

ANINDYA KUNDU, PhD

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Professional Appointments

Assistant Professor, Educational Leadership & Educational Studies, 2021 to Present

Florida International University; College of Arts, Sciences and Education (CASE); Educational Policy Studies (EPS) Department

Program Director, Educational Leadership, Master's of Science Online Track, 2023

Florida International University; College of Arts, Sciences and Education (CASE); Educational Policy Studies (EPS) Department

Senior Fellow, 2019–2021

City University of New York Graduate Center; Center for Urban Research.

Postdoctoral Research Scholar, 2018–2019

New York University; Steinhardt School of Culture, Education, and Human Development; Administration, Leadership & Technology

Education

Doctor of Philosophy (PhD), New York University, Sociology of Education, 2018

Department of Applied Statistics, Social Science, and Humanities

Dissertation: Adding a social perspective to grit: How students with disadvantages navigate obstacles and gain agency

Committee: Dr. Pedro Noguera (Chair, USC, Rossier School of Education, Dean), Dr. Lisa Stulberg (NYU), Dr.

Angela Duckworth (Penn)

Steinhardt-Wide Winner: Outstanding Teaching Award

Bachelor of Arts (BA) *cum laude*, University of Chicago, 2010

Major: Law, Letters, and Society; Minor: English and Creative Writing

Thesis: "McDonald v. Chicago: Implications for School Gun Violence Following the Removal of the Handgun Ban."

Advisor: Dr. Bernard Harcourt (Columbia Law)

Academic Publications

Books

(Proposal under review). *Together we can: How harnessing our agency promotes a greater good*. Anticipated publication timeline of summer to fall of 2026.

(Submitted to OUP for final review). *The power of educational leadership: Making change during disruptive times*. Oxford University Press. Tentative publication timeline of October 2025. Foreword written by Dr. Prudence Carter.

(July, 2020). *The power of student agency: Looking beyond grit to close the opportunity gap*. Teachers College Press. Foreword written by Dr. Pedro Noguera.

Finalist for the 2021 Association of American Publishers (AAP) Professional and Scholarly Excellence (PROSE) Award.

Reviewed by Midwest Book Review. "Expertly written, organized and presented, *The Power of Student Agency: Looking Beyond Grit to Close the Opportunity Gap* is an extraordinary and highly recommended addition to school district, college, and university library Teacher Education collections."

Peer-Reviewed Journal Articles

(2024). *Revise and resubmit*. Kundu, A. (2024). "Lessons for Promoting Equity through Leadership: How "Non-Traditional" Educational Leaders Disrupt (Rather than "Manage") the Status Quo." *Journal of Research on Leadership Education*.



- (2024). **Kundu, A.**, McLeod, S., & Piedrahita-Guzmán, Y*. (2024). From “punks” at school to “superstars” at work: Social capital and asset-based perspectives of students in high school internships. *Frontiers in Education*. Section: *Leadership in Education*.
- (2023). **Kundu, A.**, Liu, Y*., & Ahn, J. “I got it from my mama”: The influence of working-class parents on young people’s cultural capital for success in school and work. *Equity in Education & Society*.
- (2022). **Kundu, A.**, Perez, M.*, & Elliott, C.** The unique agency of parenting-strivers: An anti-deficit, asset-based exploration of Black and Latinx students with children. *Journal of Education for Students Placed at Risk*.
- (2020). **Kundu, A.**, Elcott, D., Foldy, E., & Winer, A.* Perseverance despite the perception of threat: Marginalization in higher education: Students’ high grit in grad school and implications for equity, diversity, and inclusion. *Journal for the Study of Postsecondary and Tertiary Education*, 5, 124–44.
- (2019). **Kundu, A.** Understanding college “burnout” from a social perspective: Reigniting the agency of low-income racial minority strivers. *The Urban Review*, 51, 677–98.
- (2017). **Kundu, A.** Grit and agency: A framework for helping students in poverty to achieve greatness. *National Youth-at-Risk Journal*, 2(2), 69–80.
- (2016). **Kundu, A.** Growing roses in concrete: A perspective on how agency and grit can foster the success of all students. *The Journal of School & Society*, 3(2), 18–31.
- (2014). **Kundu, A.** BACKTALK: Grit, overemphasized; agency, overlooked. *Phi Delta Kappan*, 96(1), 80–80.

