

UTSA VITA

ACADEMIC/PROFESSIONAL BACKGROUND

February, 2004

Blandina Cardenas

Professor and Dean, College of Education and Human Development, University of Texas at San Antonio

EDUCATION

Doctorate in Educational Leadership and Administration, University of Massachusetts at Amherst, 1974

Bachelor of Journalism, University of Texas at Austin, 1967

PROFESSIONAL EXPERIENCE

Dean of the College of Education and Human Development, UTSA, 2000-present

Full Professor, Educational Leadership, UTSA, 2000-present

Director, Hispanic Research Center, UTSA, 1999-2000

Associate Professor, Educational Leadership, UTSA, 1995-2000

Professor, Southwest Texas State University, 1992-1995

Director, Office of Minorities in Higher Education, American Council on Education, 1989-1992

Member, United States Commission on Civil Rights, 1980-1992. This was an intermittent appointment requiring approximately 6-8 days of service per month.

Vice-President for Institutional Advancement, Our Lady of the Lake University, 1988-1989

Director of Planning, US/Mexico Studies Program, Universidad Autonoma de Mexico, Escuela de Extension, 1987-1988

Independent consulting work, full-time childrearing, 1985-1987

Director of Training and Development, Intercultural Development Research Association, 1979-1985

Chief of the Children's Bureau and Commissioner of the Administration for Children, Youth and Families in the Department of Health, Education and Welfare, by Presidential appointment and Senate confirmation with executive responsibility for Head Start, the Child Development Research Program, the National Center on Child Abuse and Neglect, the Child Welfare Program, the Day Care Services Program, the Runaway Youth Program and the Center for Domestic Violence, 1977-1999

Director of the Center for the Management of Innovation in Multicultural Education, the Intercultural Development Research Association, 1975-1977

Senior Rockefeller Fellow, Committee on Children and Youth, United States Senate, 1974-1975

Assistant Dean, Teacher Corps Institute at University of Richmond, 1974

Doctoral Student, University of Massachusetts, Amherst, 1971-1974

Special Assistant to the Superintendent for Innovative Programs, Edgewood Independent School District and Director of the Career Opportunities Program, 1969-1973

Assistant Coordinator, Southwest Educational Development Center, Texas Migrant Education Center, 1969

Information Officer for University Fine Arts Series, University of Texas School of Fine Arts, Fall, 1968

Teacher, Third Grade and Sophomore English, San Felipe Independent School District, Del Rio, Texas, 1967-68

Assistant Manager, Office of the Secretary, American Bar Association national headquarters, Chicago, Illinois, 1964-1967

PROFESSIONAL LEADERSHIP

1997-1998 Chairperson, Board of Trustees of the Educational Testing Service, Princeton, NJ.

1993-1996 Vice-Chair, Board of Trustees of the Educational Testing Service, Princeton, NJ

1994-1997 Board Member (elected), The American Association for Higher Education

1991-1993 Member, the American Association of Community and Junior Colleges, Commission on Minorities in Higher Education

1980-present Board Member, the AVANCE Parent Child Education Program, San Antonio, TX

1981-1988 Board Member, National Foundation for the Improvement of Education, the Foundation of the National Education Association, Washington, DC

1982-1986 Board Member, the National Resource Center for Children in Poverty, New York, NY

1989-1991 Board Member, Quality Education for Minorities, Washington, DC

1989-1991 Board Member, the National Development Training Institute, Baltimore, Md.

1985-1990 National Advisory Council for Study, Teachers for Our Nation's Schools, the Center for Education Renewal, University of Washington, Seattle, WA

1980-1985 Board Member, the Public Education Fund, Pittsburgh, PA

1988-1990 Board Member, the National Institute Against Prejudice and Violence, Baltimore, MD

1986-1989 Member, Committee on Programming for Children, the Edna McConnel Clark Foundation, New York City.

