



Steven Heitman, AS & AA, BAIA, MAIA, ID&T Cert., TPW Cert., MAEd
San Francisco, CA USA

Portfolio: <http://www.stevenheitman-ia.com>
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Information Architect Specialist

User Experience Designer

OBJECTIVE

→ **Seeking full-time permanent employment**—Senior Information Architect (IA) Specialist, User Experience Designer (UXD), User Researcher, Manager, Mentor, Usability Expert/Tester, Director—results-driven, hands-on skills with a systematic success-driven approach for doing:

Design research	Concept generation	Personas	Wire frames
Prototyping	Usability testing	Implementation	System testing
Navigation design	Interface design	Mapping/diagramming	User-centered design
Card sorting	Taxonomy	Task analysis	Successful projects

INFORMATION ARCHITECT, USER EXPERIENCE DESIGN QUALIFICATIONS

- **Professional Work Experience:** User/design research, senior information architect and designer since 1998, extending deep into user experience design, interaction design, use case scenarios, mobile user experience, complex applications/Websites, intranet information architecture, IA Model, NS Model, design patterns, heuristic evaluations, usability testing—design/plans and reports—management, and taking a systematic approach on projects with measurable results.
- **Corporate Trainer/Instructional Designer:** ADDIE Model, cognitive psychology, technical writing, editing, document design, visual and Web-based designs, performance assessment, and e-learning.
- **Computer/Web Programming:** Mac, Windows OS; Adobe Creative Suite—InDesign, Photoshop, Illustrator, Fireworks, Flash, Dreamweaver; Adobe Acrobat Pro, Acrobat Distiller; BBEdit; Aptana Studio 3.
 - HTML, CSS, XHTML, DHTML, HTML5, CSS3, Ajax, JavaScript, Java, UNIX, Apache; SEO; OmniGraffle, Visio; MS Office, MS Project, OmniPlan.
 - Axure RP—rapid prototyping, annotated wire frames—and other IA/UXD deliverables.
- **Project/Product Management:** Determining goals, objectives for successful outcome on team projects. Understanding milestones, keeping deliverables, projects on time—negotiating, outsourcing, managing projects, in-house experience design groups—able to build a cohesive team of information architects, other required team members, and mentoring.
- **Team Leadership:** Deliverables and projects successfully completed—dependable, flexible, productive, conscientious—easy to work with on diverse teams in agile environments, demonstrated effective team leadership, excellent communication, and strategic planning.
- **Updates:** HTML5/CSS3 (AX/CCSF); IA/UXD, HCI, user-centered design—with Dr. Nielsen, Ph.D.—eye tracking, heat maps, design-plan-testing reports, and usability testing; Google Design Sprint.
- **Credentials:** Curricula specific to IA/UXD; education, degrees; IA Certifications.



**INFORMATION ARCHITECT, USER EXPERIENCE DESIGN
PROFESSIONAL WORK EXPERIENCE**

*Senior Information Architect Specialist, User Experience Designer,
User Researcher, Manager, Mentor, Usability Expert/Tester, Director (Consultant)*

IA Design & Usability, San Francisco, CA 1994-Present

Inhaberin bei familiemeetsstudent, Hannah Vergossen, UG (haftungsbeschränkt) (4/2013-12/2013)
Senior Information Architect, User Experience Designer

- Did user research, heuristic evaluation, and competitive analysis for a preexisting Website (rapid prototyping was already completed and online).
- Did rapid paper prototyping with the client.
- Provided HTML5, CSS3, SEO (Search Engine Optimization) improvements for Website.
- Did information architecture, user experience design, interaction design, interface design, developed consistent Web pages, built-in affordances), and main navigation system design.
- Did use case scenario, task analysis, user scenarios (audience analysis), personas, and ethnography.
- Did cognitive walkthrough (usability testing), reorganizing, content development, site map, and wire frames.
- Provided mobile device design technical specifications specific to design issues.
- Provided e-commerce interactive Website for an entrepreneur.
- Provided her with new in-depth comprehensive case study that detailed goals, objectives, user experience design, information architecture, interaction design, and increased user-centered design (evaluated how built-in affordances, interaction design increased usability, online transactions), audience analysis—works better for end users.
- In-depth extensive comprehensive case study successfully completed; Website rebuilt.
- **Results:** User research, IA/UXD, site map, wire frames, user scenarios, personas, use case scenario, rapid paper prototyping, production, navigation systems design, interface design, HTML5, CSS3, SEO, task analysis, mobile device design, IA/UXD direction, cognitive walkthrough, usability testing, and case study.

