



May 2004 Newsletter

Several months ago, I launched my independent consulting practice. I call it *practical strategy*, because it captures what I think is really important -- translating broad vision into concrete results. I wanted to offer my 20 years of experience managing people, projects and policy in government, business and non-profit settings to leaders of organizations working to compete effectively in today's complex environment. My primary focus is on education policy and educational institutions.

Here's what's been up with me

- Working with High Solutions and Trish McNeil, I completed an implementation plan for restructuring three urban high schools into smaller learning communities. This project, which culminated in a substantial grant proposal, required working with district and school-based leadership to develop specific steps for transforming high schools, providing support services, and bolstering student achievement.
- For the National Oceanic and Atmospheric Administration, I completed a strategic inquiry that looked at several aspects of science education. First, I provided an analysis of science education activities and policy at the US Department of Education, and summarized data regarding student achievement K-16 in the sciences and science education impact on the economy. The project then assessed opportunities for partnership and collaboration in science education, and ended with a series of recommendations for NOAA's education office about how to improve access to and use of NOAA research for educational purposes.
- I completed my doctoral work in higher education management at the University of Pennsylvania, and was granted an Ed.D. in May. My dissertation, entitled *The Impact of the New Knowledge Economy on the Direction of Higher Education in the 21st Century: Three Case Studies*, examined how leaders at the campus level are operationalizing broad shifts in their external environment. My conclusions pertained to the relationship between vocational and liberal learning, the public purpose of higher education, and leading change.
- I had the privilege of moderating a featured issue forum at the National Association of Workforce Boards annual conference, with perspectives from a community college president, major employer, high school reform network and federal official about the link between education and workforce needs.
- I've also been working with leaders of several non-profit organizations, helping them think through matters such as staffing and strategy.
- Coming soon, www.practicalstrategy.org.