

JAMES H. FINKELSTEIN, PH.D.

George Mason University
Schar School of Policy and Government
Arlington, VA 22201
Internet: jfinkel@gmu.edu

3559 Appleton Street, N.W.
Washington, DC 20008
Telephone: (202) 255-7231
Internet: jim@jimfinkelstein.com

Professional Experience

- 2016-present George Mason University
Professor Emeritus of Public Policy, Schar School of Policy and Government
- BetaGroup Consulting
Lead Consultant
- 1989-2016 George Mason University
Professor, School of Policy, Government, and International Affairs;
Vice Dean and Professor, School of Public Policy (2007-2010);
Senior Associate Dean and Professor, School of Public Policy (2000-2007);
Administrator and Professor, The Institute of Public Policy (1994-2000); Associate
Director, Prince William Campus (1993-94);
Associate Dean and Associate Professor, Graduate School of Education
(1989-93)
- Vice President & Treasurer (thru 2001)
The Institute for Educational Transformation, Inc.
- 2012-2014 United States Postal Service Office of the Inspector General
Deputy Director, Learning and Knowledge Management Directorate
(Detailed under the Intergovernmental Personnel Act)
- 1983-89 New York University
Assistant Dean (1987-89), Director (1984-87) and Coordinator (1983-84)
Office of Research, Development, Planning & Government Relations
School of Education, Health, Nursing, and Arts Professions
- 1976-83 The Ohio State University
Executive Assistant to the Vice President, Office of University Communications
and Development (1982-83);
Associate Director and Senior Research Scientist, College of Education Office of
Research and Development Services (1980-82);
Research Associate, College of Education, Department of Early and Middle
Childhood Education (1976-80)
- 1978 Columbus (Ohio) Public Schools
Proposal Development Specialist
- 1974-75 The Seven Hills Schools of Cincinnati (Ohio)
Teacher

Administrative Position Descriptions

**Vice Dean and Professor
The School of Public Policy
George Mason University**

Responsibilities:

- Chief operating officer for the School.
- Responsible for all aspects of day-to-day management and operations including academic affairs, fiscal management, human resources, administration, student services, enrollment management, communications, executive education and alumni affairs.
- Oversaw annual budgets with expenditures of \$20 million.
- Managed fundraising and institutional advancement activities.
- Supervised personnel policies and procedures for the School's nearly 150 staff members.
- Negotiated all faculty and staff contracts.
- Coordinated the School's role in the University's capital campaign.
- Represented the School on various university-wide committees.
- Led the school's development efforts for the University's first capital campaign

The School had the nation's largest doctoral program in Public Policy with over 150 Ph.D. students and has 6 masters' degrees enrolling nearly 850 students; the two largest were the MA International Commerce and the Masters in Public Policy. The world-renowned faculty has included Seymour Martin Lipset, Susan Tolchin, Lee Fritschler, Frank Sesno, Richard Florida, Frank Fukuyama, Bill Schneider and Michael Hayden as well as Betty Friedan and Alice Rivlin. The School was the University's largest research unit based on per capita expenditures and was consistently ranked in the top 5 in its discipline by the National Science Foundation (Public Affairs, Public Policy, Public Administration and Political Science).

Selected Accomplishments:

Served as liaison with the University's Board of Visitors (Trustees) in the creation of the School of Public Policy. In this role, worked with former US Attorney General Ed Meese and former Director of OMB, Jim Miller.

Created computer-based budget modeling and monitoring system for the School. The first year of implementation resulted in the recovery of over \$400,000 recovered from dormant accounts. This resulted in the School being selected by the University to be a test site for the decentralization of the FRS system.

Co-Investigator and Project Manager for a \$1.7 million project funded by the U.S. Department of Commerce. Supervised the installation of Internet connections for 5 public schools serving over 3,000 students and community access for 200 households as well as managing an intensive training program. This project resulted in the first use of wireless bridge technology in a public school.

Managed major restructuring effort to merge two other units into the School that resulted in nearly a 100% increase in size. Responsible for enrollment management and marketing activities that resulted in an annual growth rate of over 100% from AY 2002 – AY 2010.

Produced the first GMU-WETA joint television show, "Gridlock," and served as GMU's executive producer for "Sesno Reports," a public affairs series broadcast on WETA and other PBS stations. The partnership also included washingtonpost.com. Negotiated all contracts and managed first year fundraising of over \$1.4 million.

Led the development of the School's executive education programs including the successful negotiations to establish the Inspector General Institute for all 56 such agencies across the federal government.

Managed proposal development resulting in funding of nearly \$1 million for three contracts with the United States Postal Service Office of Inspector General to provide strategic planning and management consulting services; \$990,000 for a contract with the Postal Rate Commission to conduct a congressionally mandated study of universal service and the postal monopoly; and \$3.5 million for a cooperative agreement with the Federal Emergency Management Agency to train managers in the energy industry in enterprise risk management.