Kenn Gartner Concerts, CEO, San Francisco, CA (5/2012-4/2013)

Senior Information Architect, User Experience Designer

- Did user research, heuristic evaluation, and competitive analysis for a preexisting Website, information architecture, user experience design, interaction design, interface design, site map, wire frames, user scenario, persona, Website design (rapid prototyping), computer/Web programming (HTML5, CSS3, SEO), reorganizing, and content development.
- Provided him with a new Website (rapid prototyping) that presented details and increased user-centered design—works better for end users.
- In-depth extensive comprehensive case study successfully completed, including detailed and extensive piano performance critiques.
- Coaching (corporate training) and review of online piano performance videos; an e-commerce interactive Website for a concert pianist, piano performance instructor; Website rebuilt.
- **Results:** User research, IA/UXD, site map, wire frames, user scenarios, persona, production, rapid prototyping, HTML5, CSS3, SEO, navigation systems design, interface design, usability testing, IA/UXD direction, corporate training, piano performance critiques, and case study.



Traditional Oriental Medicine, Matthew Graham, L.Ac., San Francisco, CA (5/2012-9/2012)
Senior Information Architect, User Experience Designer

- Did user research, heuristic evaluation, and competitive analysis for a preexisting Website.
- **Results:** User research, IA/UXD, usability testing, and case study.

Workshops—Portfolios—Updates, Sunnyvale, Palo Alto, San Francisco, CA (9/2008-Present)
Senior Information Architect, User Experience Designer

- Attended CONNECT! workshops—assisted, directed workshops—interview preparedness, developed, produced multiple portfolios, and BayCHI meetings.

INFORMATION ARCHITECT, USER EXPERIENCE DESIGN MENTORING

The Information Architecture Institute, Beverly, MA (9/2006-Present)
Senior Information Architect, User Experience Designer, Mentor

- Volunteer and spend time mentoring graduate-level students or recent graduates about the topic of working professionally in the Information Architect, User Experience Design, Project/Product Management career path—portfolio and interview preparedness; <http://iainstitute.org>.

Ms. Patkar, M.S., Experience Designer, said:

“ I came to know Steven Heitman through the Information Architecture Institute’s mentoring program where he is my mentor. His insightful comments and practical advice has helped me improve my portfolio significantly. Steven is very knowledgeable and enthusiastic about IA and always answered all my questions very promptly and in great detail. He would definitely be a valuable contributor to any project. ” <http://www.linkedin.com/in/stevenheitmania>

Ms. Corman, M.L.S., Architect, User Experience, said:

“ Steven advised me as a mentor through IA Institute. I valued his expertise and insight; his advice was consistently practical, and helped me to view my portfolio with a fresh eye. He was thoughtful, patient, generous with his time, and I learned so much about IA and design in the time we worked together. ” <http://www.linkedin.com/in/stevenheitmania>

INFORMATION ARCHITECT, USER EXPERIENCE DESIGN PROFESSIONAL WORK EXPERIENCE—INTERNSHIPS—CONSULTANT

UCSF, Memory & Aging, San Francisco, CA (9/2006-11/2006)
Information Architect, Project Manager

- Intern; MAEd Program
- **Results:** User research, IA/UXD, concept generation, information architecture, interaction design, interface design, and user-centered design; internship was part-time, during the MAEd graduate-level program—supervised by Dr. Foreman—former ITEC Department Chair.

Neighborhood Parks Council, San Francisco, CA (9/2005-12/2005)
Technical Writer, Project Manager

- Intern; MAEd & TPW Cert. Programs
- **Results:** User research, press kit, brochure, online tutorial, interface design, desktop publishing, document design, editing, and field research trips.



Dr. Quita, San Francisco, CA

(2000-2001)

Information Architect, Project Manager

- Intern; ID&T Cert. Program
- Challenge was organizing content more effectively and creating effective information architecture concepts that better organized her Website. Successfully implemented IA design concepts and solutions.
- Did extensive research and development of information architecture for project.
- Audited client's previous Website; made recommendations to improve organization of content; project manager—excellent time-management skills.
- **Results:** User research, IA/UXD, site map, wire frames, user scenarios, production, rapid prototyping, navigation systems design, interface design, art direction, and case study.

