

## MARC DEAN MILLOT, Esq.

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**PERSONAL MISSION:** Harnessing strategic and business concepts to social purpose in pursuit of quality, scale and sustainability in public education.

### QUALIFICATIONS

- Broad expertise as a policy analyst, author, speaker, advisor, management consultant, strategic planner, general manager, CEO, investor, and entrepreneur in k-12 education since 1991.
- Formed innovative and successful \$15 million social investment fund providing loans, equity and joint venture financing to ultra high risk education entrepreneurs.
- Publisher of electronic media for k-12 providers, consumers and policymakers.
- Project leadership for Office of the Secretary of Defense, Air Force Chief of Staff, and major and service commands, Focus on nuclear weapons employment, national security strategy and emergency planning, Methodological specialization in gaming and exercise techniques.

### CURRENT POSITION

#### 2002-Present President, New Education Economy LLC, Alexandria, VA

- Editor
  - [www.edbizbuzz.com](http://www.edbizbuzz.com)
    - Daily news and commentary on the school improvement industry
  - *New Education Economy*®
    - Web-enabled weekly covering supply, demand, politics and regulation in an emerging national k-12 market
  - School Improvement Industry ([www.siiwonline.libsyn.com](http://www.siiwonline.libsyn.com))
    - Weekly podcast of *NEE's* "Letter from the Editor"
  - *K-12Leads and Youth Service Markets Report*
    - Web-enabled weekly report of international federal, state and school district RFPs for school improvement grants and contracts
- Principal, ThinkingEdge Consultants
  - Strategies for ambitious education organizations
    - National Education and Knowledge Industry Association (strategic planning)
    - Center for Reinventing Public Education (product development and industry research for consulting business)
    - Align to Achieve (spin-out planning for standards alignment activity)

- Success for All Foundation (marketing strategy, operations and research)
- The RAND Corporation (scaling k-12 programs)

### **PREVIOUS EMPLOYMENT (highest position)**

#### **1981 – 1984, Senior Associate, Leon Sloss Associates, Arlington, VA**

- Executive Secretary, Strategic Employment Concepts Working Group. Standing senior civilian task force advising Under Secretary of Defense and Director, Defense Nuclear Agency on nuclear weapons design, defense and use.
- Staff Member, Future Security Strategy Study (national “Star Wars” panel directed by President Reagan).

#### **1984-1997 Senior Social Scientist, The Rand Corporation, Washington, D.C.**

- Education
  - Authored reports and guides on charter school law, implementation, authorizing criteria, business issues, and technical support at joint Rand/University of Washington Center on Reinventing Public Education.
  - Drafted charter legislation for Washington State and District of Columbia.
  - Developed long-term plans for transition of eight New American Schools’ (NAS) grant-based school reform “design teams” to fee-for-service providers of technical assistance to schools.
  - Drafted NAS Memoranda of Understanding with a dozen major school districts to create internal fee-for-service marketplaces for all school reform providers.
- National Security
  - Led classified projects on NORAD tactical warning attack assessment, strategic response to warning, scenario planning, OSD role in Major Command Post Exercises, nuclear weapons employment planning, NATO crisis management planning and exercises, continuity of operations, U.S. Army of the future.
  - Developed series of innovative exercise and gaming techniques for large group activities.
  - Selected to brief RAND Board of Directors for “Response to Warning project” and Project Air Force board for USSPACECOM/NORAD Project “GRANITE VISTA”

#### **1997-2002 Chief Operating Officer, New American School (NAS), Alexandria, VA**

- Broad management responsibilities for all aspects of the organization.
- Engaged senior school district administrators to assure implementation of Design Team consulting and advisory services.
- Transitioned grant program to lending; first internal fee-for-service activity.
- Represented NAS in negotiations to spin out design teams from parents.
- Oversaw quality review process to bring new teams under NAS umbrella.

- Assumed COO function after resignation of President during budget crisis.
- With new President, conceived and managed cuts and rebuilding of budget (\$3-10 million), staff (10-30), organizational structure and programs.

#### **1999-2002 President, Education Entrepreneurs Fund, NAS affiliate, Alexandria, VA**

- Institutionalized the NAS concept of scaling promising education programs with loans, equity, and joint venture finance instead of grants.
- Formed \$15 million social investment program with \$2 million in capital from NAS, a \$3 million grant from U.S. Department of Education, and a \$10 million loan negotiated with Prudential Insurance. Developed core staff and basic investment process.
- Built “virtual” bank operation; outsourcing support functions to national banking (Riggs), law (O’Melveney) and accounting firms (BDO Seidman); and financial (Education Capital) and market advisors (Parthenon Group).
- Led the development of internal business advisory and on-line grant locating services.
- Built overall staff from one to twelve, plus consultants.
- Developed portfolio of thirteen early-stage for profit and fee-for-service nonprofit school improvement service providers. All but one remain in market today as sustainable operations.