Represent the School on numerous university-wide committees including Software Ownership, Administrative Faculty Handbook, Equipment Trust Fund, Space Management Taskforce, Graduate Assistantships, Electronic Workflow Applications, Distributed University, Banner Implementation Steering Committee, Computer Security, Graduate Council, and Strategic Research Futures.

Successfully recruited and negotiated contracts to hire distinguished senior faculty including Jack Goldstone, Frank Sesno, Lee Fritschler, Andrew Krepinevich, Richard Florida, Bill Schneider, Robert Deitz and Michael Hayden.

Led the school's development efforts during the university's first capital campaign. The school was the first academic unit to reach its goal.

**Vice President & Treasurer
Institute for Educational Transformation, Inc.
George Mason University**

Responsibilities:

- Founding member and chief financial officer of the Institute for Educational Transformation, Inc., a 501(c)(3), Virginia corporation.
- Recruited over 60 member organizations representing state and local governments, school districts, Fortune 500 corporations, public agencies, small businesses, universities and non-profit organizations.

Selected Accomplishments:

Successfully negotiated the Institute's contract for external funding to establish "new model partnership schools" with the Fauquier County Board of Education.

Managed the development of proposal to the New American Schools Development Corporation, a \$30 million project involving over 60 partner organizations from education, business and government.

Coordinated the development of a \$4.5 million proposal to the National Science Foundation's Networking Infrastructure for Education Program in collaboration with the National Zoological Park, the National Museum of Natural History, Bell Atlantic, MCI and PRC, Inc.

**Deputy Director
Learning and Knowledge Management Directorate
United States Postal Service
Office of the Inspector General**

On detail from George Mason University to the USPS OIG under the Intergovernmental Personnel Act (1970) Mobility Program from August 2012 through August 2014. The USPS OIG is one of the three largest among the 72 statutory IG agencies across the federal government.

Responsibilities:

- Served as mentor to the newly appointed Director who had just completed her masters program in Organizational Development.
- Provided day-to-day supervision of professional staff and student co-ops.
- Supervised work of contractors assigned to develop training programs and program evaluation.
- Special assignments for the Inspector General.

Selected Accomplishments:

- Developed pricing model for developing agency-wide training programs.
- Oversaw the development of an evaluation model for training programs.
- Developed specifications for learning management system deployed by the agency.
- Co-authored concept paper that resulted in the Data Analytics and Technical Expert Services (DANTES) Project for the Recovery Accountability and Transparency Board. (<https://www.dantesportal.org>)

**Associate Director, Prince William Institute
Associate Professor, School-Based M.Ed. in Reflective Practice
George Mason University**

Temporary assignment as the second ranking academic officer for a new campus of George Mason University that opened in late 1996. Principal responsibilities included academic program planning, proposal development and co-ordination of the School-Based M.Ed. in Reflective Practice.

Taught courses in research methodology and served as advisor to school-based research teams.

**Associate Dean, Graduate School of Education
Associate Professor, Educational Research
George Mason University**

Responsibilities:

- Managed all aspects of day-to-day administration of the School, including fiscal management for over \$6 million in budgets; personnel administration for 50 faculty and professional staff; coordinated and provided leadership for

initiatives in technology and school-based degree programs; review of faculty workload analysis and scheduling; served as Acting Dean in the absence of the Dean; represented the School on university-wide committees; and worked with a wide variety of external organizations.

- School included programs in education, counseling, health sciences and social work at the undergraduate through doctoral levels.
- Faculty member in educational research program, taught introduction to educational research and supervised student interns.

Selected Accomplishments:

Developed computerized budgeting process and faculty workload analysis.

Negotiated agreements to produce the interactive videodisks and telecourse instructional materials for the PBS series, "The Civil War."

Reorganized the Office of Inservice Education, allowing the School to increase excess revenues by 200%.

Director and co-founder of the Lugano Academy for the Electronic Arts.

Coordinated reorganization of the School, including the implementation of a new team-based shared-governance structure, and managed strategic/long range planning.

**Assistant Dean for Research, Development, Government Relations and Planning
Adjunct Associate Professor, Department of Organizational and Administrative Studies
New York University**

Responsibilities:

- Served as the senior administrator for all aspects of research, development and governmental relations activities for a school of nearly 200 full-time faculty with approximately 70 funded projects totaling over 13 million dollars per year.
- Liaison with federal and state legislators and legislative staffs.
- Served on various University committees including the Committee on Software Copyrights, Sponsored Program Working Group and Confidentiality Committee.
- Adjunct faculty member teaching doctoral level research methodology course.
- Supervised a staff of 15.

Selected Accomplishments:

Increased total external funding nearly six-fold from 1983-84 through 1988-89 to over \$13 million. The proposal submission to funding ratio was over 40%.

Reorganized and revitalized fundraising efforts including the creation of computerized databases and budgeting.

