

Vitae

Dr. Drea Zigarmi

Personal Data

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Military Experience 1st Lt. U.S. Army Intelligence, 1965-1967

Education EdD, University of Massachusetts
Foundations of Education, Administration, and
Organizational Studies, 1974

MA, University of Massachusetts
Humanistic Psychology and Education, 1970

BA, Norwich University, Biology, 1963

Writing Experience.....	page 2
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Writing Experience

Books

Zigarmi, D., Fowler, S & Lyles, R. *Achieve Leadership Genius: How You Lead Depends Upon Who, What, Where, and When You Lead*. Prentice Hall, 2007.

Zigarmi, D., Blanchard, K., O'Connor, M., & Edeburn, C., *The Leader Within: Knowing Enough About Your Self to Influence Others*. Prentice Hall, 2005.

Fowler-Woodring, S. & Zigarmi, D. *Team Leaders Idea-A-Day Guide*. Dartnell Publications, 1997.

Zigarmi, D., Edeburn, C., and Blanchard, K. *Research on the LBAII®: A Validity and Reliability Study*. the Ken Blanchard Companies, 1991, 1993, 1995, 1997, (4th edition).

Blanchard, K., Zigarmi, P., & Zigarmi, D. *Leadership and the One Minute Manager*. William Morrow, 1985. 2nd Ed, 2013.

Book Chapters

Shuck, B., Nimon, K. & Zigarmi, D., (2014) Employee Engagement in Human Resource Development Research and Practice: Exploring the Philosophical Underpinnings, Measurement and Interventions. In N.E. Chalofsky, T.S. Rocco, and M.L. Morris (Eds.), *The Handbook of Human Resource Development: The discipline and the profession*, (pp.605-622). Hoboken, NJ: Jossey-Bass.

Zigarmi, D., Houson, D., Witt, D., & Diehl, J. (2012). "Creating a Culture of Employee Work Passion" in E., Biech, (Ed.), *Developing Talent for Organizational Results*, (pp.265-278), San Francisco: CA: Pfeiffer, A Wiley Imprint,

Blanchard, S., Zigarmi, D., Houson, D and Essary, V. (2011). "The Leadership-Purpose Chain in Governmental Organizations. In A. Balutis & T. Buss (Eds) *Transforming American Government: Rebooting the Public Square*, (pp.322-338), M.E. Sharpe, Armonk: NY

Blanchard, K., Stoner, J., and Zigarmi, D., (2006). "The Power of Vision" in *Leading at a Higher Level*, Pearson Prentice Hall, Saddleback: NJ, 21-36.

Blanchard, K., Blanchard, M., Carew, D., Parisi-Carew, E., Finch, F., Hawkins, L., Zigarmi, D., and Zigarmi, P. (2006). "Situational Leadership® II: The Integrating Concept" in *Leading at a Higher Level*, Pearson Prentice Hall, Saddleback: NJ, 85-100.

Blanchard, K., Blanchard, S., and Zigarmi, D. (2006). "Servant Leadership" in *Leading at a Higher Level*, Pearson Prentice Hall, Saddleback: NJ, 255-282.

Zigarmi, P. and Zigarmi, D. (1970). "Developing Administrative Support for Teacher Centers," in *Starting a Teachers' Center*, Kathleen Devaney, Editor, Columbia Teachers College Press, New York: NY, 241-268

Zigarmi, P., Amory, J., and Zigarmi, D. (1979). "Supporting Individualized Staff Development," in *Perspectives on Staff Development*, Ann Lieberman, Editor, Columbia Teachers, 24-34. College Press, New York: NY, 161-173.

Refereed Journal Articles (published)

Nimon, K. Shuck, B. & Zigarmi, D. (2015). Latent Semantic Analysis: Examining Manifest Validity of Employee Engagement Measures. On-line *Journal of Happiness Studies*.doi:10.1007/s10902-015-9636-6

Junhee, K, Nimon, K., Song, J. & Zigarmi, D. (2015). Toward employee work passion and performance: A validation of the work cognition inventory in Korea. On-line *Human Resource Development International*.doi:10.1080/13678868.2015.1026550

Nimon, K. & Zigarmi, D. (2015).The Work Intention Inventory- Short Form. *New Horizons in Adult Education and Human Resource Development*, 27, (1), 15-27.doi:10.1002/nha3.20090

