

BOARD OF REGENTS  
BRIEFING PAPER

**1. Agenda Item Title: Hire PERS Retiree, UNLV**

**2. BACKGROUND & POLICY CONTEXT OF ISSUE:**

On August 26, the Lincy Foundation made an announcement of a \$14 million gift to create the Lincy Institute at UNLV, which will have divisions related to Education, Health, and Social Systems. Creation of the Institute has been placed on the agenda of the Academic, Research & Student Affairs Committee and any action on it will, therefore, be included in the committee's report for action by the full Board in September. This related request will permit the university to make the first hire for the new Institute, drawing upon a uniquely qualified individual who possesses a combination of experience working with the Lincy Foundation on other philanthropic projects and 30+ years as a Clark County School District administrator with substantial personal and professional contacts in the local community.

The NSHE Procedures and Guidelines Manual permits the Board to consider the following criterion when evaluating requests to hire PERS retirees: "Position requires exceptional qualifications of a scientific, **professional, or expert nature.**" [emphasis added] In addition, this request meets the required findings of NRS 286.520 as follows:

- (a) *The history of the rate of turnover for the position:* None. This is a new, privately funded position.
- (b) *The number of openings for the position and the number of qualified candidates for those openings after all other efforts of recruitment have been exhausted:* One opening. Proposed candidate possesses special educational and experience requirements for the position. No one else has dual experience with both The Lincy Foundation and extensive personal and professional contacts in the local community.
- (c) *The length of time the position has been vacant:* This is a newly created position.
- (d) *The difficulty in filling the position due to special circumstances, including, without limitation, special educational or experience requirements for the position:* No prior efforts have been made to fill the position because The Lincy Institute has only just been created (pending Board approval). A search waiver is proposed at this time due to the urgency of opening the Institute, but an open search is scheduled to be completed by the end of the 2009-2010 fiscal year.
- (e) *The history and success of the efforts to recruit for the position, including, without limitation, advertising, recruitment outside of this State and all other efforts made:* The position needs to be filled immediately to carry out all logistical set-up of the new Institute and to establish the many community connections that are required to fulfill the Institute's core mission. As noted, an open search is scheduled to be completed within the year.

**3. SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:**

Hire PERS retiree Dr. Karlene McCormick-Lee into a part-time, privately funded position as Director of Community Relations for the Lincy Institute at a salary of \$75,000, on the basis of exceptional qualifications.

**4. IMPETUS (WHY NOW?):**

The Lincy Institute needs to get up and running very quickly after approval by the Board of Regents. It has no other current employees. The Lincy Foundation expects the university to deliver efficient and effective return on its investment. Dr. McCormick-Lee possesses unique educational and experience requirements as a result of her prior work with The Lincy Foundation on other philanthropic projects and her extensive personal and professional contacts in the local community.

**5. BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:**

- Dr. McCormick-Lee is a skilled community leader with strong networking connections to the local education and non-profit communities, which are critical to the success of The Lincy Institute.
- The position of Director of Community Relations requires a person who can engage with the local community and assemble the appropriate partners as the Institute gets underway. Dr. McCormick-Lee's 30+ years in the Clark County School District, and in her former role as liaison to the Nevada Public Education Foundation, provides the unique expertise required to jump-start the Lincy Institute's activities.
- To ensure success and compliance with donor intent, the start-up of a new institute requires

someone with organizational and administrative skills at a very high level, which Dr. McCormick-Lee possesses. She also brings to the position prior experience working with the Lincy Foundation on other projects.

- Dr. McCormick-Lee's position will be part-time and paid entirely from private funds. An open search will be conducted during the 2009-2010 fiscal year.

**6. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:**

The position would be best filled by conducting an open search for the best qualified candidate.

**7. ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:**

Conduct a formal search for the position now and delay the start-up of the Lincy Institute.

**8. COMPLIANCE WITH BOARD POLICY:**

- Consistent With Current Board Policy: Title # P&G Manual Chapter # 2 Section # 3
- Amends Current Board Policy: Title # \_\_\_\_\_ Chapter # \_\_\_\_\_ Section # \_\_\_\_\_
- Amends Current Procedures & Guidelines Manual: Chapter # \_\_\_\_\_ Section # \_\_\_\_\_
- Other: \_\_\_\_\_
- Fiscal Impact: Yes \_\_\_\_\_ No \_\_\_\_\_  
Explain: \_\_\_\_\_