Secured the largest corporate gift in the School's history (\$750,000 from IBM) and the first endowed chair (\$1 million from the Independence Foundation).

Successfully negotiated the University's first R & D agreement with a Japanese corporation for the development of multimedia technologies.

Authored state legislation that resulted in the funding of a statewide dropout prevention program.

Developed Reading Recovery™ program for New York City and surrounding areas.

Secured funding for three major centers including the Equity Assistance Center-Region 2 (\$900,000); AIDS Education and Training Center-Region 2 (\$850,000); and National Center for Research in Arts Education (\$400,000).

Coordinated and provided staff support to the School's strategic planning working group on reorganization, the Program Planning Team.

**Executive Assistant, Vice President for University Communications and Development
The Ohio State University**

Responsibilities:

The Office of the Vice President for University Communications and Development was responsible for four major university service functions:

- (1) Office of University Development which is the fundraising arm of the institution;
- (2) Office of Communication Services which is the public affairs/relations service unit;
- (3) University Publications which handles all advertising and promotion; and
- (4) Office of Alumni Relations, which serves the graduates of the nation's largest institution of higher education.

These offices employed over 60 professional staff and 40 support staff. The role of the Executive Assistant was to serve as the aide to the Vice President and to be certain that his interests and institutional policies were being served. Conducted comprehensive policy, program and personnel review for all university advancement functions. Affirmative Action liaison officer.

Selected Accomplishments:

Developed the initial strategy for the first Ohio State University Capital Campaign. When announced, this was the largest fundraising effort undertaken by a public university.

Coordinated the three-fold expansion of the development staff including the recruiting, interviewing and hiring of development officers.

Initiated the involvement of the University in the Ohio Teleport Corporation, the University's first public/private sector joint corporate venture.

Conducted a review of the University's sports broadcasting policies and organized the University Communications and Technology Task Force.

Co-creator of SUMMER TECH, the nation's largest summer, community-based computer education program. This was a collaborative effort among the University, the public schools and the business community.

**Associate Director, Office of Research and Development Services
The Ohio State University**

Responsibilities:

- Established a structure for the newly created office.
- Served as liaison between the College and the OSU Research Foundation.
- Served as the senior staff member and full-time administrator responsible for all aspects of proposal development for a college of over 200 faculty.
- Negotiated awards with various governmental agencies, corporations and non-profit organizations.
- Coordinated the College Small Grants and Awards to Young Scholars Programs.
- Coordinated the Deans' Network, an organization of the major research schools and colleges of education in the United States.

Selected Accomplishments:

Increased total sponsored research and development activity by over 100% from 1980-81 to 1982-83.

Developed the first proposal on the use of microcomputers in education for the College. The "Technology and Basic Skills Project" was funded by a \$920,000 contract from the U.S. Department of Education.

Co-creator of the nation's first privately financed interactive video-teleconference on the use of microcomputers in education. Fifty-eight sites participated.

Professional Service (selected)

Vice Chairperson, Philosophy Special Interest Group, American Educational Research Association, 1981-82

North American Editor, AI & Society: The Journal of Human-Centered and Machine Intelligence published by Springer-Verlag International (1987-2001)

Advisory Board, AI & Society: The Journal of Human-Centered and Machine Intelligence published by Springer-Verlag International (2001-present)

Founder & Co-Director, Lugano Academy for the Electronic Arts (1989-92)

Member, Astronauts Memorial Foundation Educational Advisory Board (1993-1995)

Member, Board of Directors, C. Ray Williams Early Childhood Center (1993-2002)

University Liaison, Phi Delta Kappa, George Mason University Chapter (1989-1992)

Coordinator, The Dean's Network (1980-83)

Coordinator, Spencer Foundation Awards to Young Scholars Program, The Ohio State University (1980-83) and New York University (1983-86)

Conference Co-Chair, "Emergence, Entropy and the Creative Universe, Institute Kurt Bosch and the Swiss Science Council, (1997)

Special Interest Group on Biographical and Archival Research Program Committee, American Educational Research Association, (2004-05).

Judge, Annual News and Documentary Emmy Awards, 2005-present

Member, Council on Higher Education Accreditation 10th Anniversary Commission

Member, Academic Initiatives Committee, George Mason University Faculty Senate (2013-2015)

Elected Faculty Representative, Development Committee, George Mason University Board of Visitors (2012-2015)

Consultant:

Alexandria City Public Schools (VA)
Alexandria City Ad Hoc Task Force on Telecommunications and Information Technology
Beta Group
Benesse Corporation (Formerly Fukutake Publishing, Ltd. of Japan)
Deutsche Telekom (Germany)
Education Alliance at Brown University
Embassy of Ghana, Ministry of Education
Fauquier County Public Schools (VA)
Johns Hopkins University (external referee for promotion)
Interbrand--Zintzmeyer & Lux (Switzerland)
Istituto Dalle Molle di Metodologie Interdisciplinari (Switzerland)
Los Angeles County Office of Education
Metropolitan Center for Educational Research
Morino Institute
National Clearinghouse for English Language Acquisition
National Conference of State Legislatures
National Institute of Education
New York City Board of Education
North Dakota Department of Education
Victor Company of Japan (JVC), Limited (Japan)