Shuck, B., Zigarmi, D., & Owen, J. (2015). Psychological needs, employee engagement, and work intentions: A Bayesian multi-measurement mediation approach and implications for HRD. *European Journal of Training & Development*, 39, (1), 2-21. doi:10.1108/EJTD-08-2014-0061

Nimon, K., & Zigarmi, D. (2014).The Work Cognition Inventory-Revised. *Journal of Career Assessment*, 23, (1), 117-136. doi:10.1177/1069072714523241

Roberts, T. P. & Zigarmi, D. (2014).The Impact of Dispositional Cynicism on Job Specific Affect and Work Intentions. *International Journal of Psychology*, 49, (5), 381-389.doi: 10.1002/ijop.12051

Facer, D., Galloway, F., Inoue, I., & Zigarmi, D. (2014). Creation of the Motivation Beliefs Inventory. *Journal of Business Administration Research*, 3, (1), 1-18. doi:10.5430/jbar.v3n1p1

Shuck, B. Ghosh, R., Zigarmi, D. & Nimon, K. (2013). The jingle jangle of engagement: Further exploration of the emerging construct and implications for organizational learning and workplace performance. *Human Resource Development Review*, 12, (1), 11-35. doi: 10.1177/15344884312463921

Zigarmi, D. & Roberts, T.P. (2012).Leader values as predictors of employee affect and work passion intentions. *Journal of Modern Economy and Management*, 1, (1), 1-32. ISSN 2051-2961

Zigarmi, D., Nimon, K., Houson, D., Witt, D., & Diehl, J. (2012).The work intention inventory: Initial evidence of construct validity. *Journal of Business Administration Research*, 1, (1), 24-42.doi:10.5430.jbar.vinlp24

Benson, J., Zigarmi, D., & Nimon, K., (2012). Manager's emotional intelligence, their perceived use of directive and supportive behaviors and resultant employee satisfaction. *Journal of Business Administration Research*, 1, (2), 30-50. doi:105430/jbar.v1n2p

Zigarmi, D & Nimon, K. (2011). A cognitive approach to work intention: The stuff that employee work passion is made of? *Advances in Human Resources Development*, 13, (4), 443-457. doi:10.1177/1523422311431152

Zigarmi, D., Nimon, K., Houson, D., Witt, D. and Diehl, J (2011). A preliminary field test of an employee work passion model. *Human Resource Development Quarterly*, 22, (2), 195-221. doi:10.1002/hrdq.20076

Nimon, K, & Zigarmi, D. (2011). Employee work passion: The assessment of a multinational. *Advances in Human Resource Development*, 13, (4), 494-507. doi: 10.1177/1523422311431681

Nimon, K., Zigarmi, D., Houson, D., Witt, D. and Diehl, J (2011). The work cognition inventory: Initial evidence of construct validity. *Human Resource Development Quarterly*, 22, (1), 7-35. doi:10.1002/hrdq.20064

Nimon, K., Zigarmi, D. and Allen, J. (2011). Measures of program effectiveness based on retrospective data: Are all data created equal? *American Journal of Evaluation*, 32, (1) 8-28. doi: 10.1177/1098214010378354

Zigarmi, D., Nimon, K., Houson, D., Witt, D., & Diehl, J. (2009) Beyond engagement: Toward a framework and operational definition for employee passion. *Human Resource Development Review*, 8, (3), 300-316. doi:10.1177/1534484309338171

Murphy, E.F., Snow, W.A., Carson, P. & Zigarmi, D. (1997). Values, sex differences and psychological androgyny. *International Journal of Value-Based Management*, 10, (1), 69-99.

Blanchard, K., Zigarmi, D. and Nelson, R. (1993). Situational leadership[®] after 25 years: A retrospect. *Journal of Leadership & Organizational Studies*, 1, (1), November, 21-36.

Blanchard, K., Zigarmi, D. and Zigarmi, P. (1987). Situational leadership[®]: 'Different strokes for different folks. *National Elementary Principal*, 66, (4), March, 2-16.

Greeson, L. and Zigarmi, D. (1985). Piaget, learning theory and mental imagery: Toward a curriculum of visual thinking. *Journal of Humanistic Education and Development*, 24, (1), September, 40-48.

Zigarmi, D. (1981). Leadership and School Climate: A Data-Based Approach to Administrative Training," *Journal of Staff Development*, 2, (2), May, 93-115.

Zigarmi, D. and Zigarmi, P., (1980). A Personal View of the Problems of Being an Ethnographer, *Journal of Classroom Interaction*, 16, (1), Winter, 19-24.