1986-1988 Member, the Hogg Foundation, Commission on the Mental Health of Children

1984-1993 Board Member, the Southport Institute for Policy Analysis, Washington, DC

1971-1973 Member, Indo-Hispanic Task Force, National Education Association,

1976 Vice-Chairperson, National Education Association, Commission on Human Rights

1971-1973 Member, Program Advisory Committee Children's Television Workshop, New York City

INTERNATIONAL LEADERSHIP

1994-Present BOARD MEMBER, Fundacion Solidaridad Mexicana Americana, Mexico, DF, Mexico

1980 Member, First Official United States Delegation of Educational Researchers to the Peoples Republic of China

1980 United States Delegate: United Nations Decade for Women Conference, Copenhagen, Denmark

1979 Chairperson, Federal Inter-Agency Task Force on the International Year of the Child

1977-79 United States Representative to the Governing Board of the Inter-American Children's Institute for the Organization of American States, Montevideo, Uruguay

1978 United States Representative to the Early Childhood Committee of the Organization for Economic and Cultural Development, Paris, France

1977 United States Representative the Union of Family Organizations, UNESCO, Paris, France

1977

Board Member the International Union for
Child Welfare, Geneva, Switzerland

COURSES PREPARED AND TAUGHT

EDP 5316, Education in Multicultural Settings,
EDP 5374, The Administration of Special Program
Block Course for Masters level Teacher Fellows integrating
EDP 5316, Education in Multicultural Settings, CI 5317
Teaching Strategies for Elementary Teachers Alternative
Models and CI5306 Evaluative Techniques for the Classroom
Teacher.
EDL 5503, Administration of Special Programs
EDL 5203, School Community Relations
EDL 5303 Human Relations in Educational Administration

Publications Directed/Edited:

American Council on Education, Office of Minorities in
Higher Education, Environments of Support, Washington, D.C.,
1992

American Council on Education, Office of Minorities in
Higher Education, Sourcebook on Diversity in Higher
Education, Washington, D.C., 1993

The National Foundation for the Improvement of Education,
Bilingual Supplementary Curriculum, Mexico Visto Por Sus
Ninos-Mexico as Seen By Her Children, Chief Editorial
Consultant, Washington, DC, 1978

Chapters in Books:

Ramirez, B.C. Creating a New Kind of Leadership for Campus
Diversity in M.C. Brown II (ed.), Organization & Governance
in Higher Education (pp. 406-414) Boston, MA: Pearson Custom
Publishing. (The ASHE Reader, Association for the Study of
Higher Education.)

Ramirez, B.C. Adapting to New Student Needs and
Characteristics in E.J. Whitt (Ed) College student affairs
administration (pp.156-163), Boston, MA: Pearson Custom
Publishing. (The ASHE Reader, Association for the Study of
Higher Education)

Cardenas-Ramirez Blandina, "Adapting to New Student Needs
and Characteristics" in Margaret J. Barr and Associates,

Editors, The Handbook of Student Affairs Administration, Josey Bass, 1994.

Cardenas-Ramirez, "The Crisis of Leadership and Resources in Higher Education" in Laura I. Rendon and Richard O. Hope, Editors, Educating a New Majority, Josey Bass, 1995.

Cardenas-Ramirez, Blandina, "The Implications of an Asset Orientation for Urban Change Strategies" in Building Strong Communities: Strategies for Urban Change, the Annie E. Casey, Ford and Rockefeller Foundations, New York, 1992

Cardenas-Ramirez, Blandina, "Creating a Civil Society in the Midst of Change" The 1990 and 1993 Women Presidents' Summits, American Council on Education, Washington, DC, 1994.

Cardenas, Jose A. and Blandina Cardenas, "The Theory of Incompatibilities" (first presented in 1970) in Cardenas, Jose Multicultural Education: a Generation of Advocacy. Guinn Press Phoenix, Arizona, 1994.

Cardenas, Jose A. and Blandina Cardenas, "The Chasm of Conflicting Concerns" (first presented in 1970) in Cardenas, Jose Multicultural Education: A Generation of Advocacy. Guinn Press, Phoenix, Arizona, 1994.

SELECTED INVITED KEYNOTES AND MAJOR ADDRESSES

2004, Keynote, Doubling the Numbers Conference, Jobs for the Future and the Gates Foundation, Washington, D.C.

2003, Major Address, The Annual Conference of the American Association for Higher Education, Chicago, Ill.

1999, Keynote, Educating All of One Nation Conference, American Council on Education, Albuquerque, N.M.

1999, "The Preparation of Middle School Teachers", Major Presentation at the National Middle School Association, Orlando, Florida.

1995, "Equity and Diversity: Within Our Reach", Distinguished Lecture, The Association for Supervision and Curriculum Development, San Francisco, California.