Reviewer:

American Educational Research Association Division B-Curriculum Studies
American Educational Research Association Division D-Measurement and Research
Methodology
American Educational Research Association Division G-Social Context of Education
American Educational Research Association Division L-Educational Policy and Politic(s)
American Educational Research Association Philosophical Studies of Education Special
Interest Group
American Association of Colleges of Teacher Education
Educational Researcher (Special issues on Education Reform 1997)
Journal of Theory and Research in Social Education
Fund for the Improvement and Reform of Schools and Teaching, U.S. Department of
Education
National Science Foundation, Program in Applications of Advanced Technology
Programs for the Improvement of Practice, U.S. Department of Education
Office of Educational Research and Improvement Fellows Program, U.S. Department
of Education
Office of Educational Research and Improvement, Regional Research Laboratory Program,
U.S. Department of Education

Professional Memberships* (selected)

American Association for the Advancement of Science
American Association of Colleges of Teacher Education (Institutional Representative)
American Association for Higher Education
American Educational Research Association*
 Division B-Curriculum Studies*
 Division D-Measurement and Research Methodology*
 Division G-Social Context of Education*
 Division L- Educational Policy and Politic(s)*
 Artificial Intelligence and Education Special Interest Group
 Philosophical Studies of Education Special Interest Group
Computer Professionals for Social Responsibility
Irish-American Higher Education Research Organization* (Founding Member)
Organization of Institutional Affiliates (Institutional Representative)
Phi Delta Kappa
Union of Concerned Scientists

Community Service

International Eye Foundation Board of Directors (2009-2012)
 Program Committee
 Finance Committee
International Psychotherapy Institute Board of Directors (2009-present)
Planet Forward Advisory Board (George Washington University) 2010-present)

Publications, Presentations and Interviews (selected)

"Who Wins When a College Presidency Fails?," with Judith Wilde, *The Chronicle of Higher Education*, June 12, 2017.

"Does your president have a platinum parachute?," and Judith Wilde, *Inside Higher Education*, June 1, 2017.

"Benefits and bonuses," and Judith Wilde, *Inside Higher Education*, May 25, 2017.

"The CEO-ization of the President's Contract," and Judith Wilde, *Inside Higher Education*, May 18, 2017.

"The Role of Confidentiality in Presidential Searches," with Judith Wilde, *The Chronicle of Higher Education*, May 5, 2017.

"Should university presidents and chancellors get compensated like corporate CEOs?," with Judith Wilde, *The Sacramento Bee*, Sacramento, CA, April 21, 2017.

"Rule #3: Follow the Money," *Toward a Culture of University Ethics: An Interdisciplinary Conference*, Boston College, Boston, MA, April 6, 2017.

"How Well Do You Know Your Candidate?," with Judith Wilde, *The Chronicle of Higher Education*, March 17, 2017.

* Current

- "Hiring a Search Firm? Do Your Homework First," with Judith Wilde, *The Chronicle of Higher Education*, November 25, 2016.
- "Why So Secret? Shedding Light on Closed-Door Presidential Searches at Public Universities," and Judith Wilde, Student Press Law Center Podcast, July 29, 2016.
- "The Corporatization of Presidential Contracts," and Judith Wilde & Sherilyn Streicker, AAUP Annual Conference on the State of Higher Education," Washington, DC, June 2016.
- "Executive Search Firms and the Disempowerment of Faculty," and Judith Wilde & Sherilyn Streicker, AAUP Annual Conference on the State of Higher Education," Washington, DC, June 2016.
- "Conflicts and Abuse in the Outside Employment of the University of California and California State University Executives," Testimony before Joint Hearing of the Assembly Budget Subcommittee No. 2 on Education Finance and the Assembly Committee on Higher Education, Sacramento, CA, April 4, 2016.
- "Symposium: The Effects of Poverty and English Learner Status on Academic Achievement," discussant, 4th International Conference on Language, Education and Diversity Conference, University of Auckland, November 2015.
- "The Effects of Leadership Teams on the Education of English Learners: Moving Forward and Maintaining Momentum," 4th International Conference on Language, Education and Diversity Conference, University of Auckland, November 2015.
- "Corporatization of the University President: Final Report," Strategic Grant #20100936, Ewing Marion Kauffman Foundation, 2012.
- "Designing Universities for the Future: Governance and Financial Structures," co-chair, Higher Education and Global Questions, Irish-American Higher Education Research Organization, Colloquium Number 4, Portland, OR, September 2008.
- "What Is the Cost of Educating English Language Learners," and Judith Wilde, 2nd International Conference on Language, Education and Diversity Conference, Hamilton, New Zealand, November 2007.
- "Gender Differences Among English Language Learners," with Judith Wilde, 2nd International Conference on Language, Education and Diversity Conference, Hamilton, New Zealand, November 2007.
- Accommodations that Work for Students with Limited English Proficiency: Evidence Based Guidance, with Judith Wilde, North Dakota Department of Public Instruction, August 2006.
- "How to Include ELL Students in North Dakota's Accountability System," with Judith Wilde, North Dakota Assessment Conference, Bismarck, ND, August 2006.
- "Test Taking Skills for All Students," and Judith Wilde, North Dakota Assessment Conference, Bismarck, ND, August 2006.
- "NCLB and Scientifically-Based-Evaluation," with Judith Wilde, National Two-Way Bilingual Immersion Conference, Monterey, CA, July 2005.
- Arizona English Language Learner Cost Study, with Julie Davis Bell, Greta Durr, Mark Fermanich, Steve Smith, Judith Wilde and Craig Wood, National Conference of State Legislatures, February 2005.

