

Marnie Gustavson

Marastoon, Afghan Red Crescent Society Afshar, Kabul Afghanistan
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Ms. Marnie Gustavson is the Executive Director of PARSA, an international Non-profit based in Kabul, Afghanistan, where she resided for five years of her childhood. Marnie creates new approaches to social problems using humanity's creativity, resilience, and ability. Understanding the importance of community partnership, three groundbreaking programs highlight the mission of PARSA. With the Ministry of Education, PARSA has helped rebirth the 70-year old Afghan Scouts program. With the Ministry of Social Affairs, PARSA has the Healthy Afghan Child Program and is working to initiate change in the Afghan National orphanage system so to insure the most vulnerable children in Afghanistan can have care in the post conflict country. And PARSA has been funded by War Child Holland to implement a "psychosocial training center" that will help children who are not succeeding in school with special education, and therapy. This program is being prepared for national replication. She has also worked as a consultant and trainer for women leaders, Afghan women parliamentarians and NGO directors providing comprehensive organizational development, and a

unique program of personal and professional support in this post conflict country. Working with her husband, Dr. Norman Gustavson, psychologist and medical anthropologist and Dr. Patricia Omidian, anthropologist she is co-creating psychosocial services adapted to the Afghan culture. With her training partner, Afghan American Mahbouba Seraj she designed "women's listening groups" and developed a radio program that Mahbouba hosts called "Our Beloved Afghanistan" focusing on programs that will support Afghan women as they attempt to improve the quality of their lives and to claim their human rights. She is also currently a consultant with American University of Afghanistan, developing curriculum and training teachers for the Goldman Sachs "10,000 Women Program for Afghan women entrepreneurs.

In her work she creates new approaches to social problems using humanity's creativity, resilience, and ability. Her international work focuses on developing leaders who have an appreciation for human interconnectedness, and an interest in developing sustainable systems that promote all people having access to equality and economic opportunities.

Ms. Gustavson was featured in Christiane Amanpour's documentary, "Generation Islam" 2009, and her op-ed piece was included on CNN's website at: ([link](#))

PARSA website is located at: www.afghanistan-parsa.org

CV

EXPERIENCE

Professional Achievements

PARSA Executive Director	12/2006-Present
Creative Economic Opportunities, Inc.	12/96-2/2004
<i>President, Program Developer, Trainer</i>	

International Development and training programs as a consultant - Afghanistan:**March 2011- current**

Afghan Women Leader Connects: Executive training for Afghan women leaders of NGO's including communications, strategic planning, finance, program design and organization sustainability.

2008- 2010

Thunderbird University 10,000 Women Entrepreneurs and American University of Afghanistan- Program evaluation, design, curriculum development and teacher training.

2006-2009

Equal Access Radio- "Train the trainer" for civil rights trainers and survey for efficacy of training programs. Program Design for "women's listening groups".

2006-2007

UNIFEM-Afghan Women Parliamentarian Leadership Training: Developed and delivered training to Afghan Women Parliamentarians and Provincial Council Members-ongoing.

2005

John Hopkins University: Survey Director on feasibility study of Maternity Waiting Homes in Bamiyan, Badakshan and Jawzjan provinces, Afghanistan.

2004

Teacher's Without Borders: Country Coordinator facilitating exchange programs, teacher training, program design and monitoring for informal education, Afghanistan.

Alternative Livelihoods Program, DAI and PADCO consulting on development of women's income generation programs and mainstreaming women economically in Badakshan. Also, co-directed survey on "Vulnerable populations in Nangahar and Laghman Provinces, Afghanistan.

Refugee Women in Development: program specialist developing programs for Afghan women leaders, including the program "Afghan Women in Democracy."

