLean	Lisa E. George		
Alan M. Haefner	Rachel J. Drake	Crystal Park Evans	Anna C. Hopson		
Patricia L. Littlefield	Farah Ebrahimi	Mong K. Sai	Angela M. Lindsey		
Heidi L. Maston	Hada Flowers	Walter G. Seabold	Michael P. Lindsey		
Kevin P. Miller	Brian F. Fox	Christine Walti	Patricia L. Littlefield		
Linda A. Monzo	Sharon G. Frizzell	Tina N Williams	Heidi L. Maston		
Susanne Offenbartl	Lisa E. George		Mikel J. McCall		
Crystal Park Evans	Leonard E. Giambra		Joseph Mc Elwee JR		
Michael J. Reese	Anna C. Hopson		Tracy McLean		
Mong K. Sai	Tonya A. Houser		Momoe Miyagi		
Dianna L. Smith	Angela M. Lindsey		Bradley D. Paleg		
Christine Walti	Michael P. Lindsey		Crystal Park Evans		
	Heidi L. Maston		Christine Pereira		
	Tracy McLean		Sandra S. Poinsett		
	Crystal Park Evans		Michael Porter		
	Christine Pereira		Cynthia B. Schuster		
	Phyllis Pouyat Thibodeau		Phyllis Pouyat Thibodeau		
	Bridget Powell		Dianna L. Smith		
	Maria L. Rotella		Kelly M. Stefanko		
	Dianna L. Smith		Kimberly T. State		
	Kimberly T. Staten		Courtney L. Terry		
	Diane Stricklan		Gerald Thompson		
	Charlene Templeton				
	Susan M. Thomas				
	Gerald Thompson				