Snorkel Bob, San Francisco, CA

(2000-2001)

Information Architect, Interaction Designer, Interactive Script Writer, Project Manager

- Intern; ID&T Cert. Program
- Previous information architecture done for this Website was chaotic, unpredictable. End users reported they were having trouble, using the navigational systems in place, and got lost easily.
- Did extensive research and development of information architecture for project.
- **Results:** User research, IA/UXD, interaction design, site map, wire frames, user scenarios, conceptual designs, animation—interactive script writing—tag lines for video clips, production, rapid prototyping, navigation systems design, interface design, and case study.

Radio.sonicnet.com, San Francisco, CA

(2000-2001)

Information Architect, Interaction Designer, Project Manager

- Intern; ID&T Cert. Program
- Radio.sonicnet.com was a Website where end users purchase CDs online. Information architecture consisted of designing interaction design and end user flows that would enable end user to make purchases online; it gives end user easy access to Website, as well as a way out (affordances).
- Did extensive research and development of information architecture, interaction design for project, including end user flow, schematic (database operations), and wire frames.
- Successfully accomplished interaction design and interface design for classical music channel.
- **Results:** User research, IA/UXD, interaction design, user flow, IxD schematic, wire frames, user scenarios, production, navigation systems design, interface design, and case study.

San Francisco State University, San Francisco, CA

(2000-2001)

Information Architect, Project Manager

- Intern; ID&T Cert. Program
- Proposal, case study and IA deliverables were successfully accomplished for project. Current Website had information architecture problems, as well as inconsistent interface design.
- Did extensive research and development of information architecture, interface design for project, including competitive analysis by auditing 3 different Websites. Industry descriptions of all competitors are included in case study. Website audit provided framework for recommended redesign of information architecture.
- Did comprehensive redesign for first level of Website; accomplished successful and consistent interface designs.
- **Results:** User research, IA/UXD, site map, hard-copy/HTML wire frames, user scenarios, production, navigation systems design, interface design, rapid prototyping, and case study.



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Andelaprimo Winery, San Francisco, CA

(2000-2001)

Information Architect, Interaction Designer, Project Manager

- Intern; ID&T Cert. Program
- Development and implementation of a Website for a small, family owned winery. Documentation defined the parameters for this project in terms of: objectives, strategies, and target audiences. This serves as the foundation for the information architecture and Web design for this project. Documentation consisted of data collected from user scenarios.
- Did extensive research and development of information architecture and interaction design for project.
- **Results:** User research, IA/UXD, interaction design, site map, wire frames, user scenarios, production, rapid prototyping, navigation systems design, interface design, and case study.

Age Wave, Emeryville, CA

(2000)

Information Architect, Project Manager

- Consultant; Fastek Technical Services, Pleasanton, CA
- Challenge was to develop extensive IA concepts under time constraints. Project was paid professional work experience for approximately 3-4 months, while completing the MAIA graduate-level program.
- Did extensive research and development of information architecture; project manager—excellent time-management skills.
- **Results:** User research, IA/UXD, site map, production, rapid prototyping, online prototypes, navigation systems design, interface design, and case study.

AV/ITVC, San Francisco, CA

(1999)

Information Architect, Project Manager, Graduate Teacher's Assistant

- Intern; MAIA Program
- Website needed to have the information architecture and content streamlined to better serve end users—development of online forms and faster delivery, including navigational systems.
- Did extensive research and development of information architecture for project.
- Worked with HTML coder, graphic designer, and technical writer.
- Project manager, used MS Project; did Gantt chart, nodes, schedules—excellent time-management skills. Led team and did supervisory work.
- **Results:** User research, IA/UXD, site map, wire frames, user scenarios, production, rapid prototyping, navigation systems design, interface design, and case study.

Global Imprints, San Francisco, CA

(1999)

Graphic Designer, Project Manager

- Intern; MAIA Program
- Worked with printers at plant, prepress production, and printing.
- Worked with Service Bureau team at Colorfast's Printing Plant on prepress production.
- Directed press checks on Heidelberg printing press.
- Project manager—from start to completion on all projects—excellent time-management skills. Led team and did supervisory work.
- All projects were successfully completed and delivered on time to clients.
- **Results:** User research, designed logo for client, letterhead, and assorted business documents.



