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Work: Cambridge College, School of Education, Department of Educational Leadership
1000 Massachusetts Avenue, Cambridge, MA, 02138, 617-873-0619, dan.butin@cambridgecollege.edu

AREAS OF SPECIALIZATION

Educator Preparation and Policy; Community Engagement/Service-Learning; Doctoral Education; Sociology of Education

EDUCATION

- | | | |
|------|--|---------------------|
| 2001 | UNIVERSITY OF VIRGINIA
PhD in SOCIAL FOUNDATIONS of EDUCATION
Concentration in Sociology of Education | Charlottesville, VA |
| 1993 | ST. JOHN'S COLLEGE
MA in LIBERAL EDUCATION
Concentration in History of Western Thought | Santa Fe, NM |
| 1990 | MASSACHUSETTS INSTITUTE OF TECHNOLOGY
BS in MANAGEMENT SCIENCE
Concentration in Behavioral Science and Philosophy | Cambridge, MA |

PROFESSIONAL EXPERIENCE

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| 8/07 – present | ASSISTANT DEAN
<i>Department of Educational Leadership</i>
School of Education, Cambridge College
RESPONSIBILITIES | Cambridge, MA |
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- Oversight of all program design, development, and implementation of the MED, CAGS and Ed.D. programs in educational leadership. This includes: recruitment, hiring, review, and evaluation of 25 full- and part-time faculty at main campus location; oversight of programs and faculty at seven regional sites across the US; scheduling and oversight of over 180 academic courses throughout the academic year; development and oversight of \$2.5 million budget; development and review of all marketing, enrollment and retention practices; oversight of all student learning outcomes and academic quality (e.g., action research projects, doctoral dissertations); oversight of all programs' alignment to state licensure standards; oversight and responsibility for all program accreditation reviews, including two NEASC reviews and forthcoming TEAC review; development of administrative and academic policies, handbooks, and publications for new graduate programs and concentrations; development and oversight of doctoral scholarship and fellowship program for need- and merit-based support; development and oversight of new web-based, peer-reviewed, open-access journal.
- Oversight and implementation of short- and long-term strategic planning to increase enrollment growth and completion rates. This has resulted in the successful expansion of the doctoral program by over 300% at the same time as increasing academic quality, applicant diversity, and admissions standards. The current completion rate across all educational leadership programs, including the doctoral program, is 85%.
- Development of new curricular focus in order to align and integrate liberal arts and social justice perspectives to educator preparation programs. At the graduate level this included the development of a core set of courses aligned to licensure standards, expanded elective opportunities, and strengthened research and advising pathways; at the doctoral level this included expanded foundational and social justice coursework, enhanced academic student support, and deliberate and explicit linkage and translation of research to practice.

- Faculty and dissertation committee member in the Ed.D. program. This includes serving as dissertation chair and committee member, and teaching courses across all programs, including:
 - Introduction to the Dissertation (doctoral)
 - Schools and Social Justice (CAGS & doctoral)
 - Social and Cultural Foundations of Educational Leadership (doctoral)
 - Advanced Quantitative Research Methods for School Improvement (doctoral)
 - Pathways to the Professoriate (doctoral)
 - Themes in Sociology (undergraduate)
 - Social Foundations of Education (undergraduate)
- Executive Editor, *Journal of Educational Leadership, Renewal, and Justice* (in development)
- Assist the Dean, and serve as Acting Dean when necessary, to support all programming in the school of education. This includes facilitation of faculty meetings, orientation, other School of Education meetings, and membership on specific committees, including:
 - Member, Senior Leadership Team
 - Member, Dean's Council
 - Member, Library Strategic Planning Committee
 - Chair, TEAC accreditation review, educational leadership (MA through EdD)
 - Chair, NEASC program review, EdD program
 - Chair, doctoral program admissions committee