Zigarmi, D. and Zigarmi, P., (1980). The Psychological Stresses of Ethnographic Research, *Education and Urban Society*, 11, (5), May, 291-321.

Zigarmi, D. and Zigarmi, P., (1979). Teacher Centers: Threat or Promise for Principals, *National Elementary Principal*, 58, (4), June, 52-57.

Zigarmi, D. and Sinclair, R., (1979). Effect of a Strike on Organizational Climate, *Education*, 99, (3), Spring, 270-278.

Zigarmi, D., Trusty, K., and Wood, S. (1979). Teaching Children about Aging: Some Reasons and Possibilities, *OASCD Journal*, 1, (4), Summer, 15-17.

Zigarmi, D. and Edeburn, C., (1978). Organizational Climate and IGE: An Assessment and Implications, *AIGE Forum*, 3, (1), Fall, 30-32.

Sinclair, R. & Zigarmi, D., (1978). "An Evaluative Research Study to Analyze the Effects of a Middle School Interdisciplinary Staffing Pattern and a Middle School Departmentalized Staffing Pattern on Student Achievement Levels, Perceptions of School Environment and Attitudes Towards Teachers," *Middle School Research Annual*, 1-10.

Zigarmi, D. & Edeburn, C., (1978). "Organizational Climate and IGE: An Unexpected Find," *EAP Review*, Spring, 19-22.

Zigarmi, D. and Zigarmi, P., (1978). "The Psychological Stresses of Ethnographic Research," *Research and Development Center for Teacher Education Monograph*, University of Austin, May, 41 pages.

Zigarmi, D. & Sinclair, R., (1978). "Effect of a Strike on Organizational Climate and Leadership," *Middle School Research Annual*, 24-33.

Zigarmi, D., (1977). "Research on Education Innovations and Its Implications for Evaluation Procedures," *EAP Review*, Winter, 1-10.

Zigarmi, D. and Zigarmi, P., (1977). A Creative Goal Setting Procedure, *National Association of Laboratory Schools Journal*, October, 30-40.

Zigarmi, D. (1976). "Assisting Educational Innovators," State of South Dakota Publication, Title III Office, January, 1-56.

Blanchard, K., Zigarmi, D., and Hersey, P., (1974). "Classroom Leadership: John Dewey Operationalized," *MEFORUM*, 1:3, Fall, 68-73.

Refereed Journal Articles or Book Chapters (in press)

Zigarmi, D., Roberts, T.P., Randolph, A. (2015). Employee's Perceived Use Leader Power and the Implications For Affect and Work Intentions. *Human Resource Development Quarterly*

Updated January, 2014

Refereed Journal Articles (under review)

.Lion, R., Zigarmi, D & Bolinger, A.(2015) Do Pronouns Predict Job Attitudes? An Empirical Assessment of the Reich Test. **Manuscript submitted for publication.**

Zigarmi, D., Galloway, F. & Roberts, T. P. (2015). Work Locus of Control, Motivational Outlooks, Employee Work Passion and Work Intentions: A Field Test of an Appraisal Model. **Manuscript submitted for publication.**

Shuck, B. Zigarmi, D. &Nimon, K. (2015).Untangling the Jangle: Examining the Common and Unique Variance of Employee of Engagement **Manuscript submitted for publication.**

Joo, B., Zigarmi, D., Nimon, K., & Shuck, B. (2015). How Employee Perceptions of Work Environment Relate to Cognitive Engagement and Psychological Well-Being: A South Korean Application. **Manuscript submitted for publication.**

Flores, P & Zigarmi, D (2015). Situational Leadership II: An Impact Study. **Manuscript submitted for publication.**

Non-Refereed Publications

Zigarmi, D., Diehl, J., Houson, D., & Witt, D. (2014) "10 Performance Management Process Gaps". *Training Magazine* July/August, 26-28.

Zigarmi, D. Diehl, J. Houson, D. & Witt, D. (2013) "Manager Meetings and Motivation." *Training Magazine* July/August, 27-28.