- "Sesno Reports: Cancer Cures?" Executive Producer, a joint production of George Mason University, Washington Educational Television Association (WETA is a PBS affiliate), and washingtonpost.com (WPNI), Distributed through American Public Television, Spring 2005.
- "Sesno Reports: America Drinks," Executive Producer, a joint production of George Mason University, Washington Educational Television Association (WETA is a PBS affiliate), and washingtonpost.com (WPNI), Distributed through American Public Television, Winter 2005. [Winner of CINE Golden Eagle Award: Telecast, Professional News Division (Analysis), Spring 2005. Winner of MADD Media Award, Outstanding Coverage, Underage Drinking Issues, National Television, Public Affairs. Clairion Award, Television Public Affairs Program – National.]
- "Sesno Reports: The Cost of War" Executive Producer, a joint production of George Mason University, Washington Educational Television Association (WETA is a PBS affiliate), and washingtonpost.com (WPNI), Distributed through American Public Television, Winter 2004.
- "Sesno Reports: Press One for English," Executive Producer, a joint production of George Mason University, Washington Educational Television Association (WETA is a PBS affiliate), and washingtonpost.com (WPNI), Premiere Air Date on WETA-June 3, 2004.
- "Sesno Reports: Desperate for Dollars," Executive Producer, a joint production of George Mason University, Washington Educational Television Association (WETA is a PBS affiliate), and washingtonpost.com (WPNI), Premiere Air Date on WETA-April 22, 2004.
- "Sesno Reports: Target Washington," Executive Producer, a joint production of George Mason University, Washington Educational Television Association (WETA is a PBS affiliate), and washingtonpost.com (WPNI), Premiere Air Date on WETA-February 24, 2004.
- "Sesno Reports: Gridlock," Executive Producer, a joint production of George Mason University, Washington Educational Television Association (WETA is a PBS affiliate), and washingtonpost.com (WPNI), Premiere Air Date on WETA-October 2003. (Nominated for 2003 Local Emmy Award: Best Documentary.)
- "Academics on Board: University Presidents as Corporate Directors," and Nancy P. Goldschmidt, Academe, pp. 33-37, volume 87, Number 5, September-October 2001.
- "University Presidents as Corporate Directors: Serving What Interests?" and Nancy Goldschmidt, Association for the Study of Higher Education Annual Meeting, Sacramento, 2000.
- "Research Methods: Narrative, Holistic, Naturalistic and Mixed," chair, American Educational Research Association Annual Meeting, New Orleans, 2000.
- "Interruptive Research Paradigms: Ethnography, Community and Transformation," discussant, American Educational Research Association Annual Meeting, Montreal, 1999.
- "Corporate Interests of University President," and Nancy P. Goldschmidt, American Educational Research Association Annual Meeting, Montreal, 1999.
- "Governance in the Metropolis: Policy Opportunities and Pitfalls," with Paul M.A. Baker, Proceedings of New Challenges of Public Administration: The Virtual Democracy," (published as *Die Regierbarkeit in der virtuellen Metropole, Mvglichkeiten und Fallgruben die Politik*; in: *Neue Herausforderungen die vffentliche Verwaltung*) Rolf Homann, ed., Schloss Hofen-Zentrum fur Wissenschaft und Weiterbildung, Bregenz (Austria), 1999.

"Cyberspace and the Future of Public Administration," conference on New Challenges of Public Administration: The Virtual Democracy, Schloss Hofen-Zentrum für Wissenschaft und Weiterbildung, Bregenz (Austria), 1998.

"Making Sense of the University and Everyday Life: Closing Report," with Thomas Bernold and Rudolf A. Treumann, Institute Kurt Bosch, Sion (Switzerland) 1998.

The Institute of Public Policy Annual Review: 1997-98, George Mason University, 1998.