6/06 – 8/07

ASSISTANT PROFESSOR

**Co-Founding Faculty, Doctoral Program in Educational Leadership
School of Education, Cambridge College**

Cambridge, MA

RESPONSIBILITIES

- Development and implementation of new doctoral program in educational leadership. This included developing courses, policies, and concentrations (school administration, curriculum & instruction, special education administration) to accommodate NEASC review and programmatic articulation. Additional duties included:
 - Serve as dissertation chair and doctoral committee member
 - Chair, Committee on CAGS-EdD Curricular and Instructional Alignment
 - Member, admissions committee, doctoral program

COURSES TAUGHT

- Schools and Social Justice (CAGS & doctoral)
- Social and Cultural Foundations of Educational Leadership (doctoral)
- Dissertation Seminar & White Paper (doctoral)
- Cultural Anthropology (undergraduate)
- Teaching Mathematics in the Elementary Grades (undergraduate)
- Strategies for Teaching (undergraduate)

9/01 – 5/06

ASSISTANT PROFESSOR

Gettysburg College

Gettysburg, PA

COURSES TAUGHT

- First-Year Seminar 152: How Did You Get Here? College Access and The American Dream
- Education 209: Social Foundations of Education
- Education 304: Techniques of Teaching & Curriculum of Social Studies
- Education 476: Student-Teaching Seminar

GRANTS & AWARDS

- *Research and Professional Development Grant – community studies and teacher education pilot project, Spring, 2006*

- Teaching Award, Outstanding Professor, Gettysburg College, 2005-06
- *Research and Professional Development Grant – migrant education*, Fall, 2004
- *Service-Learning Faculty Fellow*, 2004-2006
- *Pennsylvania Campus Compact Service Learning Research Grant*, Spring, 2003
- *Pennsylvania Campus Compact Service Learning Course Integration Grant*, Spring, 2002

RESEARCH

- *The Future of Service-Learning in Higher Education Conference*, Fall, 2005
Organized and hosted national conference examining recent theories, exemplary models, and critical directions for service-learning in higher education.
- *Harrisburg City Public Schools*, Spring, 2003
Longitudinal, multi-methodological study examined affects on teacher collaboration, educational climate, student academic achievement and retention, and potential for replication across school district.

COMMITTEE WORK

- Member, Teacher Education Committee
- Member, Service-Learning Academic Subcommittee
- Member, Academic Learning Portfolio Subcommittee
- Service-Learning Faculty Liaison to the Center for Public Service
- Member, Off-Campus Studies Subcommittee

PUBLICATIONS

BOOKS and MONOGRAPHS

- Forthcoming. *The Education Dissertation: A Guide for Practitioner Scholars*. Thousand Oaks, CA: Corwin Press.
2009. *Rethinking Service-Learning: Embracing the Scholarship of Engagement in Higher Education*. Sterling, VA: Stylus Publishing.
2008. Editor. *Service-Learning and Social Justice Education*. New York: Routledge.
2008. *100 Experiential Learning Activities for Social Studies, Literature, and the Arts*. Thousand Oaks, CA: Corwin Press. (co-authored with Eugene F. Provenzo, Jr. and Anthony Angelini).
2005. Editor. *Service-Learning in Higher Education: Critical Issues and Directions*. New York: Palgrave.
2005. Editor. *Teaching Social Foundations of Education: Contexts, Theories, and Issues*. Mahwah, NJ: Lawrence Erlbaum Publishers.
2000. *Rethinking High School*. Charlottesville, VA: Thomas Jefferson Center for Educational Design.

BOOK CHAPTERS, ENCYCLOPEDIA ENTRIES, and JOURNAL EDITORSHIPS

- Forthcoming. "The Next Wave for Community Engagement." In *Problematizing Service-Learning: Critical Reflections for Development and Action*, edited by Trae Stewart & Nicole Webster. Information Age Publishing.
2008. "Student Resistance" In *Encyclopedia of the Social and Cultural Foundations of Education*, edited by Eugene F. Provenzo, Jr. NY: SAGE Publications.
2008. "Service-Learning" In *Encyclopedia of the Social and Cultural Foundations of Education*, edited by Eugene F. Provenzo, Jr. NY: SAGE Publications.