Peer-Reviewed Book Chapters

- Kundu, A.** (2019). Agency and grit: Considerations for low-income black males to achieve greatness. *Michigan State University Press* (6th ed.).

Book Chapters

- Kundu, A.**, & Kelly, J. (2022). Striving despite disruption: Young people’s occupational identity and economic opportunity in New York City during COVID-19. *Regional Economic Systems During COVID-19: Actionable Insights for Equitable and Resilient Recovery*. New Horizons in Regional Sciences.

Articles Under Review

- Kundu, A.**, & Huntting, R. (Anticipated 2024 - 2025). Everyday educational leadership: The sociology of leading equity-oriented change in disruptive times. *Educational Studies*. Submitted July 15, 2024.
- Kundu, A.** (Anticipated 2024-2025). Moving Beyond “Management:” Lessons from Leading US Scholars on Promoting Equity, Disrupting the Status-Quo, and Expanding “Educational Leadership.” *Journal of Educational Management and Leadership*.
- Le, J. & Kundu, A.** (Anticipated fall 2024). Towards Articulating the Sociology of Resilience and Impacts on Educational Leadership. *Educational Leadership in Action*.



Works in Progress

Kundu, A., Tercilla-Allen, M*. (Anticipated 2024). How Social Capital is Relevant to Internship Programming and How to Effectively Adopt it as a Framework.

Kundu, A. What US Educational Leaders Teach Us About Coping and Control: How Professionals Manage Burnout and Thrive in a Demanding Career and Implications for Workforce.

* = Denotes a graduate student who was mentored to collaborate for the publication

** = Denotes an undergraduate student who was mentored to collaborate for the publication

External Research Funding

2024: (Submitted) Applied to the National Science Foundation Solicitation on Racial Equity in STEM Education for \$4,279,114. AIM: Agency in Mathematics; How Black and Latinx Youth Develop Math Identity.

2024: **Finalist.** Spencer Foundation Small Grants on Education for \$50,000 (Top 49/663 applicants; 7.4%)

2024: (Not funded) Applied for the National Academy of Education Sciences/Spencer Foundation Postdoctoral Fellowship for \$75,000

2023: (Not Funded) Applied for the Spencer Foundation Small Grants on Education competition for \$50,000

2021: (Not funded) Applied for the Spencer Foundation Small Grants on Education competition for \$50,000

2020: (*Non-Academic Institution, with Research Team*) Renewal of J.P. Morgan Chase Philanthropy Operational Grant: **\$250,000**; lead researcher on team, Labor Market Information Service (LMIS) at CUNY Graduate Center; lead researcher and first author for renewed scope of work, “Understanding the Occupational Identity of Young Adults in a Changing Global Context through Student Voice”

2020: (*Non-Academic Institution, with Research Team*) New York City, Department of Education, Office of Postsecondary Readiness Grant: **\$55,000**; lead researcher on team Labor Market Information Service (LMIS) at CUNY Graduate Center; funding for two research projects on Career and Technical Education (CTE) apprenticeship programs and college-to-career pathways of high school students

2019: (*Non-Academic Institution, with Research Team*) Institute for Career Development (ICD): **\$12,000**; secured for CUNY LMIS; small grant to assist on research project regarding Individuals with Disabilities (IWDs) and improving their access into the tech workforce

Public-Facing Work and Additional Publications

Non-Peer-Reviewed, Practitioner, and Community Service Publications

(2023). *3 ways to harness the hidden curriculum*. Educational Leadership, ASCD Blog.

(2022). **Kundu, A.,** O’Brien, C.** Let’s have a conversation about cultural capital. *The Journal of School & Society*, 8(2), 67–72.

(2020). *Making distance learning vibrant: Student agency is key*. Education Week.

(2019). Personalized learning, student agency, and the stakes of education. *Bridges to Learning*, 2(3).

(2018). Fighting the normalization of failure. *Educational Leadership*, 75(6), 34–38.

(2016). Review of closing the education achievement gaps for African American males. *Teachers College Record*, 181–84.