"Reflections on Scientific Objectivity," Emergence, Entropy and the Creative Universe, Thomas Bernold, ed., Swiss Science Council, 1997.

"The Evaluation of Teaching in the United States," literature review prepared for Benesse Corporation, Tokyo, 1997 (proprietary).

"Evaluation of Teaching in Leading American Colleges and Universities," and Nancy Goldschmidt, final report prepared for Benesse Corporation, Tokyo, 1997 (proprietary).

"The Forum: Everyday Life in Cyberspace—Interviews with Erich Bloch, Sherry Turkle, Takeo Shuzui and Jim Clark, Deutsche Telekom 1996 Annual Report, 1997.

"Curriculum Models: Today and Yesterday," discussant, American Educational Research Association Annual Meeting, Chicago, 1997.

"The Accumulation of Information as the Net Gain of Evolution," Institut Universitaire Kurt Bosch, Sion (Switzerland), 1997.

"Make Sense of the Universe and Everyday Life," with Thomas Bernold and Rudolf A. Treumann, Final Report of the Workshop: Emergence, Entropy and the Creative Universe, Institut Universitaire Kurt Bosch, Sion (Switzerland), 1997.

"The Performance Support Revolution: Opportunities & Barriers at the Internal Revenue Service—Analysis & Design Report," with Redeen & Associates, USDA/GA IAA Task Order 970711-1, Washington, 1997.

"Performance Support and the Internal Revenue Service: Strategic Planning Process Guide," with Redeen & Associates, USDA/GA IAA Task Order 970711-1, Washington, 1997.

"Performance Support and the Internal Revenue Service: Electronic Performance Support System Strategic Plan," with Redeen & Associates, USDA/GA IAA Task Order 970711-1, Washington, 1997.

"Using Wireless Technologies to Connect Our Schools," invited panelist, Federal Communications Commission, Washington, 1996.

"The Forum: From the Global Village to the Telecommunity—Interviews with Francis Fukuyama, Louis Gerstner, John Gibbons, Esther Dyson, and Lester Thurow, Deutsche Telekom 1995 Annual Report, 1996.

"Program Evaluation and Policy Issues," discussant, American Educational Research Association Annual Meeting, San Francisco, 1995.

"Computers, Technology and Their Social and Academic Contexts in School," sessions chair, American Educational Research Association Annual Meeting, San Francisco, 1995.

"Teachers as Researchers: Implementation and Evaluation of a Model for Action Research to Improve Practice," respondent, American Association of Colleges of Teacher Education Annual Meeting, Washington, 1995.

"The Forum: Teleworking—Interviews with Bill Gates, John Seely Brown, Nicholas Negroponte, Neil Postman and Shoshana Zuboff," Deutsche Telekom 1994 Annual Report, 1995.

"Surfing the Electronic Superhighway: The Impact on Education," invited keynote address, Society of Travel & Tourism Educators Annual Meeting, Lexington, 1994.

Respondent to, "Visions and Problems of the Post-industrial Society," by Professor Mike Cooley, International Conference for the ERASMUS Inter-university Network in Human-Centered Systems, Brighton, 1994.

"Paradox or Panacea? The Challenge of the National Information Infrastructure," in Proceedings of New Visions of the Post Industrial Society: The Paradox of Technological and Human Paradigms, University of Brighton, 1994.

Institute for Educational Transformation 1994 Program Review, editor, IET Inc., 1994.

The "School-Based Masters," Volume I: An Evaluation of the First Year, with Hugh Sockett, Sharon Jeffrey and Ann Sevcik, George Mason University, November 1993.

Institute for Educational Transformation 1993 Program Review, with Hugh Sockett, IET Inc., 1993.

"Human Centered Technology: What's the Deal?" National Policy Seminar, Institute for Educational Leadership, January 1993.

"Strategies for Developing a Capacity to Produce Multimedia Education and Training Materials in Institutions of Higher Education," Conference Proceedings: Information Technology for Training and Education, The University of Queensland, Brisbane, 1992.

"Keynote Address," 2nd International Conference on Information Technology for Training and Education, Brisbane, 1992.

"Multiple Perspectives: Literacy, Language, Text and Outcomes," (discussant) American Educational Research Association Annual Meeting, San Francisco, 1992.

Prototypes for America 2000, with Hugh Sockett, Institute for Educational Transformation, 1992.

"Cold War strategy creates a hot potato," interview, Times Educational Supplement, London, 13 March 1992.

"Art and Technology: A New Collaboration," at "Politics and Creativity in America," George Mason University Institute for the Arts, 1991.

"Computer and Art: Dreaming," Lugano Academy for the Electronic Arts, Lugano, 1991.

"A Review and Discussion of Goodlad's Teachers for Our Nations Schools," George Mason University Faculty Development Seminar, 1991.