2008. "Justice Learning: Service-Learning as Justice-Oriented Education" in D. W. Butin (Ed.) *Service-Learning and Social Justice Education*. NY: Routledge.
2007. "Character Education and the Philosophy of Blame: A Response to Lynda Stone" *Philosophy of Education Yearbook, 2007*.
2007. Guest Editor. "Service-Learning and Social Justice Education" *Equity & Excellence in Education, 40(2)*.
2007. "Civic Engagement." In *Encyclopedia of the American High School*, edited by Kathryn Borman, Spencer Cahill, and Bridget Cotner. New York: Greenwood Publishing.
2006. Guest Editor. "Future Directions for Service-Learning in Higher Education", *International Journal of Teaching and Learning in Higher Education, 18(1)*.
2005. Guest Editor. "How Social Foundations of Education Matters to Teacher Preparation? A Policy Brief". *Educational Studies, 38(3)*. Pp. 214-229.
2005. "Preface: Disturbing Normalizations of Service-Learning" in D. W. Butin (Ed.) *Service-Learning in Higher Education: Critical Issues and Directions*. Palgrave.
2005. "Service-Learning as Postmodern Pedagogy" in D. W. Butin (Ed.) *Service-Learning in Higher Education: Critical Issues and Directions*. Palgrave.
2005. "Introduction: Teaching Social Foundations" In D. W. Butin (Ed.) *Teaching Social Foundations of Education: Contexts, Theories, and Issues*. Mahwah: NJ. Lawrence Erlbaum Associates.
2005. "Identity (Re)Construction and Student Resistance" In D. W. Butin (Ed.) *Teaching Social Foundations of Education: Contexts, Theories, and Issues*. Mahwah: NJ. Lawrence Erlbaum Associates.
2005. "Diversity, Democracy, and Definitions: Contested Positions for the Future of the Social Foundations" In D. W. Butin (Ed.) *Teaching Social Foundations of Education: Contexts, Theories, and Issues*. Mahwah: NJ. Lawrence Erlbaum Associates.
2003. "The Impact of Virginia's Accountability Plan on High School English Departments" In Daniel L. Duke. (Ed.) *Leadership in the Age of Accountability*. Albany, NY: SUNY Press. Co-authored with Daniel L Duke., and Amy Troup.

ARTICLES

- In Preparation. "The Future of the EdD: Nontraditional Program Delivery and the State of the EdD in Educational Leadership."
- Under Review. "From Admissions to Retention: Linking Holistic Admissions to Diversity and Student Success in an EdD Program" (co-authored)
- Under Review. "Can I Major in Service-Learning? An Empirical Analysis of Majors, Minors, and Certificates"
- Forthcoming. "Education or Indoctrination? The Problematics of Faculty Work In The 'Engaged' University." *Education Review*.
2008. "Saving the University on His Own Time: Stanley Fish, Service-Learning, and

Knowledge Legitimation in the Academy" *Michigan Journal of Community Service Learning*.