1994, "Creating Communities of Learning", The National Middle School Association Annual Conference, Cincinnati, Ohio.

1994, "The Meaning of Multiculturalism and Internationalism in American Higher Education", The National Association of Student Personnel Administrators Annual Conference, Dallas, Texas.

1994, "Building Cultural Bridges in Schools in the Midst of Change", The Tri-Lateral Conference of the Florida Department of Education, The Florida Education Association, and the Florida AFT, Orlando, Florida

1994, "Developing New Competencies in Educational Leadership in the Face of Diversity", The University of Nebraska Conference on Women in Educational Administration, Lincoln, Nebraska

1993, Keynote, Opening Convocation, The McClendon Community College System, Waco, Texas

1993, Major Address, The American Association of Community and Junior Colleges, Portland, Oregon

1993, Keynote, The North Carolina State Department of Education Conference, Raleigh, North Carolina.

1993, Keynote, The Points of Light Foundation Annual Convention, Orlando, Florida

1992, "El Desarrollo de la Comunidad Hispana en Los Estados Unidos," Seminario Sobre El Encuentro de Dos Mundos, Barcelona, Spain.

1992, "Comprehensive Planning for Diversity in Higher Education", The University of Hawaii System Wide Executive Seminar, Honolulu , Hawaii

1991, "The Challenge of Diversity in Higher Education: Increasing Participation and Success for Under-represented Populations", The New Jersey Education Association, Newark, NJ.

1991, "Creating a K-16 Continuum of Achievement for Minority and Disadvantaged Students." The Center for Adolescent Schooling and the Edna McConnel Clark Foundation, Louisville, Ky.

1991, "Comprehensive Institutional Planning for Minority Participation, Retention and Success in Higher Education,"

The National Conference on Black Student Retention,
Baltimore, Maryland

1990, "Increasing Minority Participation and Success in
Higher Education." The General Motors Institute, Flint,
Michigan

1990, "The Role of Mentoring in Comprehensive Institutional
Responses to Diversity in Higher Education," The American
Association of University Professors, National Education
Association Conference on Mentoring, Washington, DC

1990, "The Intersect of Gender and Minority Issues in
Diversity Planning in Institutions of Higher Education." The
National Association of Women's Studies Annual Conference,
Cedar Rapids, Iowa

1989, "Developing Strong Families for a Culturally Diverse
World," Keynote Address: The International Conference of the
Association of Junior Leagues, Toronto, Ontario, Canada

1989, "Diversity and Higher Education," The Arizona State
University Inaugural Week Lecture, Phoenix, AZ

1989, The University of Maine System Executive Retreat

1989, Keynote, Minnesota Community College System Retreat

1989, "The Status of Minorities in Higher Education," The
National Title III Conference, Washington, DC

1989, "Minorities in the Educational Pipeline," Association
of Governing Boards Annual Conference, San Diego, California

1990, "Planning for Gender and Race Equity in Higher
Education," National Association of Women Deans and Chairs,
Nashville, TN

1988, "Creating Conditions for High Achievement for Minority
Students," The Kodak Conference on Science Teachers,
Cambridge, Massachusetts

1989, "An Asset Approach to Diversity in the Workforce: The
Education Imperative," Bellcore, Piscataway, NJ

1988, "Demographic Diversity in the Workforce and the
Marketplace: An Asset Not A Problem," Digital Corporation,
Massachusetts

1987, "La Mujer Mexicana Americana en Los Estados Unidos,"
The Universidad Nacional Autonoma de Mexico, Mexico,DF,
Mexico

1976, "No Hay Que Llegar Primero, Pero Hay Que Saber
Llegar," The National Association for Bilingual Education,
San Antonio, Texas

1986, Keynote, The International Conference of the YWCA,
Chicago, Illinois.

1983, "Understanding the Plight of Undocumented Workers in
the United States," The Second International Ecumenical
Conference on the Meaning of Human Suffering, University of
St. Thomas, Houston, Texas

1983, "Preserving the Independence of The United States
Commission on Civil Rights," The United Auto Workers
Legislative Conference, Washington, DC.

1980, "Child and Family Policy in the United States", Xian
University, Xian, China.

1978, "The Development of Family Policy in the United States
of America," The International Union of Family
Organizations, UNESCO, Paris, France.

