



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

Professor of Educational Methodology

U.S. Army War College School of Strategic Landpower

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OVERVIEW

PROFILE

Dr. James Ellsworth holds a unique record of 30-year, distinguished leadership careers in *both* educational methodology & national security. He is a noted scholar of innovation, evaluation & blended learning, who wrote a key text on educational change & held international governance roles in two of his field's most prominent professional associations. A Military Intelligence leader for a quarter-century, who amassed a record of research on complex operations & national strategy on the faculty of the Naval War College before his selection for a Flag/senior executive level role leading development of a competency-based credentialing strategy for Geospatial Intelligence, he now advises the USAWC executive leadership on the systemic design of curriculum & instruction.

OBJECTIVE

Bring evidence-based best practices and emerging technologies in teaching & learning—informed by a strategic leader's understanding of the Army & joint mission—to bear as a force multiplier at Carlisle and worldwide, in order to best prepare the future senior leaders of the U.S. & allied national security profession to define, plan for, and lead victory.

BOTTOM LINE

“Our organizations are means to ends, not ends in themselves; to survive, they must measurably add value for all partners.” (Moore, Ellsworth, and Kaufman, 2011, “Visions and Missions: Are they Useful? A Quick Assessment,” *Performance Improvement*, 50:6, 15.)

For three decades, I have developed and applied advances in methods and technology to ensure that military education & training at all levels adds this value for the operational force and the nation. Drawing on this proven record of accomplishment, I now help ensure that the Army War College remains a national resource for the preparation of leaders in critical analysis, planning & strategic thought for the Profession of Arms.

RECENT HIGHLIGHTS

2014: Participated in a general officer working group conducting final review of the new Army Warfighting Challenges for HQ TRADOC.

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

2012: Completed a decade of faculty service at the U.S. Naval War College, including design & leadership of its online/blended programs.

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

2010: Named to editorial board, *Journal of Applied Instructional Design*, the premier refereed journal bridging learning design theory & practice.

SUMMARY OF QUALIFICATIONS

An internationally-known scholar and leader of educational change and innovation, who combines this with three decades of leadership in professional military education.

An experienced senior executive frequently invited to advise peers & professional groups on strategic leadership of military and educational institutions for the Knowledge Age.

A Certified Performance Technologist skilled in the application of advances in learning science & instructional technology to improve educational outcomes at all levels.

CIVILIAN EDUCATION

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

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

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

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

MILITARY EDUCATION

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

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

Morse Interceptor Course (MOS Qualification) graduate, U.S. Army Intelligence School, 1992 (class 017-92).

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

REFERENCES

Herbert R. McMaster, Lieutenant General, USA, Director, ARCIC

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

PROVEN CAPABILITIES

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

Advise executive leadership on instructional systems design and application of the learning sciences to the mission of educating the future top-level national security leaders of the U.S. Department of Defense, other Federal agencies and America's allies worldwide. Work with new faculty to orient them to the range of evidence-based tools & methods the learning sciences can provide as "force multipliers" for the design, conduct & assessment of instruction. Support experienced faculty with research-backed teaching & design methods; advise on their application.

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

Lead creation of a performance-based credentialing system across government, industry & academic contexts. Work with stakeholders to assemble a coalition-based strategy to minimize duplication/disruption & arrive at a consensus credentialing solution for a global population. Apply quarter-century of enterprise-level intelligence perspective, and research expertise in analysis and design for individual and organizational performance improvement to add measurable value.

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

Design and lead award-winning accredited online Command & Staff program. Recruit & manage online adjunct faculty. Lead faculty development on instructional design & classroom integration of technology. Teach elective on Critical Thinking for Strategic Leaders. Research, publish & teach on national security & change leadership at executive levels to military officers (O-4 through O-6) and interagency civilian leaders of equivalent grades (GS-13 through GS-15).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Student Director. Clarkson University Educational Computing System (ECS), Potsdam, New York 13699-5730. (1983 – 1986)

Design and conduct orientation lectures on the university's standard issue PC for incoming students. Create, assemble, and supervise a student programming team to produce educational software for use in various courses. Develop and conduct seminars for faculty interested in using the computer in their teaching. Represent ECS at instructional technology conferences. Design and supervise booth highlighting the university's computer program at information fairs for prospective students. Interviewed for *Newsweek* on the program I created.