2008. "Lessons from an Urban Classroom: A Review of Schultz's *Spectacular Things Happen Along the Way*." *Educational Studies*, 44, pp. 289-293.
2007. "Rethinking Engagement: Strengthening Faculty Buy-In to Community Engagement." *Change*, Nov/Dec., 2007. Pp. 34-37.
2007. "Dark Times Indeed: NCATE, Social Justice, and the Marginalization of Multicultural Foundations.", *Journal of Educational Controversy*, 2(2). Available at: <http://www.wce.wvu.edu/Resources/CEP/eJournal/v002n002/>.
2007. "Re-Reading Dewey: A Review of David Hansen's *John Dewey and Our Educational Prospect*", *Education Review*. Available at: <http://edrev.asu.edu/reviews/rev575.htm>.
2007. "Justice Learning: Service-Learning as Justice-Oriented Education", *Equity & Excellence in Education*. 40(2). Pp. 177-183.
2006. "Putting Foucault to Work in Educational Research: A Review", *Journal of Philosophy of Education*. 40(3). Pp. 371-380.
2006. "The Limits of Service-Learning in Higher Education", *The Review of Higher Education*, 29(4). Pp. 473-498.
2006. "Special Issue Introduction: Future Directions for Service-Learning in Higher Education", *International Journal of Teaching and Learning in Higher Education*, 18(1). Pp. 1-4.
2006. "Disciplining Service-Learning: Institutionalization and the Case for Community Studies", *International Journal of Teaching and Learning in Higher Education*, 18(1). Pp. 57-64.
2005. "Is Anyone Listening? Educational Policy Perspectives on the Social Foundations of Education". *Educational Studies*, 38(3). Pp. 286-297.
2005. "I Don't Buy It': Student Resistance, Social Justice, and Identity Construction", *Inventio* 7(1). Available at http://www.doit.gmu.edu/inventio/issues/Spring_2005/Butin_1.html.
2005. "Perspectives on Higher Education" *Educational Studies*. 37(2), pp. 157 – 166.
2004. "The Foundations of Preparing Teachers: Are Education Schools Really 'Intellectually Barren' and Ideological?" *Teachers College Record*. Available at: <http://www.tcrecord.org/Content.asp?ContentId=11349>.
2003. "Of What Use Is It?: Multiple Conceptualizations of Service-Learning in Education", In *Teachers College Record*, 105(9), pp. 1674-1692.
2003. "A Review of Dave Hill, Peter McLaren, Mike Cole, and Glenn Rikowski's (editors) *Marxism Against Postmodernism in Educational Theory*", In *Teachers College Record*. Available at: <http://www.tcrecord.org/content.asp?contentid=11154>.
2003. "Take My Job: A Review of Stanley Aronowitz's *The Last Good Job in America: Education and Work in the New Global Technoculture*", In *Teachers College Record*,

105(4), pp. 608-612.

2003. "A Review of Mike Wallace and Keith Pocklington's *Managing Complex Educational Change*", In *Teachers College Record*, 105(4), pp. 617-620.
2003. "The Limits of Categorization: Re-Reading Multicultural Education", In *Educational Studies*, 34(1). Pp. 62 – 70.
2002. "This Ain't Talk Therapy: Problematizing and Extending Anti-Oppressive Education" In *Educational Researcher*. 31(3). Pp. 14-16.
2001. "If This is Resistance I Would Hate to See Domination: Retrieving Michel Foucault's Notion of Resistance in Educational Research" In *Educational Studies*, 32(2), pp. 157-176.
1998. "Rethinking Educational Design in New School Construction", In *International Journal of Educational Reform*. 7(2). Pp. 158 – 167. With Daniel L. Duke, Bill Bradley, Margaret Grogan and Monica Gillespie.

PRESENTATIONS (most recent)