1977, "The Head Start Research Program," The Early Childhood
Committee of the Organization for Economic and Cultural
Development, Paris, France.

1979, Keynote Address, The White House Conference on
Families, Washington, DC

1979, "Developing Programs for Children and Families," The
National Education Association National Conference

1977, "Advocating for the Nation's Children," The National
Association for the Education of Young Children Annual
Conference, Chicago, Illinois

1970, "Designing Instructional Programs That Respond to the
Characteristics of Children in Migrant Families." The
Nebraska TTT Conference on the Education of Migrant
Children, Lincoln, Nebraska

NATIONAL TELECONFERENCES

National Council on Social Studies National Conference,
Teleconference on Major Trends in the Future of Today's
Students, 1989

National Association of Student Personnel Administrators,
Teleconference on Diversity in Higher Education, Washington,
DC, 1991

Black Issues in Higher Education, Teleconference on
Increasing Minority Success in Higher Education, Washington,
DC, 1992

STATE AND LOCAL KEYNOTE PRESENTATIONS (1994 only)

1994 "Creating Collaboratives for Values and
Achievement," Keynote: The University of Houston Downtown
Convocation for the Design of an Urban Teacher Education
Program, Houston, Texas

1994 Keynote, The Governor's Statewide Conference on
Volunteerism and Leadership of Volunteer Organizations,
Austin, Texas

1994 Roundtable Leader, The Comptroller's Roundtable on
Initiatives for Welfare Reform in Texas, Austin, Texas

1994 Keynote, The State Conference of Junior College
Student Personnel Association of Texas, San Antonio, Texas

1994 "Achievement and Values: Essentials in Urban
Education," Keynote: The Principal's Academy of the Dallas
Independent School District. Dallas. Texas

1994 "Creating Communities of Values and Achievement in
Our Schools," Keynote: The Fall Convocation of the Waco
Independent School District, Waco, Texas

1994 "Serving Gifted Children in Diverse Populations,"
The Texas Education Agency Statewide Gifted and Talented
Symposium, Dallas, Texas

1994, Keynote, The Regional Headstart Association,
Houston, Texas

1994 The UTSA/SWT Conference on Teaching for the 21st
Century, San Antonio, Texas

1994 Keynote: "Creating Authentic Partnerships with Parents," The Texas Association of School Boards Practical Parenting Conference, Austin, Texas

1994 "The Role of Values, Achievement and Community in Urban Education." Keynote, The San Antonio Business and Education Breakfast, San Antonio, Texas

1994 "Building Community, the Second Half of the Diversity Equation," Keynote: Riverside (California) Community College Convocation, Riverside, California

SELECTED PRESENTATIONS, IN-SERVICE WORKSHOPS AND TECHNICAL ASSISTANCE TO EDUCATIONAL ORGANIZATIONS (since 1992)

"Leadership for Schools Serving Diverse Populations", The Ventura, California County School Districts, Ventura, California, 1995

"Creating Communities of Values and Achievement", Northside Independent School District, September, 1993

"Creating Community Across Racial and Cultural Groups: A Three Day Institute for Administrators," San Marcos Independent School District, August, 1993

"Communication and Trust: Essentials for A Productive Relationship," retreat for administrators and board members in the San Marcos Independent School District, December, 1993

"Getting in Touch with the Culture in Me," a workshop for faculty at Goodnight Junior High School, San Marcos Independent School District, San Marcos, Texas, November, 1993

"Los Valores y La Educacion," Keynote Address: the Harlingen Independent School District Parent Education Conference, Harlingen, Texas, 1992

"Cultural Affirmation and Achievement: Implications for School Organization," a workshop for the faculty of Taylor High School, Taylor Independent School District, Taylor, Texas, 1992

"Culture and Values in Education," the Madison, Wisconsin Independent School District, Madison, Wisconsin, 1992

OTHER (since 1990)

Texas Department of Health and Human Services, Paragon Project on Child Welfare, Senior Adviser to Arthur Anderson Consulting Company, 1993-94

The Rockefeller Brothers Fund, Adviser to the Project on Minorities in the Teaching Profession, 1994

Member, Ford Foundation Presidential Panel on Diversity in Higher Education, 1991-1992

Member, Stanford University, Invited Team Evaluating the University's Progress in Meeting its Goals in the Development of a Multicultural Institution, 1990 and 1991 (Chairperson)