- (2014). Regaining collective responsibility for students to succeed. *NY ASCD*.
- (2014). **Kundu, A.**, & Noguera, P. (2014). Why America's infatuation with "grit" can't solve our educational dilemmas. *Virginia Policy Review*, 11, 49–53.
- (2014). Digital programming: Outlets for youth expression. *Prevention Tactics*, 1-8.
- (2014). *Learning Labs, findings from cohort 1 & 2*. Internal document for MacArthur Foundation and Institute of Museum and Library Services (IMLS), January 2013, 2014.

Popular Press Publications and Interviews

- (2023). Rethinking American education: Shedding the factory model for a more holistic approach. *USA Today*.
- (2023). Florida schools should use the hidden curriculum to help all students achieve. *The Miami Herald*. (Article also published on AOL.com and Yahoo.com)
- (2023). Culture wars distract youth from realities of the future. *The Miami Herald*.
- (2022). **Kundu, A.**, & Noguera, P. DeSantis invites untrained first responders to be teachers. *The Miami Herald*.
- (2022). Anindya Kundu on the difference between agency and grit (and why it matters). *Educational Leadership Magazine*. <https://www.ascd.org/el/articles/anindya-kundu-on-the-difference-between-grit-and-agency-and-why-it-matters>
- (2022). I Urge the beleaguered Florida educators to stay in their students' corner. *The Miami Herald*.
- (2022). *Rejected math textbooks*. WLRN. <https://www.wlrn.org/podcast/sundial/2022-05-03/democratic-sen-gary-farmer-floridas-rejected-math-textbooks-islandia-journal>
- (2021). *Closing gaps in education*. WLRN. <https://www.wlrn.org/2022-01-05/closing-gaps-in-education-and-whats-to-come-during-the-legislative-session>
- (2021). *His TED Talk was the 5th most viewed in 2020—and now he teaches at FIU*. FIU News. <https://news.fiu.edu/2021/he-views-public-education-as-the-greatest-investment-in-americas-future>
- (2016). *Leading with conviction: Empowering the formerly incarcerated to strengthen democracy, inside-out*. Huffington Post.
- (2017). *Social and emotional skills: Everyone loves them but still can't define them*. NPR.
- (2016). Noguera, P., & **Kundu, A.** *Why students need more than grit*. MSNBC.
- (2016). *The case for closing Rikers Island*. Huffington Post.
- (2016). *What to make of Steph Curry, the NBA's unanimous and gritty MVP*. Huffington Post.
- (2016). *Why we're not beyond race. And why Black Lives Matter*. Huffington Post.
- (2015). *Inspiration in insomnia: Resolving to turn dreams into reality*. Huffington Post.
- (2015). *Policing schools and dividing the nation*. Huffington Post.
- (2015). *No student should have to be "white enough" to succeed*. Huffington Post.
- (2015). *Feeding kids and expanding opportunity*. Phi Delta Kappan Blog.
- (2014). *American schools: Still separate, still unequal*. Phi Delta Kappan Blog.
- (2013). **Kundu, A.**, & Noguera, P. *Executing schools and killing opportunity*. Kappan Blog.

Fellowships, Awards

Fellowships/Honors/Awards

- Member of the New York City Department of Education's Citywide Advisory Counsel for Career and Technical Education (CTE), 2020–2021
- 2017 & 2019: TED Resident. Highly selective residency program culminating in two, globally featured TED Talks, each with 1+ Million views
- 2019: NYU University Research Challenge Fund Awardee: **\$10,000**, funding received for large-scale quantitative research on effects of graduate student identities of marginalization on grit and perseverance



- 2019: NYU Equity, Diversity, and Inclusion Research Funds: **\$2,000**
- 2018: NYU “Faculty First Look” Scholar, national cohort of doctoral students
- 2017: Interviewed by NPR about agency and noncognitive traits: <http://n.pr/2vBKXlr>
- 2017: Outstanding Doctoral Student Teaching Award: **\$1,500** (2017); Doctoral Student Travel Fund: **\$1,000**; Adjunct Professional Development Fund: **\$1,000**
- 2017: NYU Steinhardt Outstanding Doctoral Student Teaching Award
- 2017: Cited in Angela Duckworth’s New York Times Bestseller, *GRIT* (2nd ed.), paperback
- 2016: Adjunct Instructor Professional Development Fund: **\$1,000**
- 2016: Selected participant for NYU’s 12th Annual Martin Luther King Oratorical Contest
- 2016: Interviewed in JSTOR Daily: <http://daily.jstor.org/students-dont-just-need-grit-they-need-agency>
- 2012–2014: McArthur Doctoral Student Fellowship: **\$26,000**