Zigarmi, D., Diehl, J., Houson, D., & Witt, D. (2011)."Employee Work Passion: What's Important in Creating a Motivating Work Environment and Whose Job Is It?" *Training Magazine, July/August, 24-27.*

Zigarmi, D. & Blanchard, S., (2010)"The Leadership-Profit Chain." *Chief Learning Officer, 9, (5), 30- 48.*

Zigarmi, D., Houson, D., Diehl, J. & Witt, D., (2010). "Employee Work Passion: A New Look at Engagement." *Chief Learning Officer, 9 (6), 32-35.*

Zigarmi, D. & Blanchard, S. (2010). "Seeing the Big-Little Picture." *Talent Management Magazine, October.*

Zigarmi, D. (2008). "Just leadership: Creating a Values-driven Community." *Leader to Leader, No.47, winter, 33-39.*

Zigarmi, D., Lyles, R., & Fowler, S., (2005). "Contextual Leadership: The Rosetta Stone to Effective Leadership", *Leader to Leader*, No.38, 37-44.

O'Connor, M. & Zigarmi, D., (1988). Leadership and Excellence by Managing Our Motivations and Situations. *Learning Network*, August, 12-23.

Zigarmi, P., Amory, J., & Zigarmi, D., (1979) "Supporting Individualized Staff Development," *The Developer*, NSDC Newsletter, February.

Instruments and Assessments

Zigarmi, D., & Finch, F "Performance Management Assessment." Published and sold by The Ken Blanchard Companies®, 1991. (This is an 80-item form, self and other, Developed to measure perceptions of the performance management process in a company. It contains 16 subscales such as Goal Setting, Measures and Standards, Feedback, Performance Evaluation Perceptions, etc. Also written was a 45-page Feedback Guide)

Ryan, S., Heil, G., Tate, R., and Zigarmi, D. "Legendary Service Leader Assessment." Published and sold by The Ken Blanchard Companies, 1991. (This is a 65-item form Developed for employees to rate their bosses' focus on Customer Service. It contains 19 subscales such as Recovery, Risk Taking, Autonomy, Vision and Values, etc. Also Written was a 140-page Feedback Guide.)

Sinclair, R., and Zigarmi, D. "Student Perceptions of School Climate." Published and Sold by The Ken Blanchard Companies, 1980. (This is a 60-item form developed for Students in grades 6-12. It contains four subscales to assess areas of Communication, School Spirit, Student Involvement in Decision Making, and Academic Pressure.)

Zigarmi, D., and Edeburn, C. "Staff Development and School Climate Assessment Questionnaire." Published and sold by The Ken Blanchard Companies, 1980. (This is a 68-item form developed for staff and faculty use. It contains six Subscales to assess faculty perceptions in the areas of Communication, Innovation, Decision Making, Advocacy, Evaluations, and In-Service.)

Blanchard, K., Hambleton, R.K., Zigarmi, D., & Forsyth, D. "Leader Behavior Analysis II®, Self" (Form A), published and sold by The Ken Blanchard Companies, 1996. (This instrument consists of 20 situations which, when scored, gives the leader a profile for leadership flexibility and effectiveness.)

Blanchard, K., Hambleton, R.K., Zigarmi, D., & Forsyth, D. "Leader Behavior Analysis II®, Other" (Form A), published and sold by The Ken Blanchard Companies, 1996. (This instrument consists of 20 situations which, when scored, gives the leader a profile for leadership flexibility and effectiveness as seen by the subordinate, associate or supervisor.)

Parisi-Carew, E., Carew, D., Zigarmi, D. & Blanchard, K. "Team Leader Behavior Analysis II, Self" (Form A), published and sold by The Ken Blanchard Companies, 1996. (The instrument consists of 20 situations which, when scored, gives the team

leader a profile for team leadership flexibility and effectiveness.)

Zigarmi, D., Zigarmi, P., Edeburn, C., and Blanchard, K. "Leader Action Profile," published and sold by The Ken Blanchard Companies, 1996. (This is a computer-scored 50-item instrument which gives the leader data on their use of the seven directive and supportive behaviors used in the Situational Leadership® II Model.

Training Program Manuals and Facilitator Guides

Fowler, S., Facer, D. & Zigarmi, D. "Optimal Motivation". 2013 published and sold by The Ken Blanchard Companies (Facilitator Guide and Participant Workbook)

Zigarmi, D., Fowler, S., and Blanchard, K. "Creating A Values-Based Community". 2006 published and sold by The Ken Blanchard Companies (Participant Workbook)

Stoner, J., and Zigarmi, D. "Creating Your Organization's Future," 1993, published and sold by The Ken Blanchard Companies. (Participant Workbook and Facilitator Guide.)

Zigarmi, D., O'Connor, M., and Blanchard, K. "The Leadership Bridge: DISC and Situational Leadership® II," 1992, published and sold by The Ken Blanchard Companies. (Participant Workbook and Facilitator Guide.)