Karlene McCormick-Lee

\$153,061.00 – Base

49% - FTE

\$ 74,999.89 – Contract Amount

\$ 6,249.99 – Monthly rate

FY 10 Soft money

Salary 9/20/09-6/30/10	\$ 58,522.64	
Retirement match 11.25%	6,583.80	
Workers Compensation 1.50%	540.00	(1.50% if \$36,000 Sal. Max)
Unemployment 0.200%	117.05	
Medicare 1.450%	848.58	
REGIA 2.296%	1,343.68	
Health Insurance	<u>5,638.68</u>	
	\$ 73,594.42	

FY11 – Soft money

Salary	\$ 74,999.89	
Retirement match 11.25%	8,437.49	
Workers Compensation 1.50%	540.00	(1.50% of \$36,000 Sal. Max)
Unemployment 0.200%	150.00	
Medicare 1.450%	1,087.50	
REGIA 2.296%	1,722.00	
Health Insurance	<u>8,170.08</u>	
	\$ 95,106.95	

# NEVADA SYSTEM OF HIGHER EDUCATION REQUEST FOR REHIRE OF P.E.R.S. RETIREE

Requesting Institution: University of Nevada, Las Vegas Department: Vice President for Research

Name of Proposed PERS Rehiree Karlene McCormick-Lee

## COMPLETE FOR CLASSIFIED POSITIONS ONLY:

Class Title: \_\_\_\_\_

Class Code: \_\_\_\_\_ Grade: \_\_\_\_\_

Position Number: \_\_\_\_\_ Number of Current Vacancies for Class: \_\_\_\_\_

## COMPLETE FOR PROFESSIONAL POSITIONS ONLY:

Job Title Director of Community Relations, The Lincy Institute

Position Number: New position; not yet assigned

## COMPLETE FOR ALL POSITIONS:

Number of currently qualified & available applicants for the vacancy: 1

Length of time position vacancy has been open: Not applicable; this is a newly created, privately funded position.

Fully describe the recruiting efforts that have been undertaken to date:

No prior efforts have been made to fill the position because The Lincy Institute is awaiting formal approval by the Board of Regents at the September 17-18, 2009 meeting. A search waiver is proposed at this time due to the urgency of opening the Institute as soon as it is approved, but an open search is scheduled to be completed by the end of the 2009-2010 fiscal year.

Justification for Request:

*(i.e., what is contributing to labor shortage, criticality of filling position, special qualifications, turnover rate, length of vacancy)*

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The NSHE Procedures and Guidelines Manual permits the Board to consider the following criterion when evaluating requests to hire PERS retirees: "Position requires exceptional qualifications of a scientific, professional, or expert nature." [emphasis added] In addition, this request meets the required findings of NRS 286.520 as follows:

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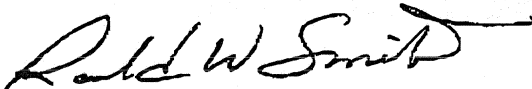
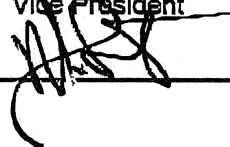
(b) The number of openings for the position and the number of qualified candidates for those openings after all other efforts of recruitment have been exhausted: One opening. Proposed candidate possesses special educational and experience requirements for the position. No one else has dual experience with both The Lincy Foundation and extensive personal and professional contacts in the local community.

(c) The length of time the position has been vacant: This is a newly created position.

(d) The difficulty in filling the position due to special circumstances, including, without limitation, special educational or experience requirements for the position: No prior efforts have been made to fill the position because The Lincy Institute has only just been created (pending Board approval). A search waiver is proposed at this time due to the urgency of opening the Institute, but an open search is scheduled to be completed by the end of the 2009-2010 fiscal year.

(e) The history and success of the efforts to recruit for the position, including, without limitation, advertising, recruitment outside of this State and all other efforts made: The position needs to be filled immediately to carry out all logistical set-up of the new Institute and to establish the many community connections that are required to fulfill the Institute's core mission. As noted, an open search is scheduled to be completed within the year.