Teaching Experience

- 2017 Recipient of NYU Steinhardt School’s “Outstanding Doctoral Student Teaching Award.”
- 2024–2025 Academic Year. FIU. Graduate Level Course. *Education Policy*.
- 2023–2024 Academic Year. FIU. Graduate Level Course. *Theories on Educational Administration*.
- 2023–2024 Academic Year: FIU, Graduate Level Course. *Doctoral Seminar (Ed.D. in Educational Leadership)*.
- 2023–2024 Academic Year: FIU, Graduate Level Course. *Introduction to Educational Leadership*.
- 2022–2023 Academic Year: FIU, Graduate Level Course. *Education Policy*.
- 2022–2023 Academic Year: FIU, Graduate Level Course. *Introduction to Educational Leadership*.
- 2021–2022 Academic Year: FIU, Graduate Level Course: *Introduction to Educational Leadership*.
- 2021–2022 Academic Year: FIU, Graduate Level Course: *Social, Historical, Philosophical Foundations of Education*.
- 2018: NYU, Undergraduate Course: *Education as a Social Institution*
- 2014–2016: NYU, Undergraduate Course: *American Dilemmas: Race, Inequality, and the Unfulfilled Promise of Public Education*
- 2016: NYU, Graduate Level Course: *Social and Cultural Reproduction: Research on Urban and Minority Youth*
Thesis advisor to NYU Gallatin School Master’s student
Teaching Artist at the Moth; led high-school residencies for eventual Story-Slam Event, fall 2017–2018
- 2015: Teaching Assistant for Professor Pedro Noguera, NYU. Graduate Level Course: *Social and Cultural Reproduction: Research on Urban and Minority Youth*.
- 2013: Teaching Assistant for Pedro Noguera, NYU. Undergraduate Course: *American Dilemmas: Race, Inequality, and the Unfulfilled Promise of Public Education*.

Academic Presentations

- 2024: University Council for Educational Administration (UCEA), National Conference. Los Angeles, CA. Paper Presentation: What Leading Education Scholars Say About Leading In Education: Lessons to Expand “Educational Leadership”.
- 2024: University Council for Educational Administration (UCEA), National Conference. Los Angeles, CA. Paper Presentation: Democratizing Educational Leadership: Using Intersectionality Lenses to Achieve Equity in Challenging Contexts.
- 2024: American Educational Studies Association (AESA), National Conference. Greenville, SC. Paper Presentation: Democratizing Educational Leadership: Intersectionality Lenses to Achieve Equity in Challenging Contexts.
- 2024: American Educational Studies Association (AESA), National Conference. Greenville, SC. Paper Presentation: What Leading Education Scholars Say About Leading In Education: Lessons to Expand “Educational Leadership”.



- 2024: Student Affairs Conference. Hosted by New York University. Presentation: Everyday Educational Leadership: How Leaders Create Inclusive Environments for Students.
- 2024: American Educational Research Association (AERA), Sociology of Education SIG. National Conference. Paper Presentation: How Administrators Equitably Distribute Capital Among Students by Understanding their Power.
- 2023: American Educational Studies Association (AESA), National Conference. Louisville, KY. Paper Presentation: Educational Leadership: An Anthology of Change-Making in Disruptive Times.
- 2023: University of Virginia (UVA) Educational Rights Initiative (ERI). Panelist on Opportunity Gaps with senior-level national sociologists, including Dr. Prudence Carter (Brown) and Sean Reardon (Stanford).
- 2022: American Association of Colleges & Universities (AAC&U), Diversity Equity and Student Success Conference. Virtual Roundtable. Presented working paper: “Got It from My Mama: Low-Income Parental Contribution on Student Work Ethic and Academic Orientation.” March 17–19, 2022.
- 2020: American Sociological Association (ASA), National Conference, Virtual Roundtable. Racial and Ethnic Dominance Session. Presented now published paper: “Perseverance Despite the Perception of Threat: Marginalization in Higher Education: Marginalized Students’ High Grit in Grad School.”
- 2019: American Sociological Association (ASA), National Conference, New York City. Family Session. “Successful Young Families: Bi-generational Agency of Students and Hopes for their Children.”
- 2019: American Sociological Association (ASA), National Conference, Sociology of Education Section. “College ‘Burnout’ from a Social Perspective: Reigniting the Agency of Low-Income Racial Minority Strivers towards Achievement.”
- 2018: American Educational Research Association (AERA), National Annual Meeting. *Division J*, Paper Presentation: “Correcting ‘Burnout’ Experienced by Low-Income Students of Color who Succeed.”
- 2018: Sociology of Education Association (SEA), Annual Conference. Paper Presentation: “Decreasing the ‘Burnout’ Phenomenon in Low-Income College Students of Color.”
- 2017: AERA, National Annual Meeting. Presented now-published paper, “Grit and Agency: A Framework for Helping Students in Poverty to Achieve Greatness.” San Antonio, TX.
- 2015: University of Pennsylvania, Character Lab. “Examining the Agency of Disadvantaged Students: How Young Adults Navigate Obstacles.” Philadelphia, PA.
- 2014: American Libraries Association (ALA) Mid-Winter Conference. “A Digital Frontier: America’s Learning Labs and YouMedia Sites.” Presented initial findings from first 18 months of on-site research and interviews. With Dr. Richard Arum. Philadelphia, PA.
- 2013: National Learning Labs Convening. “Lessons Learned from Cohort 1: Challenges and Advice.” Presentation given to national audience of Learning Lab Grantees. Pittsburgh, PA.