Zigarmi, P., Blanchard, K., and Zigarmi, D. "Situational Leadership® II," 2001, published and sold by The Ken Blanchard Companies. (Participant Workbook and Facilitator Guide.)

Zigarmi, D., O'Connor, M., and Fowler, S. "DISCovering Self and Others," 1996, published and sold by The Ken Blanchard Companies. (Participant Workbook and Facilitator Guide.)

Zigarmi, D., Fowler, Susan, and Zigarmi, Patricia, "Giving Feedback" 2007 (Participant Workbook and Facilitator Guide.)

Zigarmi, D., and Fowler, S. "Facilitating Problem Solving of Others," 1998. (Participant Workbook and Facilitator Guide.)

Zigarmi, D., and Fowler, S. "Action Planning and Showing How," 1998. (Participant Workbook and Facilitator Guide.)

Fowler, S., and Zigarmi, D. "Solving the Puzzle of Listening," 1998. (Participant Workbook and Facilitator Guide.)

Fowler, S., and Zigarmi, D. "Solving the Puzzle of SMART Goal Setting," 1998. (Participant Workbook and Facilitator Guide.)

PROFESSIONAL EXPERIENCE

Present Positions – 1981 – Present

President and Co-Owner, Zigarmi Associates, Inc., Poway, California.

- Serve as the president of this consulting company, incorporated since 1981. The company creates and produces consulting services and training products for managers/leaders in a variety of organizations.

Founding Associate and Director of Research for the Ken Blanchard Companies, Escondido, California

- Coordinate all research efforts to establish the validity and reliability of Blanchard products, models, and concepts.
- Support the research efforts in Blanchard to measure Level 3/4 impact in our customers' companies.
- Coordinate and facilitate numerous graduate student studies done with the Situational Leadership® II Model. Have served on numerous doctoral committees as an ad hoc member.
- Train thousands of managers on Situational Leadership® II, Building High Performing Teams/Teamworking, Creating Your Organization's Vision, DiSC®, etc., in many of the Fortune 500 companies.
- Facilitate organizational development efforts to foster customer service, leadership, and quality improvement. Areas of special expertise include leadership development, performance management systems, team building, and visioning processes designed to support and enhance organizational effectiveness. Most of these organizational development efforts have resulted in long-term client partnerships and involve custom-developed work processes and products.

Past Work Experience

Director, McGuffey Lab School, Assistant Department Chairman of Teacher Education, and Associate Professor, Miami University, Oxford, Ohio, 1976-81.

- Served as a full-time administrator of the McGuffey Lab School with primary responsibility for the day-to-day operations of the school. This involved scheduling, supervision of all personnel and procedures, caring for the physical plant, and administering the budget.
- Actively led the faculty in identifying appropriate program thrusts that were complementary to the goals and objectives of the School of Education and Miami University.

- Development of continuous improvement strategies for both programs and personnel through systematic evaluation of both of these areas.
- Took a leadership role in demonstrating and promoting research, instructional materials development, and innovative education.
- Actively sought and secured funding for research and innovation within the McGuffey School.
- Conducted, assisted with, and published research studies done at the Lab School.
- Represented the McGuffey Lab School to public groups such as parents, community and professional organizations, other public and private schools, and to the university itself.
- Was in contact with professional organizations representing laboratory schools for the purpose of learning trends in research, exchanging ideas, and conducting conferences on innovation.
- Served as Assistant Chairperson in the Department of Teacher Education. Served as a member of the Departmental Cabinet, which formulated policy for the department.
- Assisted in the recruitment and selection of master teachers.
- Recommended and selected personnel to serve on essential committees within the school, the department, and the university.

State Director, E.S.E.A. Title III, State of South Dakota, 1974-76.

- Reported to the Assistant Superintendent for Curriculum and Instruction in the State Department of Education. Routinely involved in decisions affecting policymaking and planning for elementary and secondary education in the State of South Dakota. Principle administrative responsibilities included:
 - The application of research to educational problems in South Dakota schools.
 - The development and selection of innovative projects for South Dakota schools.
 - Assisting local school districts in conceptualizing and writing grant proposals.
 - Chairing the State Title III Advisory Board.
 - The development and administration of the State's Title III plan.