RECOMMENDED BY:

Signature  Date 8/18/2009  
Vice President  
Signature  Date 8/18/2009

**TO BE COMPLETED BY NSHE DEPT. OF HUMAN RESOURCES**

Notes on Institution's Recruiting Efforts and Justification for Request:

Candidate meets PERS eligibility requirements:  Yes  No

Candidate meets minimum job qualifications:  Yes  No

Recommend Approval to Chancellor and Board of Regents:  Yes  No

Signature Mary Lescher Date 8/19/2009  
NSHE Director of Human Resources

Date Approved by Board of Regents: \_\_\_\_\_

Notification made to Public Employees Retirement System of Nevada:  
(Must occur within 10 days of Board approval)

Date

\_\_\_\_\_  
(Added 6/05)

## **R. Karlene McCormick-Lee, Ed. D.**

*Excellence in school leadership should be recognized  
as the most important component of school reform.”*

G.N. Tirozzi, NASSP

### **INTRODUCTION:**

Throughout her career, Karlene McCormick-Lee has been characterized by creating innovative programs in response to critical educational needs with a consistent focus on best practices, strong accountability, balanced assessment, instructional technology, and data-driven decision making.

As an educator within Clark County School District (CCSD) for the past 30 years, Dr. Karlene McCormick-Lee has been involved in significant reform initiatives. As a computer science teacher, Karlene was one of the first CCSD computer strategists to incorporate the use of instructional technology into classrooms through the use of professional development, cooperative lesson development, mentoring, and instructional support. In 1998, she accepted the newly created position of Director of Technology Development Services. This department promoted the innovative use of online technologies in support of classroom instruction and district-wide communication. In 2003, Dr. McCormick-Lee established the Research, Accountability, and Innovation (RAI) Division, a proactive organization including the departments of School Improvement, Research, Accountability, Testing, Student Data Services, Internet/Intranet Services, Instructional Data Management System, and the Clark County Public Education Foundation. In 2006, Dr. Karlene McCormick-Lee was appointed Associate Superintendent of the Superintendent's Schools Region, which included overseeing the RAI Division as well as 43 schools.

Synergy is the energy or force created by combining two or more elements or groups so that performance of the combination is higher than that of the sum of the individual elements. Synergy is the cornerstone of the Clark County Schools District (CCSD) Superintendent's Schools. This synergistic system centers on deeper educational transformation and informed professional knowledge for all stakeholders. By combining the Research, Accountability, and Innovation Division with an eclectic group of schools – including Career and Technical Academies, Language Acquisition schools, magnet schools, Virtual High School, struggling schools, and Empowerment schools – the Superintendent's Schools Division directly links the expertise of central office staff on data-informed decision-making, accountability, and strategic planning to reform initiatives and practices within schools.

Nationally, as well as locally, Karlene conducts highly motivational and interactive events that:

- support group facilitation and build consensus ,
- encourage reflection upon current practices,
- structure strategies to improve educational processes and programs, and
- focus on instructional technology, research, and balanced assessment.

These qualities are crucial to the success of organizations designed to address the challenges facing communities today and in the future.

A strategic leader, Dr. Karlene McCormick-Lee has the experience required to provide community members, organizational leaders, and policy makers with effective strategies and tools to transform their organization.

### **PROFESSIONAL INFORMATION:**

#### **Clark County School District**

2006 –2009

#### **Superintendent's Schools**

5450 West Sahara, Suite 250

Las Vegas, Nevada 89146

#### **Position: Associate Superintendent**

Supervisor: Dr. Walt Rulffes, Superintendent

### Responsibilities

- Served as a member of the Superintendent's Cabinet.
- Advanced policy discussions by instituting and leading a policy board that provides high-level advice regarding systemic school reform and guides our district's educational programs for 2020. The board is composed of CCSD Superintendent, as well as 17 national and local high-level executives from the public and private sectors.
- Developed, co-copyrighted, and supported the Universal Practice process for school reform. This evidenced-based process facilitates the examination of school practices in the areas of comprehensive curriculum, planning, instructional delivery, student engagement, and tiered intervention models.
- Developed and oversaw the implementation of the district-wide Quality Assurance Framework, a matrix of student assessment, courses taking patterns, survey data, and student behavior data, for use in accountability for the district, regions, and schools.
- Provided assistance to principals targeting traditional and innovative programs, practices, and strategies to support school improvement for diverse student populations.
- Built the capacity of school leaders to develop, implement, and assess methodologies or models targeting the academic progress of student populations.
- Established, supported, and guided a system of Empowerment Schools designed to improve student learning and performance through increased autonomy in the areas of budget, staffing, governance, time, and instructional programs. In exchange for increase autonomy, the Empowerment Schools are required to make progress toward goals for student achievement, educational equity, and fiscal integrity to earn incentives and maintain their "empowered" status.
- Designed, implemented, and supported a tailored, customized system of successful strategies to support struggling schools through collaboration among higher education, K-12 schools, community, and district resources to provide content and instructional expertise, encourage meaningful community involvement, and ensure that all children reach their highest potential.
- Launched and oversaw a K-12 system of dual language schools that support students' ability to become proficient in one or more languages when graduating from high school in order to compete and communicate in the global markets.
- Strengthened and supervised a system of 24 Magnet and CTA schools offering innovative and challenging programs through a variety of pathways leading to both careers and higher education such as aerospace, biomedical, and pre-engineering. Students from across the district may apply to these schools.
- Worked with parent and community organizations to enhance the climate, communication, and culture within the Superintendent's Schools through ongoing advisory meetings that foster clear feedback channels for all stakeholders in K-12 education.
- Represented CCSD with state and federal legislators regarding issues impacting assessment, accountability, school improvement, reform, and research.
- Supervised the Assessment and Accountability department by supporting a comprehensive assessment program including national, state, and locally developed benchmark tests in order to provide accurate, reliable, and timely data used to measure student's achievement.
- Served as liaison to the Public Education Foundation, a non-profit organization dedicated to the mobilizing global and community resources to support and impact education through Clark County Public Schools.
- Supervised the Research and School Improvement department in facilitating and conducting internal and external institutional, survey, program evaluation, and action research, as well as delivering professional development and technical assistance in the use of educational research and data in guiding and effecting school improvement.
- Directed the Technical Resources department in operating the infrastructure for Internet and intranet services (email, web, filtering, online instructional programs, database and application development, and site hosting services) to enhance communications and data analysis for CCSD.