PROFESSIONAL ACTIVITY

Affiliations:

Inter-University Seminar on Armed Forces & Society, 2005 – present (Lifetime Fellow)
Association of the United States Army (AUSA), 2003 – present (Life Member)
Educational Communications & Technology Foundation, 2007 – present (Trustee)
American Educational Research Association (AERA), 1998 – present
International Society for Performance Improvement (ISPI), 1998 – present (Life Member)
Military Intelligence Corps Association (MICA), 1994 – present (Charter Life Member)
Association for Educational Communications & Technology (AECT), 1992 – present (Life Member)

Leadership and Service:

Member, Defense Intelligence Education & Training Board (DITEB), 2012 – 2013
Secretary, Distance Learning Coordinating Committee (DLCC) of the Military Education Coordination Council (MECC), 2002 – 2013
Senior Intelligence Officer, Patriots Chapter, MICA, 2003 – 2012
President, Armed Forces Chapter, ISPI, 2001 – 2002
President, AECT Council on Systemic Change (CHANGE), 2001 – 2002
Member, Board of Directors, AECT, 2000 – 2002, 2005 – 2007
Research Grants Project Officer, U.S. Naval War College, 2000 – 2002
Delegate, Division Council, AECT National Assembly, 1997 – 1999
Member, Board of Directors, MICA, 1994 – 1998

Awards and Honors:

Who's Who in America, 2006 – 2016; Who's Who in American Education, 2008 – 2016
Achievement Medal for Civilian Service, 2000
ECT Foundation Mentor Professional Development Grant, 1998
LTC Thomas Knowlton Award, 1995

Books, Monographs, and Chapters:

Ellsworth, J.B. (2015). Entries on Change Agency and Adopter Categories. In J.M. Spector (Ed.), *The Encyclopedia of Educational Technology*. New York, NY: Sage.

Moore, S.L. and Ellsworth, J.B. (2013) Ethics of Educational Technology. In J.M. Spector et al. (Eds.), *Handbook of Research on Educational Communications and Technology* (pp. 113-127). New York: Springer.

Ellsworth, J.B. (2006). *SysAdmin: Toward Barnett's Stabilization and Reconstruction Force*. Arlington, VA: Association of the United States Army.

Ellsworth, J.B. (2002). A Survey of Educational Change Models. In M. A. Fitzgerald, M. Orey, and R. M. Branch (Eds.), *Educational Media and Technology Yearbook: Vol. 27* (pp. 84-86). Englewood, CO: Libraries Unlimited.

Ellsworth, J.B. and Iorizzo, L. J. (2000). Distance Training at the U.S. Army Intelligence Center: Surviving Implementation. In Z. Berge (Ed.), *Sustaining Distance Training* (pp. 31-47). San Francisco, CA: Jossey-Bass.

Ellsworth, J.B. (2000). *Surviving Change: A Survey of Educational Change Models*. Syracuse, NY: ERIC Clearinghouse on Information and Technology.

Selected Publications:

- Ellsworth, J.B. (2012). The Science of Certification: Developing Performance Standards for the GEOINT Community. *Trajectory*, 1(3), 17-19.
- Ellsworth, J.B., Harris, P.R., and Moore, S.L. (2011) The Purpose Project—Of School Reform, Covey & Sun Tzu: the Conversation Begins. *Tech Trends*, 55(5), 20-23.
- Moore, S.L., Ellsworth, J.B., and Kaufman, R. (2011). Visions and Missions—Are They Useful? A Quick Assessment. *Performance Improvement*, 50(6), 15-24.
- Moore, S.L., Ellsworth, J.B., and Kaufman, R. (2008). Objectives—Are They Useful? A Quick Assessment. *Performance Improvement*, 47(7), 41-47.
- Ellsworth, J.B. (2007). Eyes on Target: Intelligence Support to an Effects-Based Approach. *Joint Force Quarterly*, 46, 27-31.
- Ellsworth, J.B. (2006). Network-Centric Professional Development: Intelligence Associations in the Global Century. *American Intelligence Journal*, 25(Summer), 34-40.
- Ellsworth, J.B. and Haldi, S. B. (2004). Civic Education and Use of Force. *Academic Exchange Quarterly*, 8(2), 72-76.
- Ellsworth, J.B. (2001). Leveraging the Web for Learning in the U.S. Armed Forces. *MS&T: The International Defence Training Journal*, 18(5), 18-21.
- Ellsworth, J.B. (2000). Training or Performance Improvement, *Military Review*, 80(6), 3-8.
- Thomas, J.D. and Ellsworth, J.B. (1999). The Intelligence Center's Supervisor Survey Program. *Military Intelligence Professional Bulletin*, 25(2), 22-25.
- Ellsworth, J.B. (1997). Technology and Change for the Information Age. *Technology Source*, 1997(October).
- Ellsworth, J.B. (1995). Planning for Success: Considerations for Managing Dissemination of Training Technology. In M. R. Simonson and M. L. Anderson (Eds.), *Proceedings of Selected Research and Development Presentations at the 1995 National Convention of the Association for Educational Communications and Technology, Anaheim, CA: Vol 17* (pp. 136-146). (ERIC Document Reproduction Service No. ED383296).
- Ellsworth, J. B. (1989). *Education for the Twenty-First Century: A Philosophical Perspective*. (ERIC Document Reproduction Service No. ED439701).