Member, Aspen Institute Seminar on Education for a Changing Society, 1991

Johnson Foundation, Troutbeck College Presidents Institute on Race Relations on Campus, 1990

American Association of State Colleges and Universities, Invitational Conference on Intolerance on Campus, 1989

The Stevens Institute, National Association of Student Personnel Administrators, 1990

Fellow, Aspen Institute, Seminar on Leadership and Diversity, 1993

SERVICE

University:

Chairperson, President's Committee on University Reorganization, 1999

Division Secretary and Chair of the Division Faculty Advisory Committee 1999 - 2000

Member, President's Advisory Committee on University Communications, 1996

Chair, Division Committee on Strategic Initiative, 1996

Chair, Division of Education Committee on Reorganization,
1995-96

Member, Graduate Council, UTSA, 1996

Member, DFAC, UTSA, Division of Education, 1995

Member, Committee on Post-Baccalaureate Program, UTSA, 1995-
96

Member, University Core Values Task Force, SWTSU, 1994

Member, University Commission on Women, SWTSU,
1993, 94

Member, Texas Minority Graduate Fellowship Committee, 1994

Keynote: Southwest Texas Minority Job Fair, 1992

Keynote: Faculty Seminar on Diversity in the
Curriculum

Director, SWT Summer Institute for Advanced
Placement Teachers

State:

Member, Texas Higher Education Coordinating
Board, Committee on Access and Equity, 2000, 1993-94

Member, Texas Advisory on the Texas Advanced Placement
Incentive Program, 1994-96.

SELECTED GRANTS WRITTEN AND FUNDED

A Learning Partnership for the Neighborhood Transformation and Family Development Initiative in San Antonio, Texas" a grant from the Annie E. Casey Foundation to the Hispanic Research Center. UTSA. (This funding relationship is for approximately \$200,000 per year and is expected to extend for approximately ten years.)

"The Our Lady of the Lake Wellness Center", successfully completed final \$600,000 of capital campaign to build a wellness center and appropriate programs at Our Lady of the Lake University, San Antonio, Texas, 1989.

"The Southwest Educational Development Laboratory Mobile Migrant Early Childhood Education Program", a demonstration

in early childhood education to serve three, four and five-year old children in migrant labor camps in five states, funded by the Department of Health, Education and Welfare, Head Start Program, May, 1969, \$250,000 x three years.

"The Career Opportunities Program", a program to provide higher education opportunities leading to a teaching credential to 125 teacher aides, implemented in collaboration with St. Mary's University of San Antonio. Funded by the US Office of Education, Bureau of Education Professions Development to the Edgewood Independent School District. September, 1970. \$300,000 x five years.

"A Bilingual Early Childhood Education Program for Three-Four- and Five-Year Old Children", a demonstration project to develop bilingual early childhood curriculum and teacher training strategies and provide services to 600 low-income Spanish speaking children. Developed in collaboration with the Southwest Educational Development Laboratory. Funded by the San Antonio Model Cities Project, \$1 million x 4 years.

"A Bilingual Early Childhood Education Program for Severely Handicapped Three- Four- and Five- year old Spanish Speaking Children", the first bilingual program in the nation to develop curricula, teaching strategies and parent education strategies adapted for severely handicapped Spanish speaking children. Funded by the US Office of Education to the Edgewood Independent School District, January 1970, \$250,000 x three years.

"The Urban/Rural Teacher Education Program", a program to develop and implement a field based teacher training center to provide in-service and graduate teacher education to teachers in the Edgewood Independent School District developed in collaboration with Our Lady of the Lake University of San Antonio and funded by the Bureau of Education Professions Development of the US Office of Education, September, 1971. \$200,000 x three years.

"The Edgewood Experimental Schools Program", one of three national demonstration projects funded by the National Institute of Education to engage in comprehensive research based K-12 innovations in school organization, instruction and community and parent education. September, 1971. \$10 million over 5 years.

"Carrascolendas", a bilingual educational television program targeted to improve educational outcomes for Spanish speaking pre-school and early elementary school students.

Developed in collaboration with KLRN-TV and funded by the US Office of Education. 1970, \$500,000 x 3 years.

"Proposal to the San Antonio Model Cities Program to fund construction of H.K. Williams Elementary (\$600,000) Gus Garcia Junior High (\$2,000,000) the Cardenas Early Childhood Education Center (\$1,000,000) funded to the Edgewood Independent School District, 1969, 1970, 1971.