#### **2003 President/CEO, National Charter School Alliance, Washington, D.C.**

- First President/CEO of successor to Charter Friends National Network.
- Invited by Walton Family Foundation to submit funding proposal based on their approval of strategic plan developed for organization.
- Office opening, staff hiring, membership development, press relations, inter-organizational relations, public speaking, government relations and lobbying.

#### **EDUCATION**

**1974-1978** B.S., School of International Service, American University

**1978-1980** Fletcher School of Law and Diplomacy, Tufts University

**1991-1994** J.D., George Washington University Law School

#### **EXECUTIVE EDUCATION**

**1996** Outward Bound, Cascade Mountains (mountain climbing)

**1997** Negotiations Workshop, Harvard Law School

**1998** Outward Bound, Outer Banks (sea kayaking)

**1999** Strategic Alliances, Wharton School of Business

**2001** Information-Based Strategy, Wharton School of Business

#### **PROFESSIONAL AFFILIATIONS**

- Charter Member, Education Industry Leadership Board (to 2003)
- Licensed to practice law in Virginia and District of Columbia

#### **EDUCATION PUBLICATIONS**

"Reading First-Gate: A Predictable Failure of Public Education's Market Transition," *Education Week*, December 20, 2006.

"Leveraging the Market to 'Scale-Up' School Improvement Programs: A Fee-for-Service Primer for Foundations and Nonprofits," Chapter 16 in *Expanding the Reach of Education Reforms*, Thomas Glennan and Susan Bodilly, editors, RAND Education (Santa Monica) 2005.

"How do we grow the movement...How much growth is enough?" in *From Margins to Mainstream: Building a Stronger Charter School Movement*, conference essays, Andrew Rotherham, editor, Progressive Policy Institute (Washington), 2003.

With Keith Collar and Renee Jacob, "Social Investing for our Children's Future," in the *Handbook for Educational Leadership and Management*, Brent Davies and John West-Burnham, editors, Pearson Education (London), 2003.

With Paul Herdman, *Are Charter Schools Getting More Money into the Classroom: A Micro-Financial Analysis of First Year Charter Schools in Massachusetts*, Program on Reinventing Public Education, University of Washington (Seattle), October 2000.

*A Guidebook for Charter School Applicants in the District of Columbia*, District of Columbia Committee on Public Education, Charter School Resource Center, District of Columbia Committee on Public Education, Federal City Council (District of Columbia), Summer 1998.

With Robin Lake, *Supplying a System of Charter Schools: Observations on Early Implementation of the Massachusetts School Statute*, UW/RAND Program on Reinventing Public Education, University of Washington (Seattle), June 1997.

*A Guidebook for Chartering Agencies*, DRU-1545-ED, RAND, November 1996.

*A Nonprofit Technical Assistance Activity for Charter Applicants in Pennsylvania: Mission, Functions, Capabilities and Plans*, DRU-1491-IET, RAND, September 1996.

*What it Takes to Start a Pennsylvania Charter School: A Guide for Applicants*, DRU-1492-IET, RAND, September 1996.

*Autonomy, Accountability, and the Values of Public Education*, UW/RAND Program on Reinventing Public Education, University of Washington (Seattle), September 1996.

With Robin Lake, *So You Want to Start a Charter School? Strategic Advice for Applicants*, RAND/University of Washington Program for Re-Inventing Public Education (Seattle), October 1996.

*Draft Model Charter School Legislation*, RAND/University of Washington Program

on Re-Inventing Public Education (Seattle), July 1996.

With Paul T. Hill and Robin Lake, "Charter Schools: Escape or Reform?," *Education Week*, June 5, 1996.

With Paul T. Hill and Robin Lake, *A Comparison of Washington's School Choice Proposals: Charter Schools, Initiative 173 and Initiative 177*, Point Paper, RAND/University of Washington Program on Re-Inventing Public Education (Seattle), February 1996.

*How Does The Washington State Education Code Compare With The "Charter School" Statutes of Other States?*, RAND/University of Washington Program on Re-Inventing Public Education (Seattle), August 1995.