**Research, Accountability, and Innovation Division**

4212 Eucalyptus Rd.

Las Vegas, Nevada 89121

**Position: Assistant Superintendent**Responsibilities

- Provided supervision and direction to 135 RAI administrative, licensed, and support staff.
- Served as a member of the Superintendent’s cabinet.
- Facilitated cross-division strategic planning activities such as High School Reform Committee and District School Improvement Planning.
- Provided guidance and consultation to the Superintendent and the Board of School Trustees regarding NCLB, AYP, research, district-wide survey data, student achievement results, Policy Governance and Ends statements.
- Provided support to Regions, SSSD, CPD, and ESD divisions and schools regarding testing, accountability reporting, research, online communication, web-based applications, internet services, school improvement processes, and innovative “best practice” programs.
- Represented CCSD at state, legislative, educational, and community panels, committees, and task forces such as Legislative Committee on Education presentations, Committee for Accelerating Student Achievement (CASA), State-wide Task Force for NCLV, STARS, and Nevada Improvement Planning Team.
- Oversaw the design, implementation and monitoring of professional development for principals and teachers regarding data-driven decision-making, assessment literacy, Best Practice Research, effective improvement strategies, Structured Teacher Planning Time, and the school improvement process.
- Worked with cross-division entities to design and implement innovative online applications for the Management Process System, CCSD website, InterAct, School Improvement, the Online Instructional Data Management System, and NDE Nevada Report Card.
- Oversaw the compliance with state law and mandates, as well as district policies and regulations regarding Acceptable Use of Network Resources, non-profits, AYP, NCLB, and Test Security.
- Oversaw the collection, verification, storage, and reporting of enrollment, dropout, diploma, testing, research, survey, and accountability data.
- Supervised the administration and reporting of national, state, and local comprehensive assessment program including NAEP, HSPE, CRT, NRT, and interim assessments.
- Oversaw the evaluation of “best practices,” district initiatives, school improvement processes, and strategies to improve student achievement.
- Supervised the development and delivery of differentiated professional development for teachers and principals in analyzing and interpreting data to target instructional interventions for specific students.
- Supported and implemented a district-wide accountability system based on multiple measures, data collection, and feedback systems.
- Developed and implemented a district-wide, K – 11, balanced assessment program including summative and formative assessment.
- Initiated and implemented a web-based Instructional Data Management System that includes a database for student achievement, standards-based report card, testing, standards-based item bank, and instructional resource mapping.
- Established and directed a district-wide action research program culminating in a data fair with 5,000 in attendance.
- Facilitated community and district stakeholders in the creation of a comprehensive district improvement plan through inquiry process, root cause analysis, and resolution identification.
- Provided leadership for NCLB and district accountability at the district, state, and national level.
- Communicated with media and community regarding research, assessment, accountability, online technologies and school improvement issues.
- Served as a district liaison to the Public Education Foundation in order to garner private

sector funds to support school improvement initiatives.

- Oversaw multiple general-fund, Title II, and Title V budgets ensuring efficacious use of funds and compliance with district regulations.