- Forthcoming. "To Get Out You Have to First Get In: Holistic Admissions Practices, Doctoral Diversity, and Program Completion in an EdD Program in Educational Leadership" *American Educational Research Association (AERA) conference*, April, 2009, San Diego, CA. (co-authored with Shannon Houston).
- Forthcoming. "The Disciplining of Service-Learning: An Empirical Analysis of Majors, Minors, and Certificates" *American Educational Research Association (AERA) conference*, April, 2009, San Diego, CA.
2008. "Can I Major in Service-Learning? Examining Service-Learning as an Academic Discipline" presented at the *International Research Conference on Service-Learning and Community Engagement*, October 25, 2008, New Orleans, LA. (symposium presentation with Elizabeth Hollander and Rick Battistoni).
2008. "Filling the 'Holes' in Holistic Education: Towards a Comprehensive Research Base for Holistic Education" presented at the *American Educational Research Association (AERA) Conference*, March 25, 2008, New York, NY. (co-authored with Brenda Grimes)
2008. "Justice in Doubt: Disturbing Service-Learning to Reclaim Justice-Oriented Education" presented at the *American Educational Research Association (AERA) Conference*, March 26, 2008, New York, NY.
2007. with Aaron Schutz. "Reclaiming Foundations: A Manifesto for the Future of the Foundations Field." presented at the *American Educational Studies Association (AESA) national conference*. Cleveland, OH. October 27, 2007.
2007. Panel Participant. "Elimination of Foundations Courses in Teacher Preparation Programs—Do We Have a Say?" presented at the *American Educational Studies Association (AESA) national conference*. Cleveland, OH. October 25, 2007.
2007. "Dark Times Indeed: The Marginalization and Future of the Social Foundations Field" paper presentation at the *American Educational Research Association (AERA) Conference*, April 13, 2007, Chicago, IL.

2007. "Character Education and the Philosophy of Blame: A Response to Lynda Stone" invited response paper at the *Philosophy of Education Society* conference, March 18, 2007, Atlanta, GA.
2006. "'Social Justice' and Academic Freedom: Teacher Education as a Limit Case of What Can Be Taught in the Higher Education Classroom" presented at the "Freedom Threatened? Teaching in Today's Politically Charged Environment" conference. Gettysburg, PA. March 24, 2006.
2006. "Where is Community Studies in Higher Education? Institutionalizing a Scholarship of Engagement", Chair and presenter of a panel presentation at the *Association of American Colleges and Universities (AAC&U)*. Washington, D.C. January 27, 2006.
2005. "Foundations and Democracy: Linking the Rhetoric and Reality in Educational Foundations" presented at the *American Educational Studies Association (AESA)*. Charlottesville, VA. November 5, 2005.
2005. "The Limits and Possibilities of Teaching for Social Justice: Towards a Democratic Apprenticeship in Teacher Education" Paper presented at the American Educational Research Association (AERA) Conference, April 13, 2005, Montreal, Canada.
2004. Panel presentation. "What Is/Should Be Foundational About Foundations of Education Textbooks" presented at the American Educational Studies Association (AESA). Kansas City, November 5, 2004.
2004. "What Do We Teach: A Content Analysis of Social Foundations Syllabi." Paper presented at the American Educational Studies Association (AESA). Kansas City, November 6, 2004.
2004. "Service-Learning as a Pedagogy of Undecidability." Paper and panel chair of "Am I just Hearing Things: Examining the 'Underside' of Service-Learning" presented at the American Educational Studies Association (AESA). Kansas City, November 7, 2004.
2004. "Service-Learning and the Postmodern Condition" paper presented at the 4th Annual International Service-Learning Research Conference, October 10-12, 2004, Greenville, SC.
2004. "Resisting Resistance: Pedagogical Strategies for Social Justice within Teacher Education" Paper presented at the American Educational Research Association (AERA) Conference, April 14, 2004, San Diego, CA.

INVITED PRESENTATIONS

- "A Higher Vision: Trends and Challenges for the Future of Higher Education in the 21st Century" – Forthcoming Opening Keynote Address at the University of the West Indies for a national dialogue on the future of the Caribbean higher education system. May, 2009.
- "Undergraduate Education: an Apprenticeship for Democracy" – Forthcoming Keynote Address at Oakland University's *Equity Within the College Classroom Conference*, Rochester, MI. April 6, 2009.
- "Service-Learning, Leadership, and Democracy" – Forthcoming Keynote Address at *The International Partnership for Service-Learning and Leadership* meeting. Portland, OR, February 17, 2009.