Keynotes and Invitational Addresses:

- Ellsworth, J.B. (2012, October). *National Certification and Accreditation Programs for the Intelligence Profession*. Presentation and panel discussion at the 2012 GEOINT Symposium, Orlando, FL.
- Ellsworth, J.B. (2010, May). *Closing the Gap Between Education and Operations*. Presentation at the Second Annual Army Training & Education Development (ATED) Summit, Newport News, VA.
- Ellsworth, J.B. (2007, April). *Wars of Unification: The Interagency Heads "Into the Gap."* Presentation at the 2007 Texas A&M/U.S. Army War College Interagency and SSTR Ops Symposium, College Station, TX.
- Ellsworth, J.B. (2006, July). *Into the Gap: Technology, Education, and Globalization*. Presentation at the 2006 alumni reunion, Clarkson University, Potsdam, NY.
- Ellsworth, J.B. (2006, February). *Leading Change: Technology and Culture*. Presentation at the U.S. Department of State, Washington, DC.

Keynotes and Invitational Addresses (continued):

- Ellsworth, J.B. (2003, June). *Transforming Defense Professional Education for the "New Jointness."* Presentation at the 2003 conference of the Office of the Chancellor for Education and Professional Development, U.S. Department of Defense, Washington, DC.
- Ellsworth, J.B. (2003, June). *One Force: Joint Professional Military Education for the Rest of Us.* Presentation at the 2003 conference of the Office of the Chancellor for Education and Professional Development, U.S. Department of Defense, Washington, DC.
- Ellsworth, J.B. (1999, October). *Managing Educational Change for the Information Age.* Presentation at the 1999 Conference of the Federal Degree-Granting Institutions, Monterey, CA.
- Ellsworth, J.B. (1999, August). *Technology and Change for the Information Age,* Presentation at the South Orange County Community College District Faculty Flex/In-Service and Professional Development Program, Mission Viejo, CA.
- Ellsworth, J. B. (1999, February). *Seizing the Future: Finding Careers for Students of the Global Classroom.* Presentation at the Arizona South Regional Training Center Conference, Fort Huachuca, AZ.
- Ellsworth, J. B. (1999, January). *The Challenges of Technology: Learning Support in an Information Age.* Presentation at the Winter Institute for Learning Assistance Professionals, Tucson, AZ.

Selected Presentations:

- Ellsworth, J.B. (2003, March). *A Foot in Both Worlds: A Military Distance Educator Looks Ahead after a Term on the AECT Board.* Presentation at the 2003 conference of the Military Education Coordination Council's Distance Learning Coordinating Committee, U.S. Department of Defense, Carlisle Barracks, PA.
- Ellsworth, J.B. (2000, July). *The Naval War College's Center of Excellence for Distance Learning.* Presentation at the 2000 Chief of Naval Education and Training (CNET) Distributed Learning Stakeholders' Meeting, Pensacola, FL.
- Ellsworth, J.B. (1999, May). *From Training to Human Performance Improvement.* Presentation at the monthly Staff and Faculty Development Videoteleconference for the U.S. Army Training & Doctrine Command, Fort Huachuca, AZ.
- Ellsworth, J.B. (1998, February). *Curricular Integration of the World Wide Web and Other Internet Resources.* Presentation at the 1998 National Convention of the Association for Educational Communications and Technology, Saint Louis, MO.
- Ellsworth, J.B. (1997, February). *Advanced Distributed Simulations: Collaborative Distance Learning in Authentic Environments.* Presentation at the 1997 Conference of the Association for Educational Communications and Technology, Albuquerque, NM.
- Ellsworth, J.B. (1996, February). *If it Was Just Technology, it Wouldn't be Systemic Change.* Presentation at the 1996 Conference of the Association for Educational Communications and Technology, Indianapolis, IN.
- Ellsworth, J.B. (1996, February). *Building the Schoolhouse Without Walls: Unlocking the Potential of the World Wide Web.* Presentation at the 1996 Conference of the Association for Educational Communications and Technology, Indianapolis, IN.

Selected Presentations (continued):

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

Reviews:

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

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

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

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

Miscellaneous:

General Officer Working Group Participant, Army Warfighting Challenges, HQ TRADOC, 2014 – present.

Reviewer for Sections of *The Power of People: Building an Integrated National Security Professional System for the 21st Century*, Project on National Security Reform (PNSR), 2010 – 2011.

Expert Consultant, Army Learning Concept 2015 (now the Army Learning Model), HQ TRADOC, 2010.

Project Officer & Coordinator, *President's Forum: Exploring a Crisis of Globalization*, U.S. Naval War College, 2009.

Community Representative to the Intelligence Advisory Council, American Military University, 2005 – present.

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

Research Paper Academic Advisor for Selected Students Pursuing the Masters in National Security and Strategic Studies at the U.S. Naval War College, 2002 – 2012.

Conference Chair, 2002 Conference of the Armed Forces Chapter, International Society for Performance Improvement (ISPI), Tucson, AZ.

Participant in the Army Intelligence Master Plan list, an Internet Discussion Group of the Army DCS/G-2, 2001 – 2012.

Participant in the Alidade Online Discussion, an Internet Discussion Group of the Newport Center for Information Age Warfare Studies, 2000 – 2015.

Professor and Dissertation Committee Member for Selected Students Pursuing the Ph.D. in Humanities at Salve Regina University, 2000 – 2012.