Computers and Video in Corporate Training: Corporate Knowledge – Corporate Training, and Thomas Bernold, (eds.), Istituto Dalle Molle di Metodologie Interdisciplinari, Lugano, 1990.

"From Information to Knowledge – Challenge of Corporate and Public Learning," *Computers and Video in Corporate Training: Corporate Knowledge – Corporate Training*, Istituto Dalle Molle di Metodologie Interdisciplinari, Lugano, 1990.

"Interactive Systems in Corporate Training: Toward a Synthesis?" *Computers and Video in Corporate Training: Corporate Knowledge – Corporate Training*, Istituto Dalle Molle di Metodologie Interdisciplinari, Lugano, 1990.

"Training Companies of the Federal Republic of Germany," and Thomas Bernold and Rolf Homann, Fukutake Publishing Company Ltd., Tokyo, 1990 (proprietary).

"Training Companies of the United Kingdom and Switzerland," and Thomas Bernold and Rolf Homann, Fukutake Publishing Company Ltd., Tokyo, 1990 (proprietary).

"Training Companies of Switzerland: Financial Reports," and Thomas Bernold, Fukutake Publishing Company Ltd., Tokyo, 1990 (proprietary).

"Computer and Art: Ils Sont Illuminés," Lugano Academy for the Electronic Arts, Lugano, 1990.

"Developing Interactive Videodisks: A Case Study of the New York University Beverage Server Liability Project," and Joseph F. Duroucher, Council on Hotel, Restaurant and Institutional Education, Washington DC, August 1990.

"Computer and Art: Aesthetics in Emergence," Lugano Academy for the Electronic Arts, Lugano, 1989.

Computers and Video in Company Training: Beyond the Limitations of Current Systems and Structures, and Thomas Bernold, (eds.). Istituto Dalle Molle di Metodologie Interdisciplinari, Lugano, 1989.

"Sales, Support and Marketing," chair, *Computers and Video in Company Training: Beyond the Limitations of Current Systems and Structures*, Istituto Dalle Molle di Metodologie Interdisciplinari, Lugano, 1989.

"Surveys/State of Technology and Application," chair, *Computers and Video in Company Training: Beyond the Limitations of Current Systems and Structures*, Istituto Dalle Molle di Metodologie Interdisciplinari, Lugano, 1989.

"Novel Technical Concepts," chair, *Computers and Video in Company Training: Beyond the Limitations of Current Systems and Structures*, Istituto Dalle Molle di Metodologie Interdisciplinari, Lugano, 1989.

"Ethnographic Approaches to Studying Computer Use in Schools," discussant, American Educational Research Association Annual Meeting, New Orleans, 1988.

Computers and Video in Company Training: Smart Systems for Smart Users, and Thomas Bernold, (eds.), Gottlieb-Düttweiler Institut, Zurich, 1988.

"The Role of Universities in Educational Reform," New York City Public Schools Community School District 2 Staff Development Conference, New York City, November, 1988.

"Elegant Equation: The Macintosh in the University," interview, Macintosh Today, vol. 2, no. 16, 20 June 1988.

- Computer Assisted Approaches to Training: Foundations of Industry's Future, and Thomas Bernold, (eds.), Elsevier Science Publishers B.V., New York, 1987.
- "Assessment and Experiences with CBT Projects," International Conference on Computer Assisted Approaches to Training, Lugano, 1987.
- "Culture, Communication and Technology," Gottlieb-Düttweiler Institute Seminar on Culture and Communication, Zurich, 1987.
- "Videodisks and Education," Fukutake Publishing Seminar, New York, 1987.
- "A Technological Breakthrough in Training," and Joseph F. Duroucher, Annual Conference of the American Hotel and Motel Association, Las Vegas, May, 1986.
- "The Culture of Technology," World Futures Study Federation, Dubrovnik, 1986.
- "Beverage Server Liability," executive producer, Hospitality Management Videodisk Training Project, New York University and Victor Company of Japan (JVC), 1986.
- "The Dark Side of Educational Technology," World Futures Studies Federation, Dubrovnik, 1985.
- "Interactive Videodisks for Education and Training," New York University/Victor Company of Japan Invitational Conference, 1985.
- "Lawyering Skills Interactive Videodisk: A Prototype for Curricular Development," New York University, 1985.
- "Equity and Access: A Demographic Analysis of Summer Tech Participants," American Educational Research Association Annual Meeting, New Orleans, 1984.
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- "The Role of Legislative Monitoring and Advocacy in an Era of Fiscal Decline," American Association of Colleges for Teacher Education Annual Meeting, Houston, 1982.
- "Microcomputers in Education: A Video Teleconference," The Dean's Network, 1982.
- "Educational Research as Human Praxis," Midwest Regional Conference on Qualitative Research in Education, Kent State University, 1981.
- "Constituency Mobilization," with Robert A. Burnham, American Educational Research Association Annual Meeting (Organization of Institutional Affiliates), Los Angeles, 1981.
- "Symposium: Perspectives on the Utilization of Qualitative Research Data," organizer, American Educational Research Association Annual Meeting, Los Angeles, 1981.
- "The Educator and Qualitative Research," with C. Ray Williams, American Educational Research Association Annual Meeting, Los Angeles, 1981.
- "Teacher Quality: Are the Critics Fair," American Association of Colleges for Teacher Education Annual Meeting, Detroit, 1981.
- "Theory Into Practice: Reconsidering the Preposition," with C. Ray Williams and Albert R. Neff, Theory Into Practice, vol. xx, no. 2, Spring, 1981.