- "Can I Major in Service-Learning? The Limits and Possibilities of Institutionalizing Community Engagement in Higher Education." – Keynote Address to the Ohio Campus Compact's Service-Learning Symposium, Columbus, OH. August 6, 2008.
- "Social Injustices in Education" – Keynote Address at Lasell College's America Reads Conference, Newton, MA. April 21, 2007.
- "The Limits and Possibilities of Service-Learning in Higher Education" – Plenary Address to the Michigan Campus Compact Institute on "Service-Learning and Civic Engagement". February 8, 2007.
- "You Say You Want a Revolution...Mapping the Limits and Possibilities of Service-Learning in Higher Education" – Muhlenberg College. Invited address. April 18, 2006.
- "Does Social Foundations of Education Matter in Teacher Preparation?" – University of Wisconsin, Milwaukee. Invited Presentation [by teleconference]. March 30, 2006.
- "The Ideologies of Teacher Preparation: A Re-Evaluation" Debate with David Steiner hosted by the Progressive Policy Institute's 21st Century Schools Project. Washington, D.C., September 10, 2004.
- "The Past and Future of Our Educational Present: Urban Education and Notions of Community" – Franklin & Marshall College, Lancaster, PA – Plenary Address, Community and Culture in Metropolitan America Seminar. November 5, 2002.

PUBLICATIONS, PRESENTATIONS, & WORKSHOPS FOR THE GENERAL PUBLIC

2007. "Race Matters: Understanding Race and Ethnicity in the K-12 Classroom" workshop presentation at the *Institute for Lifelong Learning*, Cambridge, MA, June 14, 2007.
2007. "Class in the Classroom: How Does Class, Culture and Poverty Impact Schooling?" Workshop presentation at the *Institute for Lifelong Learning*, Cambridge, MA, February 10, 2007.
2007. "Strengthening Community-Based Teaching and Learning in Higher Education" – Workshop at the Michigan Campus Compact Institute on "Service-Learning and Civic Engagement". February 8, 2007.
2007. "The Curious Relationship Between Service-Learning and Social Justice Education" – Workshop at the Michigan Campus Compact Institute on "Service-Learning and Civic Engagement". February 8, 2007.
2007. "Getting Faculty 'Buy-In' to Service-Learning" – Clinic at the Michigan Campus Compact Institute on "Service-Learning and Civic Engagement". February 8, 2007.
2006. "Education or Indoctrination? Teaching Complex and Contested Knowledge in the Higher Education Classroom" – Central Pennsylvania Consortium [Franklin & Marshall, Gettysburg, & Dickinson] workshop for new faculty. January 9, 2006.
2005. "Service-Learning and Community Studies: A Fruitful Partnership?" – Franklin & Marshall College, Lancaster, PA – Service-Learning Faculty Workshop Series. May 19, 2005.
2005. "Service-Learning is Dangerous", *National Teaching & Learning Forum*, 14(4).
2003. *Interim Report. Harrisburg School District – Rowland Middle School "Team and*

Theme" Analysis. Gettysburg, PA: Department of Education, Gettysburg College.

2002. "Going Beyond 'Just Do It': The Assumptions, Implications, and Limitations of Different Models of Service-Learning" – Pennsylvania Campus Compact Annual Conference - "Pennsylvania Higher Education – Realizing Public Purpose", Harrisburg, PA. November 1, 2002.

2000. National Clearinghouse for Educational Facilities. Published a set of overviews on classroom design and educational facilities: "Early Childhood Centers", "General Classrooms", "Health Centers", "Library Media Centers", "Multi-Purpose Space", "Science Facilities", "Student Commons", "Teacher Workspaces", Washington, D.C.: available at: <http://www.edfacilities.org/>

1999. *Two Year Report on the Danville Focus Schools.* Charlottesville, VA: Thomas Jefferson Center for Educational Design.