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San Francisco State University, San Francisco, CA (1999)

Exhibit Builder, Project Manager

- Intern; MAIA Program
- Collaborative environment and done in teams of 2-30 teammates for Mobius Exhibit.
- Project manager—from start to completion on all projects—excellent time-management skills.
- **Results:** User research, designed various documents for Mobius Exhibit, and built Mobius Exhibit (30-plus exhibits) from scratch with teammates.

National Center for Youth Law, San Francisco, CA (1998)

Information Architect, Project Manager, Graduate Teacher's Assistant

- Intern; MAIA & BAIA Programs
- Worked extensively with client on developing original information architecture for their new Website. Previously, client never had Website. Client used their new Website for about 5 years—based on my original IA concepts.
- Did extensive research and development of information architecture for project.
- Did high-quality HTML coding from scratch, worked in team environment—motivated team to finish work on time and within constraints of project.
- Worked with HTML coder, graphic designer, technical writer, and production team.
- Project manager, used MS Project; did Gantt chart, nodes, schedules—excellent time-management skills. Led team and did supervisory work.
- **Results:** User research, IA/UXD, site map, wire frames, user scenarios, production, rapid prototyping, navigation systems design, interface design, and case study.

City College of San Francisco, San Francisco, CA (1994-1995)

Graphic Designer, Project Manager

- Intern; AS & AA Program
- **Results:** Graphic design research, graphic designer, Adobe softwares, QuarkXPress on projects.

PROFESSIONAL WORK EXPERIENCE

Bechtel, San Francisco, CA (1983-1991)

CATERPILLAR® Solar Turbines Incorporated, San Diego, CA

CCI, San Francisco, CA

Kelly Services, San Francisco, CA

Long & Levit, LLP, San Francisco, CA

Martin E. Segal, LLP, San Francisco, CA

McCall Temporary Service, San Francisco, CA

Ogilvy & Mather Direct, San Francisco, CA

Pillsbury, Madison & Sutro, San Francisco, CA

PMI Mortgage Insurance Company, San Francisco, CA

ROLM, San Francisco, CA

Sedgwick James, San Francisco, CA

Word Processor, Legal Word Processor, Writer, Editor, Production Specialist, Project Manager

- **Results:** Technical writing, technical specifications, flow charts, reports, manuals, memos, letters, legal briefs, various legal documents; consultant, full-time perm employment.



INFORMATION ARCHITECT, USER EXPERIENCE DESIGN UPDATES

- Google Workshop for Design Sprint Process** San Francisco, CA
 • Participated in workshop—user research methods—**IDEO/Stanford’s d.school** (2017)
- Harvard University, Harvard i-Lab Increasing Your Creative Capacity** Allston, MA
 • <http://i-lab.harvard.edu> (2016)
 • Reviewed online video
- Stanford University Human-Computer Interaction (HCI)** Stanford, CA
 • Stanford Center for Professional Development (2016)
 • Reviewed online video; cutting edge research
- City College of San Francisco Computer/Web Programming** San Francisco, CA
 • CNIT 132, HTML5 & CSS3; SEO; coding from scratch; grade: A (2012)
- AcademyX Computer/Web Programming** San Francisco, CA
 • HTML Fundamentals/Advanced Certificates (2011-2012)
 • CSS Fundamentals/Advanced Certificates
 • HTML5 & CSS3 Certificate
 • JavaScript for Non-Programmers Certificate
 • Ajax Fundamentals Certificate
 • Dreamweaver Fundamentals/Intermediate Certificates
- NN/g Nielsen Norman Group Usability Week 2011, Mark Hopkins Hotel** San Francisco, CA
 • Information Architecture 1: Structuring, Organizing Web-Based Information (2011)
 • Information Architecture 2: Navigation Design
 • Usability in Practice: 3-Day Intensive Camp
 • Fundamental Guidelines for Web Usability
 • Interaction Design; Mobile User Experience 1 & 2;
 Designing Complex Applications & Websites 1, 2 & 3; Intranet Information Architecture 1 & 2
 • Did seminars and in-person training with Dr. Nielsen, Ph.D., and others at NN/g

INFORMATION ARCHITECT, USER EXPERIENCE DESIGN CURRICULA

MAEd → “ **The curriculum** covers cognitive and learning theories, needs assessment, **instructional design** models and strategies, visual and **web-based** designs, **information architecture**, **usability testing**, knowledge and **performance assessment**, and **project management**. ”