Invited Talks, Keynotes, and Academic Presentations to Broader Communities

- 2025: Learning and The Brain Conference. Stanford University and Berkeley University. Keynote Speaker. San Francisco, CA. 500+ attendees.
- 2025: Santa Fe College Professional Development Day. *Bridges to Belonging*. Keynote Speaker.
- 2025: Wake Forest TEDx Student-Led Conference. Invited Speaker. Winston-Salem, North Carolina. 300 attendees.
- 2024: Broward County Public Schools Academic Enrichment Conference. Keynote Speaker. Broward, FL. 250+ attendees.
- 2024: Cengage Group, Education Technology Company. Keynote Speaker. Virtual Presentation.
- 2023: Iowa Association of School Boards. Keynote Speaker and Workshop Facilitator. Ankeny, IA.
- 2022: Florida Virtual Schools. Staff Annual Training. Keynote Speaker. Orlando, FL. 400+ attendees.
- 2022: Indiana Youth Institute. College and Career Conference. Keynote Speaker. June 4, Indianapolis, IN. 300+ attendees.



- 2022: Texas Association of Bilingual Education. 50th Anniversary Event. Houston, TX. 500+ attendees.
- 2022: Simon Youth Foundation. Keynote Speaker. Indianapolis, IN. 300+ attendees.
- 2022: The Meadows School. Faculty In-Service Day. Keynote Speaker. March 15, Las Vegas, NV.
- 2021: University of Texas Permian Basin. Keynote Speaker. Employee Development Day. “Fostering Student Agency: What You Can Do to Create a Culture of Competency and Awareness.” Virtual.
- 2021: City of Learning. Invited Speaker. National Webinar. Presented now published research, “The Power of Student Agency: Opportunities to Close the Gap.” Virtual.
- 2021: Advancement Via Individual Determinism (AVID). Keynote Speaker. National Webinar. AVIDcon2020. Chicago. Virtual
- 2020: TED Talk, “The Opportunity Gap in US Public Education—And How to Close It.” 3 million+ views. TED Conference in New York, NY. Top 5 talk of 2020 after Bill Gates and Van Jones.
- 2020: Kappa Delta Pi (KDP). National Webinar. Presented now-published research, “The Pillars of Student Agency.” Virtual.
- 2020: Corwin Press. Invited Panelist. National Webinar. “Breakthrough Leadership: The First 100 Days of School Reentry.” Virtual.
- 2020: Aurora Institute. Invited Speaker. National Webinar. “The Power of Student Agency.” Virtual.
- 2020: UnlockEd. Keynote Speaker. National Webinar. Presented now-published research, “Establishing Expectations for Equity and Achievement for Males of Color in College.”
- 2020: STEER for Student Athletes. Keynote Speaker. Virtual Conference. Port Chester, NY.
- 2020: National College Attainment Network. Keynote Speaker. Virtual Conference. Chicago, IL.
- 2020: LEAP Innovations. Keynote Speaker. Annual Conference. Presented now-published research, “Student Agency in Disruptive Times: Pillars for Equity in and out of the Classroom.” Chicago, IL.
- 2020: Texas Association of School Boards. Keynote Speaker. National Conference. “Student Voice: Prioritizing Agency as a Factor for Success.”
- 2020: NYC Department of Education and United Federation of Teachers (Union). Keynote Speaker. “Career and Technical Education Impact on Achievement” Conference.
- 2020: Foundation Academy Staff Development Day. Keynote Speaker. Trenton, NJ.
- 2019: National Behavioral Intervention Association (NaBiTA). Keynote Speaker. Bonita Springs, FL. 500+ attendees.
- 2018: Annual Sinclair Community College Board Symposium. Keynote Speaker. “The Conditions for Student Success and Agency.” Dayton, OH. 300+ attendees.
- 2017: TED Talk. “The Boost Students Need to Overcome Obstacles.” Published on TED.com. September 2017, TED Conference in New York, NY. 3 million views.
- 2017: University of Pittsburgh, Institute for Learning. Keynote Speaker. *Designing for Difference Conference*. Presented now-published research, “Growing Roses in Concrete: How Agency and Grit can Foster Success for Students.” Pittsburgh, PA.