*What Are Charter Schools?: An Introduction to the Concept and the Statutes*, RAND/University of Washington Program on Re-Inventing Public Education (Seattle), April 1995.

*Autonomy, Accountability, and the Values of Public Education: A Comparative Assessment of Charter School Statutes Leading to Model Legislation*, DRU-930-LE/IET, The RAND Corporation, December 1994.

With Paul Hill, *Dealing With Potential Union Opposition to NASDC Designs*, DRU-681-NASDC, The RAND Corporation, December 1993.

*Negotiating the New American School: State Law on the Scope of Collective Bargaining in Public Education*, MR-387-NASDC, The RAND Corporation, November 1993.

## **NATIONAL SECURITY PUBLICATIONS**

With Walter L. Perry et al., *Issues from the 1997 Army after Next Winter Wargames*, The RAND Corporation, 1998.

"Facing the Emerging Reality of Regional Nuclear Adversaries", in *Order and Disorder after the Cold War*, Brad Roberts, editor, Boston, The MIT Press, 1995.

With David Rubenson, Gwen Farnsworth, and Jerry Aroetsy, *More than 25 Million Acres? DOD as a Federal Natural and Cultural Resources Manager*, MR-715-OSD, RAND, 1997.

"Coming to Grips with the Emerging Reality of Nuclear Proliferation," *The Washington Quarterly*, Summer 1994.

With Roger Molander and Peter A. Wilson, *"The Day After..." Study: Nuclear Proliferation in the Post-Cold War World, Volume I*, MR-266-AF, The RAND Corporation, 1993, UNCLASSIFIED.

With Roger Molander and Peter A. Wilson, *"The Day After..." Study: Nuclear Proliferation in the Post-Cold War World, Volume II, Main Report*, MR-253-AF, The RAND Corporation, 1993, UNCLASSIFIED.

With Roger Molander and Peter A. Wilson, *"The Day After..." Study: Nuclear Proliferation in the Post-Cold War World, Volume III, Exercise Materials*, MR-267-AF, The RAND Corporation, 1993, UNCLASSIFIED.

With Walter L. Perry and Barry Wilson, *Modeling Command and Control: An Application to the Integration of Strategic Offensive and Defensive Operations*, MR-249-JCS, The RAND Corporation, October 1993, SECRET.

With Roger Molander and Peter A. Wilson, *"The Day After...": Nuclear Proliferation in the Post-Cold War World*, IP-102, The RAND Corporation, February 1993, UNCLASSIFIED.

*The Future U.S. Military Presence in Europe: Managing USEUCOM's Command Structure After the Cold War*, R-4128-EUCOM/NA, The RAND Corporation, 1992, UNCLASSIFIED.

With Steven C. Bankes, Carl Builder, et al, *Seizing the Moment: Harnessing the Information Technologies*, N-33336-RC, The RAND Corporation, 1992, UNCLASSIFIED.

With Walter L. Perry, C Preston Niblack, et al, *Response to Warning: Decisionmaking on Strategic Force Readiness*, R-3984-AF, The RAND Corporation, 1992, SECRET.

*The Role of the Secretary of Defense in Major Command Post Exercises*, R-3973-USDP, The RAND Corporation, May 1992, CONFIDENTIAL.

*The Role of Deterrence in America's European Strategy*, N-3183-AF, The RAND Corporation, 1991, UNCLASSIFIED.

*Project Granite Vista: Volume I, Summary Report*, R-3719-AF, The RAND Corporation, 1990, SECRET

With James A. Winnefeld, *Project Granite Vista: Volume II, NCA Advisors Panel Report*, R-3984-AF, The RAND Corporation, 1990, TOP SECRET.

With James A. Winnefeld, *Project Granite Vista: Volume III, Scenario Description*, N-2894-AF, The RAND Corporation, September 1990, SECRET.

*Project Granite Vista, Volume IV, Description of ITW&A System Performance in Scenario Situations*, N-3139-AF, The RAND Corporation, 1991, SECRET.

With Walter L. Perry, *Project Granite Vista: Uncertainty Analysis of ITW&A System*

*Performance in Scenario Situations*, N-3138-AF, The RAND Corporation, August 1991, SECRET.

*A Survey of Problems and Progress in NATO's Crisis Management Capabilities*, N-2810-USDP, The RAND Corporation, July 1989, SECRET.

*With James F. Digby and William Schwabe, How Nuclear Wars Might Start: Scenarios from the Early 21st Century*, N-2614-NA, The RAND Corporation, October 1988, CONFIDENTIAL