"The Curriculum Adaptation Network for Bilingual Bicultural Education", a program to develop bilingual elementary curriculum for populations in the Southwest (Texas), the Northeast (Pennsylvania) and The Southeast (Florida) funded by the Hearst Corporation and the U.S. Office of Education to the National Urban Coalition as fiscal agent for the Edgewood Independent School District, the Miami-Dade Unified School District and the Philadelphia School District, \$1 million x 5 years.

"The Edgewood Infant Stimulation Program", a program to train and employ low-income, high school students to provide home based language and cognitive development play to low-income infants 18 months through 3 years of age. Funded by the U.S. Office of Education to the Edgewood Independent School District, \$90,000 x 3 years, 1970.

"The Youth Tutoring Youth Program", a cross-age youth tutoring program designed to raise reading achievement among middle school tutors and the elementary students they were tutoring. Funded by the U.S. Office of Education and supplemented by other sources. Developed in collaboration with Judge Mary Conant Koehler and Frank Reissman, Columbia University.

"The Center for the Management of Innovation in Multicultural Education", a national origin desegregation assistance center funded to the Intercultural Development Research Association to provide services to school districts in five states, \$650,000 x 5 years, and 1975.

"The Race Desegregation Assistance Center", a desegregation assistance center funded to the Intercultural Development Research Association by the U.S. Office of Education to provide training and technical assistance service in the process of race-targeted desegregation to school districts in five states, \$540,000 x 5 years, 1976.

"The Bilingual Education Service Center", a training and technical assistance center designed to provide program design, teacher and parent training, curriculum development and research and evaluation assistance to school districts in five states, \$500,000 x 5 years.
1976.

"The Coca Cola Valued Youth Program", a cross-age tutoring program for high-risk high low-income high school students. Funded by Coca Cola to the Intercultural Development Research Association, \$100,000 x 3 years, 1985. Program significantly expanded since that time.

ACADEMIC HONORS AND AWARDS

Honorary Doctorate in Humanities, St. Mary's College of Indiana, May, 1994

Honorary Doctorate of Letters, University of Notre Dame, May, 1993

Honorary Doctorate of Letters, Kean College of New Jersey, 1991

Chancellor's Medal, Outstanding Doctoral Alumnus, The University of Massachusetts at Amherst, 1991

The National Education Association's H. Council Trenholm Award for Human and Civil Rights in Education, 1983

The American Educational Research Association Individual Educator Award, 1984

The Texas Association of Chicanos in Higher Education, Meritorious Service Award, 1994

Rockefeller Foundation Senior Fellowship in Leadership and Public Policy, (one of four awarded nationally), 1974

Ford Foundation Fellowship in Educational Leadership, 1971

Freshman Writer of the Year, Texas Women's University, 1962

MAJOR AWARDS, HONORS

- 1992 Induction into "El Orden del Aguila Azteca" the highest honor bestowed by the Mexican Government on a non-citizen.
- 1991 The National Council of La Raza Award, Washington, DC
- 1989 Project Equality Human Rights Award, Chicago, Illinois
- 1986 The Washington Committee of the NAACP Award
- 1982 San Antonio Women's Hall of Fame
- 1980 Austin Woman of the Year
- 1984 Operation Push Award for Dedication to Education
- 1983 "Benefactora de la Ciudad," the San Antonio City Council, San Antonio, Texas
- 1983 National Education Association, "Human Rights Award."

Selected Community Service

- Board Member, The Texas Biomedical Research Park, 1986-88
- Vice Chairperson, Target 90 Goals for San Antonio, 1986-90
- Chairperson, Target 90 Goals for San Antonio, Task Force on Economic Development, 1984-1988
- Board Member, The Matt Garcia Foundation, San Antonio, Tx.1982-1988
- Member, Commission for Children and Families, San Antonio, TX, 1987-89
- Founding Chairperson, The Mexican American Women's National Association, Washington, DC, 1974-75
- Board Member, the Corporate Fund for Child Development, Austin, Texas, 1980-1984

CORPORATE BOARDS

- Standard Brands Corporation, Torrance, California,1992-94

Educational Testing Service, Princeton, New Jersey

Micro Media Solutions, Austin, Texas