Institutional Service and Professional Engagement with Field

2024—2025

- Served on a successful faculty search committee for the Educational Leadership program at FIU College of Arts, Sciences, and Education. Teaching Assistant Professor Position.
- Served on a successful faculty search committee for the Educational Leadership program at FIU College of Arts, Sciences, and Education. Tenure-Track Professor Position.
- Advisory Board Member. FIU Educational Leadership, K-12 Program. Faculty Representative.



2023—2024

- Served as the Program Director of the Educational Leadership Master's Online Program at FIU.

2023—2024

- Served as the Program Director of the Educational Leadership Master's Online Program at FIU.

2023—2024

- FIU, Educational Policy Studies Scholarship Committee. Handed out monetary awards to doctoral students for exceptional work.

2023—2024

- Attended Florida Association of Professors of Educational Leadership (FAPEL) Annual Convening

2022—2023

- Attended Florida Association of Professors of Educational Leadership (FAPEL) Annual Convening
- Reviewed Education Doctorate (EdD) applications and interviewed prospective students, selecting 10 admittees for 2023-2024 doctoral cohort
- Abstract Reviewer, Undergraduate Research FIU Conference. Selected Abstracts for University-wide Conference Presentation.

2021—2022

- Served on a successful faculty search committee for the Educational Leadership program at FIU College of Arts, Sciences, and Education

Other Relevant Professional Experience

Referee for Journals (multiple other reviews contributed, not included here)

- (July 2022). Regenerative organizations: Agency for students through future-oriented schemas. *Sociological Perspectives*.
- (December 2021). The effect of grit on career adaptability of Chinese college students based on the self-regulatory processes. *Frontiers in Psychology*.
- Being a meaningful presence in the world: Applying successful agentic practices among youth in distress. *Youth & Society*.
- The sociology of grit: Grit and its potential role in stratification. *Sociology Compass*.
- Bringing grit into a sociological discussion: A cross-cultural examination of status, control, and grit. *Social Currents*.
- Help-seeking behaviors as cultural capital: Cultural guides in the transition from high school to college among low-income, first-gen students. *Social Problems*.

New York University, Institute of Human Development and Social Change, New York, NY

Doctoral Researcher for Dr. Richard Arum, 2012 to June 2014

- Team lead for National Learning Labs; liaison between NYU team and the MacArthur Foundation.
- Evaluated 30 afterschool programs in libraries across US; conducted 80 interviews of educators.

New York City, Department of Education, New York, NY

Academics Consultant, January 2012 to July 2012

- Helped create citywide manual for Common Core implementation (networks, schools, families).
- Organized citywide Chancellor's Principals Conference in June 2012 with approximately 1,500 attendees.

University of Chicago Crime Lab and Northwestern Institute for Policy Research, Chicago, IL

Research Associate for Professors Jens Ludwig and Jon Guryan, July 2010 to July 2011

- Oversaw admission of ~4,000 youth at Cook County Juvenile Temporary Detention Center (JTDC).
- Cleaned datasets for study involving cost-effectiveness of cognitive behavioral training implementation.