Needs Assessment Study of Daycare Service for Franklin County Welfare Department, with Charles Wolfgang, Educational Resources Information Center, 1980.

Polemetrics Report of Day Care Needs in Franklin County, with Charles Wolfgang, Educational Resources Information Center, 1980.

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"The Role of Community in Staff Development Programs," with Evelyn B. Freeman, National Council of States for In-Service Education, Hollywood, Florida, 1979.

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Proposals, Grants & Contracts* (selected)

Intergovernmental Personnel Act, United States Postal Service Office of the Inspector General, \$470,000 (Principal Investigator)

"University Presidents: Service on Corporate Boards and Employment Contracts," 2010, Kauffman Foundation, \$42,000 (Principal Investigator).

"Focus Area 2: Critical Infrastructure Protection—Energy Sector," Federal Emergency Management Agency, 2008 Competitive Grants Training Program, \$3,540,509, 2008.

"Universal Service Monopoly Study," United State Postal Regulatory Commission, PRC-07-01, \$957,758, 2008.

"USPS OIG Strategic Planning Project-Pareto Analysis," United States Postal Service, 6HQOIG-06-A-0001-Amendment 2, \$150,000, 2006.

"USPS OIG Strategic Planning Project-Worklife Environment," United States Postal Service, 6HQOIG-06-A-0001-Amendment 1, \$150,000, 2006.

"Inspector General Training Institute," United State Postal Service, Task Order Agreement, 6HQOIG-06-A-0002, \$495,000, 2005.

"USPS OIG Strategic Planning Project," United States Postal Service, 6HQOIG-06-A-0001, \$150,000, 2005.

* As a research administrator and proposal writer, I have had the responsibility for managing the development of nearly 1000 proposals. The above projects are examples of proposals I played a major role in writing. Unless otherwise noted, other individuals served as project director or principal investigator. All proposals were funded unless noted to the contrary

- "Telecommunications and Information Technology Infrastructure Project," George Mason University Foundation, \$35,000, 1997.
- "School-Site Infrastructure Policy Project," Co-Principal Investigator, National Science Foundation, \$126,931, 1995. (not funded)
- "Advanced Training Technologies, Delivery Systems and Development Methodologies for High Performance Living Environments," Co-Principal Investigator, ISI Inc./ARPA, \$175,000, 1995. (not funded)
- "A Policy Evaluation of Current K-12 Education Technology Developments," Co-Principal Investigator, National Science Foundation, \$177,000, 1995. (not funded)
- "Measuring Socio-Economic Effects on Academic Performance," Faculty Associate, National Center for Education Statistics, U.S. Department of Education, \$113,550, 1994.
- "Community-Wide Information and Communication Infrastructure Policy Demonstration Project," Co-Principal Investigator, U.S. Department of Commerce, \$1.7 million, 1994.
- "Overview of Technology in the Greater Washington Region," Greater Washington Board of Trade, \$50,000, 1994.
- "Visualizing Amazonia: A Collaboratory for Biodiversity Learning," Principal Investigator, National Science Foundation, \$4.5 million, 1994. (not funded)
- "Prototypes for America 2000," New American Schools Development Corporation, \$20 million, 1992. (not funded)
- "Summer Camp for New York City Youth," anonymous donor, \$45,000, 1989.
- "Reach for Speech," New York City Mayor's Office, \$50,000, 1988.
- "Language-Linked Mathematics," Ford Foundation, \$150,000, 1988.
- "Stay In School Partnership Program," New York State Department of Education, \$80,000, 1987.
- "Region II AIDS Education and Training Center," National Institute of Mental Health, \$850,000, 1986.
- "The Use of Microcomputers in Special Education," IBM Corporation, \$750,000, 1985.
- "Microcomputer, Education and Families," Scholastic Publishing Corporation, \$100,000, 1983.
- "Technology and Basic Skills Project," U.S. Department of Education, \$920,000, 1979.
- "Emergency School Aid Act Desegregation," U.S. Department of Education, \$13 million, 1978.
- "Teacher Corps," U. S. Department of Education, \$680,000, 1977.

Educational Background

Ph.D.	The Ohio State University	1980
M.A.	The Ohio State University	1977
B.S.	Miami University	1974

Doctoral Dissertation: Educational Research As Human Praxis: Conceptions of Qualitative Method