2001 – 2002

**University of Nevada, Las Vegas**

**Adjunct Professor, Educational Leadership Department**

Taught graduate level courses focused on curriculum improvement through data-driven decision-making, accountability systems design, and district-wide, standardized test score analysis. The courses taught were:

- Curriculum and Instruction
- Educational Technology'
- School Improvement

1998 - 2002

**Technology Development Services**

2832 East Flamingo Road, Box 7

Las Vegas, Nevada 89121

**Position: Director**

Responsibilities

- Directed the development and delivery of district-wide professional development programs focused on emerging and online technologies.
- Oversaw the design and implementation of policies regarding online filtering and acceptable use of instructional networks.
- Served on National Staff Development Council Task Force to establish national E-learning standards, levels of standard attainment, and implementation processes.
- Supervised the management and administration of Intra and Internet, as well as organized and coordinated the release of online product upgrades to district-wide audiences.
- Designed, developed, and disseminated District Acceptable Use Policy, procedures for student/staff network access, due process procedures, online blocking/unblocking request/voting system, website guidelines, and the Students Online System for students' safe use of online resources and email.
- Directed rapid application development (RAD), website design, data management, and software sculpturing for instructional and enterprise applications.
- Directed the design, creation, and upkeep of 300 custom conferences to facilitate communication among schools, regions, departments, and divisions, in addition to 1250 public conferences to provide district information, instructional resources, research references, and best practices.
- Hired, supervised, mentored, and evaluated 15 administrative, certified, and support staff to develop and implement E-learning opportunities, design inquiry-based online activities, create standards-based digital content, demonstrate effective instructional applications for new technologies, provide data collection and management for decision-making, and seek funding for educational initiatives.
- Developed, implemented, and supervised a student intern program for CyberCorps in which computer-proficient students provided level one technology assistance in schools and become better prepared to enter a technology-driven work place.
- Collaborated with district, county, and chamber personnel to establish CCReads programs to improve student achievement in Clark County schools by providing books to classroom and school libraries and recruiting and training volunteer reading tutors.
- Developed and administrated budgets of approximately \$1,560,000 for the personnel and operation of the division.
- Supervised the coordination of the District E-Rate application, program, and funding processes ensuring District compliance with Universal E-Rate Program polices and procedures, as well as the U.S. Telecommunications Act.
- Facilitated and organized, with other divisions, the development of E-learning opportunities for CCSD teachers and students such as CyberSchoolhouse, ENTICEments.
- Coordinated and supervised the publication of a bi-monthly district-wide newsletter highlighting new technologies, merging trends, and online resources issues.

1994 - 1998

**O'Callaghan Middle School**

1450 Radwick Drive  
Las Vegas, Nevada 89110

**Assistant Principal**

Responsibilities

- Direct school-wide community linkage programs.
- Drive technology proliferation.
- Hired, supervised, mentored, and evaluated 45 certified and support staff following due process procedures ensuring compliance with CCSD policies and regulations.
- Provided support and professional development for teachers regarding curriculum instructional program improvement, assessment, and teaching strategies.
- Organized a continuum of technology activities designed to advance from reviewing the basic operating system to the classroom integration of technology using the word processing, graphics, spreadsheet, and presentation software.
- Oversaw school-wide curriculum, instruction, and assessment activities and programs such as counseling, master scheduling, test administration, etc.
- Supervised staff, budgets, school-wide programs, and extracurricular activities.
- Ensured efficient and effective proliferation of school-wide technology applications - MacSchool, ParentLink, First Class.
- Designed and implemented comprehensive school-wide parent outreach program and activities.
- Supervised extracurricular activities calendar, budgets, and staff.

1992 - 1994

**O'Callaghan Middle School**

1450 Radwick Drive  
Las Vegas, Nevada 89110

**Dean**

Responsibilities

- Student safety and security
- Campus supervision
- Student discipline
- Transportation

1990 - 1991

**O'Callaghan Middle School**

**Computer Strategist**

Responsibilities

- Technology Proliferation
- Coaching and Mentoring
- Technology Planning
- Instructional Technology

**UNLV Continuing Education Classes**

- Instructor – Introduction to the Macintosh

1979 - 1992

**Clark County School District**

- Computer Strategist
- Computer Science Teacher
- Mathematics Teacher
- Music Teacher

**EDUCATION:**

- B.S., Duquesne University, Pittsburgh, PA, 1979  
Music Education
- M.A., University of Nevada, Las Vegas, 1984  
Music Education
- Ed.D., University of Nevada, Las Vegas, 2000  
Educational Leadership