- Formulation of a process of evaluation to assess the impact of Title III projects in local schools.
- Management of the Title III staff (four professionals and two clerical staff members) and budget (\$980,000), including budget negotiations for grant awards to local schools.
- The dissemination of information about Title III to schools, other State agencies, and educational associations through brochures and staff development programs.
- Sponsorship and promotion of a State IGE (Individually Guided Education) effort for elementary and secondary schools in South Dakota.

State Right-to Read Chairman, South Dakota, 1975-76

- Chaired the State Task Force, which was responsible for developing the criteria for assessing local reading programs
- Served as an advisor to college and university faculty members who were developing modules for training administrators in the areas of reading and management development.

RESEARCH EXPERIENCE

Current

Currently, as Director of Research and Development for The Ken Blanchard Companies, I have conducted and authored several studies to establish the reliability and validity of various assessment/survey instruments (see sample publications). As well, I have contributed to several impact studies with corporations to assess the benefits of Situational Leadership®. Finally, I have advised several graduate students, both masters and doctoral candidates, who have conducted research on Situational Leadership®. I have also served on several doctoral committees at various universities such as USD, and Alliant University.

At Miami University

- As Director of McGuffey Laboratory School, aided others in the conceptualization, implementation, and dissemination of approximately 19 research projects and studies conducted at the McGuffey Lab School. These studies, conducted by faculty members and graduate students, ranged in topics from bio-feedback training with hyperactive children to sentence combining in language arts activities for fourth graders. Miami University, 1976-81.

- Under a grant from the Scripps Howard Gerontological Foundation, conducted a research study to determine changes in attitudes and knowledge that occurred in treatment group students as a result of a five-week interdisciplinary unit on aging.
- Under a grant funded jointly by NIE and the Ford Foundation, conducted a research study with school administrators to understand the “pros and cons” of operating a teacher center from their perspective.

At the University of Massachusetts

- Through a research assistantship in the Mental Health Clinic, developed an instrument for community mental health staff members to use in self-evaluation
- Received a Dissertation Year Fellowship to conduct a year-long study of the university president’s role as a boundary person or mediator between external and internal pressures on the university. This ethnographic study helped me acquire an understanding of almost all aspects of higher education. University of Cincinnati, 1972-73.
- Through a research assistantship, conducted research to investigate the reasons why rural and urban poor do not use governmental medical and dental facilities

TEACHING EXPERIENCE

College-Level Teaching

- Adjunct Professor, 1999-present. Teach two courses, “Self-Preparation for Leadership,” and “Leadership in the Future” in the Master of Science in Executive Leadership at The University of San Diego.
- Appointed to a visiting professorship at USD for the academic year of 2007-2008. Six courses taught: four Business Ethics courses and two Business Communications courses.
- Associate Professor, Foundations of Education, 1978-79. Taught courses on the “Sociological, Historical, and Philosophical Foundations of Education at Miami University in Oxford, Ohio.

Continuing Education Courses

- Taught a course on “The Management of Planned Change” at Rensselaer Polytechnic Institute in Hartford, Connecticut, 1971.
- Taught a course on “The Historical, Sociological, and Philosophical Foundations of Education” at Cape Cod Community College in Barnstable, Massachusetts, 1970.

- Taught courses on “The Historical, Sociological, and Philosophical Foundations of Education” at The University of Massachusetts Continuing Education Center at Amherst, Massachusetts, 1972-74.

Assistantship, Tepam Teacher Education Program, the University of Massachusetts, 1973-74

- Assisted in the development of this teacher education program.
- Had primary responsibility for planning and teaching the first phase of this program, which consisted of a course in educational psychology with particular emphasis on learning theory and child development and directed classroom observation in the Marks Meadow Laboratory School.
- Supervised intern teachers in both their first and second semesters of student teaching.

Teaching Assistantships, Foundations Center, the University of Massachusetts, 1971-72

- Taught six semesters (two courses per semester) of “The Sociological, Historical, and Philosophical Foundations of Education” under the supervision of faculty members in the Foundations Center.
- Was primarily responsible for designing and modifying a course called “Special Issues in Education” for undergraduates.

Supervisor of Intern Teachers, the University of Massachusetts, 1971

- Supervised 20 student teachers in schools near The University of Massachusetts.

Elementary and Secondary Level Teaching

- Taught general to advanced biology at Billerica High School in Billerica, Massachusetts, 1967-69.
- Taught remedial math/Title I at Ezra Baker Elementary School in Dennis, Massachusetts, summer 1970.
- Certified (expired) as an elementary and secondary teacher in Massachusetts.
- Certified (expired) as an elementary and secondary principal in Massachusetts.