MAIA → “ The program is **designed** for students who want to pursue **professional work** in **design firms**, teaching, **project management**, **strategic planning for design firms**, or **management** roles in **technology**. We *emphasize problem-solving competencies*, both conceptual and practical. Students in the program study **visual communication design** and **product design** with an interdisciplinary perspective. Students with a wide range of backgrounds work with a graduate advisor to **design an MA program that meets their career goals**. Based upon focused **research** into a chosen design problem, students develop a specialized area of study in **graphic design/visual communication design**, [**information architecture/user experience design/interaction design**], product design/manufacturing, **industrial technology**, **project management**, or **digital media**. Many students prepare for doctoral work at other institutions. ”



INFORMATION ARCHITECT, USER EXPERIENCE DESIGN EDUCATION

San Francisco State University, Graduate College of Education San Francisco, CA

→ **MAEd**, Master of Arts Education (Instructional Technologies) (IA)* (2004-2008)

- **Dissertation Title:** *An Online Tutorial for Instructional Designers to Learn about Information Architecture; The IA Model* (759 pp., 60 pp.)
- Dr. Hyun, Ph.D., **Harvard University**, assisted with relevant research parameters
- **Five industry reviews required** to sign and approve **IA/UXD** dissertation:
Mr. Crumlish, A.B., Director of Technology; Ms. Buda, M.D., Director of User Experience
- → **Primary Major/Emphasis:** User/Design Research, Information Architecture (IA), User Experience Design (UXD), Visual and Web-Based Designs, Interface Design, User-Centered Design, Interaction Design, Use Case Scenarios, Mapping and Diagramming, Social Media, Project Management, Usability Testing
- → **Secondary Major/Emphasis:** Corporate Training, Instructional Design, Cognitive and Learning Theories, Needs Assessment, Instructional Design Models and Strategies, ADDIE Model, E-Learning, Graphic Design, Technical and Professional Writing, Adobe Creative Suite
- Multiple projects—final research project required—presentations
- **Portfolios** required (275 pp., 296 pp.); completion of various internships
- Certificate (Completion of Program and Graduation)
- → **MAEd / MAIA**—Two dissertations about: **Information Architecture (IA), User Experience Design (UXD), Navigation Systems Design (NS), Interaction Design (IXD), User-Centered Design, Management, Usability Testing**—IA Certifications; Certifications of Approval and Abstracts*

San Francisco State University, Department of English Language & Literature San Francisco, CA

→ **TPW** (Technical and Professional Writing) **Certificate (IA)*** (2004-2005)

- Equivalent to **BATPW**, supplemental to **MAEd** program
- → **Major/Emphasis:** Technical and Professional Writing, Graphic Design, FrameMaker, Information Architecture (IA), Usability Testing
- Multiple projects—final research project required—presentations
- **Portfolio** required (167 pp.); completion of various internships

California College of the Arts, Graphic Design Program Oakland, San Francisco, CA

→ **BFA**, Bachelor of Fine Arts (2002)

- → **Major/Emphasis:** Graphic Design, Typography
- Completed 4 courses: Graphic design, 3D visual dynamics, art history, drawing—reviewed first—**received highest A**
- **Portfolios** required—multiple projects (200-plus pp.)—presentations

San Francisco State University, Multimedia Studies Program San Francisco, CA

→ **ID&T** (Internet Design and Technology) **Certificate of Completion (IA)*** (2000-2001)

- → **Major/Emphasis:** User/Design Research, Information Architecture (IA), User Experience Design (UXD), Interaction Design, Usability Testing, Web Design, Interface Design, Project Management, Computer/Web Programming
- **Update:** Computer/Web Programming, HTML, CSS, DHTML, JavaScript, UNIX, Apache, BBEdit, Dreamweaver, Adobe Creative Suite
- **Three industry reviews required** to graduate; completion of various internships—final research project, **portfolios** (120-plus pp., 65-HTML-Web pp.)—presentations