PROFESSIONAL ORGANIZATIONS, PROFESSIONAL SERVICE and AWARDS

Board Member, Editorial Board, *Educational Studies*, 2002-present
Member, American Educational Research Association, 2001-present
Member, American Educational Studies Association, 2001-present
Member, Philosophy of Education Society, 2001-present
Member, Awards Committee, Wholistic Education, 2002-2003
Member, Awards Committee, "Critic's Choice" AESA Book Awards Committee, 2003-2004
Member, Awards Committee, NC Campus Compact Service-Learning Award, 2007
Reviewer, *Education and Culture*, 2004-present
Reviewer, *Educational Researcher*, 2002-present
Reviewer, *Educational Studies*, 2002-present
Reviewer, *Educational Studies*, Special Section on Classroom Learning, 2002-2003
Reviewer, *Michigan Journal of Community Service Learning*, 2005-present
Reviewer, *Teaching Education*, 2003-2004
Reviewer, *Education Policy Analysis Archives*, 2007-present
Reviewer, *The Sociological Quarterly*, 2007-present
Book Reviewer, Cambridge University Press, 2004-present
Book Reviewer, Routledge, 2006-present
Member, Education Policy Blog (<http://educationpolicyblog.blogspot.com/>)

PREVIOUS PROFESSIONAL EXPERIENCE

9/99 – 7/06

ADJUNCT FACULTY

University of Virginia, Division of Continuing Education, Falls Church, VA
Master's level summer coursework for students enrolled in a wide variety of MA and PhD programs within UVA, George Mason, and George Washington University education programs.

COURSES TAUGHT

- EDLF 760: Success and Failure
- EDLF 764: Anthropology of Education
- EDLF 763: Sociology of Education

9/98 – 8/01

INSTRUCTOR

University of Virginia, Charlottesville, VA

COURSES TAUGHT

- EDLF 589-6: Success and Failure
- EDLF 589-12: Foundations of School Failure

10/99 – 8/01

RESEARCHER, *Impact Study of SOL Assessment on HS English Departments*

Thomas Jefferson Center For Educational Design, Charlottesville, VA
Virginia's high-stakes standardized tests, the Standards of Learning (SOLs), have caused

many schools to modify numerous aspects of their curriculum and assessment practices. This study explored the intended and unintended consequences of SOL implementation on high school English departments throughout the State of Virginia.

8/97 - 9/99

PRINCIPAL INVESTIGATOR, *Focus School Study in the Danville City Public Schools*
Thomas Jefferson Center For Educational Design, Charlottesville, VA

Focus schools – small, semi-autonomous schools of choice – were implemented to reduce the dropout rate (the 2nd highest in the state of Virginia), increase student academic achievement, and provide multiple educational options for students and parents in Danville, VA. The study examined these issues through a longitudinal, multi-methodological analysis. It focused on organizational, systemic implementation, and policy perspectives.

11/94 - 8/96

DIRECTOR of MARKETING, *International Division*
House Of Training, Copenhagen, Denmark

Developed short- and long-term strategies throughout Scandinavia. Developed needs assessment for products, created multimedia sales presentations, and trained internal staff in sales and marketing. Created new courses – *Global Competence*, *Negotiation Skills in English*.

10/91 - 7/93

TEACHER, *Middle School Math/Science*, 6 – 8 grade
San Diego Mission School, Jemez Indian Pueblo, NM

Taught General Science, Earth Science, Biology, Pre-Algebra & Algebra.

8/92 - 7/93

GED INSTRUCTOR
Jemez Indian Pueblo, NM

Taught Math & English to adults in preparation for their General Equivalency Degree (GED).

8/90 - 9/91

CHIEF FINANCIAL OFFICER & DIRECTOR of PUBLIC RELATIONS
Teach For America, New York, NY

Responsible for \$12 million budget. Created and oversaw fiscal strategies for five regional offices. Handled issues of financial aid, short-term growth, and budget. Responsible for all contact and public relations strategy with print and television media.