Program design and implementation in the United States

Welfare to Work Program Design, Implementation for WA State DSHS

- Pre Employment “Work First” Program: Direct Placement and Retentions Services resulting in overall 78% employment retention after one year
- Pregnancy to Employment Program for women who were pregnant or had an infant under the age of one. 86% successful completion of program.
- Intensive Services Program for “Hard-to-Serve” clientele, to create therapeutic and employment tracks, providing psychological evaluations and therapeutic services.
- Managed successful collaboration with other community partners and contractors in outcome based programs meeting Work First measures of success
- Created training core components based in a “personal responsibility” model.
- Designed a unique case management based on a “strength based” best practices
- E.S.L. training program for refugees that accelerate the refugee’s ability to assimilate into employment, and into American society.
- Special Projects Program Design: Local Area Planning Project, special needs group of clients to develop strategic approaches to the client’s successful exit from TANF.

Employment and Life Skills Program development for other organizations

- *The Millionaires Club*: Job readiness training for homeless men including placement support
- *Church of Mary Magdalene Day Center*: Program for mentally ill homeless women to assess and establish a training /treatment track and to support them in following through on that.
- *Greater Seattle Chamber of Commerce, Urban Enterprise Center*: Job readiness and placement program, and retention program for 36 clients, placing 33 into employment
- *City of Seattle*: Program for teen mothers, subsidized employment program and case management, producing employment training and newsletter revealing their experience
- *St. Martin’s De Pours Men’s Shelter*: Life Skills and job search pilot for alcoholic homeless men wishing to secure employment

Organizational Consulting and Staff training

Headstart: Communication and team building for WSMC Early Headstart Program

CTED: Facilitated statewide training in strength based program models and management

DSHS: Local Area Planning Strategic Planning facilitation

Seattle School District: staff training elementary and High School

Dede Henley and Associates: Leadership development

Vision in Action Consulting: Leadership development

Comprehensive list available

Washington Works, Seattle, WA

04/92-10/96

Co-founder, Program Director

- Designed and implemented Welfare-to-Work program, serving over 300 women at a success rate of 60% placement, 75% retention in employment after one year.
- Program was recognized by Manpower Demonstration Research as model for life skills that emphasized personal responsibility incorporated into welfare-to-work training models, and

innovative in its high expectations of the participants and high rate of success compared to other programs.

- Developed and managed training program, including a 10 week computer training program that taught basic computer literacy to students with poor history of academic success.
- Developed a training component for GED completion. Coordinated with the Private Industry Council training staff with a 75% success rate.
- Directed and trained program staff to lead in all components of the program “Personal Effectiveness and Professional Excellence” recognized as key to Washington Works success
- Performed all staff training and strategic planning, participating as a founder and director in the overall management of the organization, including state and federal contractual agreements as they related to programs.

Seattle Community Youth at Risk, Seattle, WA

10/89-4/92

Executive Director

- Designed, and implemented “Steps Ahead” a program for “at-risk” minority 9th graders. Achieved 90% school retention rate over the span of three years in managing the program. Designed and implemented mentoring component by local adults. Served over 80 students a year. Included a yearly wilderness four-day intensive and rope course training, with adult mentors.
- Designed, recruited, trained and managed volunteers in a program that required an intensive amount of volunteer time and personal reflection for effectiveness
- Recruited and trained board members

Edelstein & Associates Advertising, Seattle, WA

06/86-11/89

Operations Manager

- Managed operations for multi-million dollar agency for 125 employees and a 42,000 square foot production facility
- Personnel management

Landmark Education Corporation

06/84-06/86

Marketing Manager, Course Leader

- Marketing development,
- Produced weekly projection, statistical reports,
- Logistics of training seminars in personal effectiveness
- Workshop Leader of high performance training programs for community projects
- Certified trainer-“Self-expression and Leadership

EDUCATION:

Antioch University

Certificate program: Organizational Development -2004

Cornish Art Institute, B.F.A Seattle, WA.

Allied Arts, 1981

University of Washington, Seattle, WA.

Majored in Communications

Whitman College, Liberal Arts, Walla Walla, WA.