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- San Francisco State University, School of Design Graduate Program** San Francisco, CA
→ **MAIA**, Master of Arts Industrial Arts (IA)* (1999-2000)
- **Dissertation Title:** *An Online Tutorial for Digital-Media Designers to Learn about Web **Navigational Systems; The NS Model*** (195 pp., 30/40 pp.)
 - Dr. Landoli, Ed.D., **Harvard University**, assisted with relevant research parameters
 - → **Primary Major/Emphasis:** User/Design Research, Information Architecture (IA), User Experience Design (UXD), Navigation Design, Information Design, Interaction Design, Interface Design, Project Management, Usability Testing
 - Graduate Teacher's Assistant to Professor
 - → **Secondary Major/Emphasis:** Graphic Design, Typography, Exhibit Design, Signage Design, Adobe Creative Suite
 - GRAD **GPA 3.93**
 - Multiple projects—final research project required—presentations
 - **Portfolios** required (200-plus pp.); completion of various internships
- San Francisco State University, School of Design Undergraduate Program** San Francisco, CA
→ **BAIA**, Bachelor of Arts Industrial Arts (IA) (1996-1999)
- **Dissertation Title:** *HTML Editors—Their Practical Use in Web Design* (41 pp.)
 - → **Primary Major/Emphasis:** User/Design Research, Information Architecture (IA), User Experience Design (UXD), Navigation Design, Interaction Design, Interface Design, Drafting and Sketching, Project Management, Usability Testing
 - Undergraduate Teacher's Assistant to Professor
 - → **Secondary Major/Emphasis:** Graphic Design, Graphic Design History, Typography, Color Theory, Animation, Multimedia, Product Design, Adobe Creative Suite
 - SFSU **GPA 3.78**—*graduated Cum Laude*
 - Multiple projects—final research project required—presentations
 - **Portfolios** required (100-plus pp.); completion of various internships
- City College of San Francisco, School of Fine, Applied, & Communication Arts** San Francisco, CA
→ **AS & AA**, Associate in Science and Award of Achievement (1993-1995)
Associate Degree Graphic Communications
- → **Major/Emphasis:** Graphic Design, Typography, Adobe PageMaker, Photoshop, Illustrator, FreeHand, and QuarkXPress; prepress production, printing, finishing; vocational training and graphic design internship (2 semesters)—**Dean's List**
 - Multiple projects—final research/graphic design project required—presentations
 - **Portfolios** required (30-plus pp.); completion of internship
- Heald Business College** San Francisco, CA
→ **Diploma** (1983)
- Lynbrook High School** San Jose, CA
→ **Diploma**
- A California Distinguished School
 - German, French (elementary proficiency)
 - Gourmet cooking
 - Classical piano performance lessons—before/after high school—Juilliard instructors
 - Piano performance professor endorsed by Arthur Rubinstein



AWARDS

- *Epsilon Pi Tau*
- *Golden Key National Honor Society*
- *Award of Achievement*

ORGANIZATIONS

- The Information Architecture Institute; <http://iainstitute.org>
- BayCHI, the San Francisco Bay Area chapter of the ACM Special Interest Group on Computer-Human Interaction (SIGCHI); <http://www.baychi.org>

INFORMATION ARCHITECT, USER EXPERIENCE DESIGN MAJOR/EMPHASIS

- Updates → <http://www.stevenheitman-ia.com/html/updates.html>
- Curricula → <http://www.stevenheitman-ia.com/html/curricula.html>
- MAEd → <http://www.stevenheitman-ia.com/html/MAEd.html>
- TPW Cert. → http://www.stevenheitman-ia.com/html/TPW_Cert.html
- ID&T Cert. → http://www.stevenheitman-ia.com/html/IDT_Cert.html
- MAIA → <http://www.stevenheitman-ia.com/html/MAIA.html>
- BAIA → <http://www.stevenheitman-ia.com/html/BAIA.html>
- AS & AA → http://www.stevenheitman-ia.com/html/AS_AA.html
- DIPLOMA → <http://www.stevenheitman-ia.com/html/DIPLOMA.html>
- HS DIPLOMA → http://www.stevenheitman-ia.com/html/HS_DIPLOMA.html

DETAILS

References, letters, publications, and hard-copy portfolios are available upon request.

REVIEWS

Excellent testimonials are from original authenticated letters of recommendations, including LinkedIn endorsements. These letters range from years of being successfully employed, many letters from previous supervisors—about 30-plus high-quality recommendations and evaluations.

“ Approval. ”

Dr. Beatty, Ph.D.
Dr. Michaels, Ph.D.
Dr. Hemphill, Ed.D.
Dr. Cheng, Ph.D.
Dr. Gates, Ed.D.
Dr. Dierke, Ed.D.

- Reviews → <http://www.stevenheitman-ia.com/html/testimonials.html>