**PROFESSIONAL AND COMMUNITY AFFILIATIONS:****COMMITTEE SERVICE:**

- APQC, Hub and Spokes Pilot Project, 2008 - Present
- Southern Nevada Regional Planning Coalition Committee on Youth (SNRPC), 2007 - 2009
- Southwest Comprehensive Center at WestEd (SWCC) Advisory Board, 2006 - Present
- Nevada Public Education Foundation, Ready for Life Steering Committee, 2005 – 2008
- United Way, 2004 - Present
- Nevada Association of School Superintendents, State-wide Taskforce regarding Assessment and No Child Left Behind, 2003 - 2005
- Center of Accelerating Student Achievement (CASA), 2003 - Present
- National Staff Development Council Online Professional Development Task Force, 2001
- Nevada Department of Education, STARS Committee
- Clark County READS Committee

**MEMBERSHIP:**

- University Council for Educational Administration., 1999 - Present
- American Association of School Administrators, 1993- Present
- Nevada Association of School Administrators, 1993 - Present
- Association for Supervision Curriculum Development, 1992 - Present
- Clark County Association of School Administrators and Professional-technical Employees, 1992 - Present
- Phi Delta Kappa, 1992 - Present
- Computer Using Educators - Publicity Officer and Executive Board Member, 1990 - 1992
- Southern Nevada Math Council, 1989 - 1990
- Music Educators National Conference, 1980 - 1988
- Southern Nevada Orff Chapter, 1980 – 1988
- International Society for Technology in Education (ISTE)
- American Educational Research Association (AERA)
- Cities in Schools, Las Vegas, NV
- Clark County Public Education Foundation

**PRESENTATIONS (PARTIAL LIST):**

- Nevada Policy Research Institute Panel, 2008, Pay for Performance
- Nevada Association of School Boards, November 2008, Future Forces Driving Change in American Education
- Council of Great City Schools Annual Fall Conference, October 2008, Universal Practices: The Key to Restructuring; Changing the Tide: Supporting Achievement of Diverse Learners
- Nevada Association of School Boards, October 2007, Empowerment Schools
- Council of the Great City Schools Annual Fall Conference, 2006, S2D2: School Support, Differentiated by Design
- Closing the Achievement Gap Through Technology, University of Nevada, Las Vegas, March 2006
- Education Events: Using Data to Improve Student Performance, 2006
- ETS Pulliam Users Conference, 2005, Instructional Data Management System
- National School Boards' Association Annual Technology & Learning Conference, October 2005, Data: Making a Difference
- American Business Women's Association, 2005, 2002, 1999
- Council of the Great City Schools Annual Fall Conference, 2004, Dancing with Data
- Council of the Great City Schools Curriculum & Research Leaders, 2004, Using Data to Influence

#### Professional Development

- Council of the Great City Schools Annual Fall Conference, 2003, A+ in Action Accountability Plan: Instructional Data Management System
- Hawaii International Conference on Education, 2003, Blended Learning
- China Delegation, 2001, Cybercorps
- CUE, 2001, Treasures of Russia,
- E-Learning for Educators, NSDC, 2001
- Western Regional Middle Level Consortium Conference, 2001, Online Communities
- Florida Educational Technology Corporation, 2001, Blended Learning
- Classroom Connect Conference, 2001, Online Communities
- Nevada Technology Commission, 2000, InterAct Online Learning Community
- Consortium for School Networking, 1999, Practical Strategies for Implementing the E-Rate Program for States and Large Districts
- Nevada Technology Leadership Conference, 1999, Internet Issues Law, Filtering, Copyright
- National School Boards Association (NSBA), 1999 Technology and Learning Conference, Technology Beginnings, Interactions and Results: A Never-Ending Story
- Nevada Department of Education Milken Family Foundation Technology and Awards Conference, 1998, InterAct

#### **PUBLICATIONS:**

- Assessment: Better Assessment = Better Instruction, *Ed Tech Magazine*, 2006
- Playing Up – Playing Down Adequate Yearly Progress Data: Lessons from a Large School District, *Journal of School Public Relations*, 2005
- Exploring Technology, Change, and Chaos Theory: Moving Educational Leadership Preparation Programs into the New Millennium, *21<sup>st</sup> Century Challenges for School Administrators*, 2001
- A Descriptive Case Study of the Information Environment for School Leadership Preparation, dissertation, 1999
- CCSD Acceptable Use Policy, 1999
- Law, CyberSpace and Schools, *Consortium for School Networking*, Spring 1999