



*Facilitators, Moderators, Panelists,
Presiders, and Respondents*

BIOGRAPHIES

Lois Adams-Rodgers

Dr. Lois Adams-Rodgers joins the Council of Chief State School Officers after a 32-year career as a Kentucky educator at a variety of levels. She has served as a teacher, elementary and middle school principal, special education program coordinator, assistant superintendent, superintendent of schools, associate professor and director of programs at two universities, a state department official in multiple leadership roles, most recently serving as deputy commissioner for the past 12 years in the Kentucky Department of Education under three commissioners of education. She holds a bachelor's degree, master's degree, and doctorate of education from the University of Louisville.

Adams-Rodgers and her husband have a 24-year old son, who lives in Lexington. They also have an eight-acre farm that serves as an animal rescue site in Kentucky.

Alma A. Allen

Dr. Alma A. Allen was elected to the State Board of Education in 1992 and reelected in 1996, 2000, and 2002. Allen represents the State Board of Education on the Texas Growth Fund Board. During her tenure on the board, Allen, a Democrat, has served on the board's committees on Planning, where she served as vice chair; School Finance/Permanent School Fund; Personnel; and Long-Range Planning. She was chair of the Adult Literacy Task Force and served on the Early Childhood Task Force. Currently, she is a member of the State Board of Education's Committee on School Finance/Permanent School Fund.

Allen currently serves as president of the National Association of State Boards of Education. Allen is a retired administrator with the Houston Independent School District. She worked for the Houston district from 1961 to 2000. She began her career in education as a teacher. She was assistant principal at Foster Elementary School and then served as principal at Peck Elementary School, Windsor Village Vanguard Magnet School, and G.B.M. Turner Elementary School. She also worked in personnel and central administration. Additionally, Allen served as a guest lecturer at Prairie View A&M University, Texas Southern University, the University of Houston, and Texas A & M University. Currently, she is a motivational speaker, educational consultant, and professor at Prairie View A&M University.

She has served on the Baylor Adult Literacy Board in Waco and is a board member of the University of Houston Alumni Association. She has served on the board of the Mental Health Mental Retardation Board of Harris County and the Houston Women's Center Board. Allen has also served on the Julius C. Hester House Board, the Child Care Council of Greater Houston, the Harris County Hospital District Board, the NASA Space Camp Advisory Board, the Rice University Women's Athletic Board, and the Houston Read Commission Board. Allen presently serves on the boards of the Houston Red Cross, The Art Institute, and on the University of Houston Alumni Board.

She is a member of the Houston Association of Professional Administrators, American Association of Supervision and Curriculum, Texas Association of School Administrators, National Association for the Advancement of Colored People, Texans Concerned for Superior Schools, the Women's Chamber of Commerce, the National Association of Democratic Women, and The American Association of Curriculum and Development.

Allen holds a Bachelor of Science degree and a Master of Education degree from Texas Southern University and a Doctorate of Education in Curriculum and Instruction from the University of Houston. She also holds a certificate in administration and supervision from the University of Houston.

Community activities include involvement in the Johnny J. Roberson Scholarship Fund, the Mt. Hebron Baptist Church, Lou Rawls United Negro College Fund Telethon, National Women of Achievement, Top Ladies of Distinction, and Alpha Kappa Alpha Sorority, Xi Alpha Omega Chapter, and Iota Lambda Chapter of Alpha Kappa Alpha.

Allen has been recognized by several community organizations and was named Principal of the Year, District V, Houston Independent School District V.I.P. Program; Alumnus of the Year, Dunbar High School, Livingston; Leadership Texas and Leadership America; recipient of the Golden Apple Award for contribution to education by the National Women of Achievement; and has been named to both the Who's Who in American and Professional Women as well as Outstanding Black Alumni of the University of Houston and Outstanding Alumnus of the University of Houston. She also has had the honor of having a Spark Park on the Peck Elementary campus named in her honor. She has many other awards and honors. Allen and her husband, Lawrence Alvin Allen, Sr., have two children and five grandchildren. As a member of the State Board of Education, Allen represents parts of Harris and Fort Bend counties.

Katy Anthes

Katy Anthes is a policy analyst/project manager who focuses on education leadership issues. She has a master's degree in public policy, with an emphasis in public leadership and currently is obtaining her Ph.D. Anthes has been at ECS for four years, specializing in leadership issues for the last two. Other education topics she has worked on include accountability, governance and teacher quality. Before working at ECS, Anthes worked at a nonprofit consulting firm dedicated to developing nonprofit organizations' infrastructure.

Julie Davis Bell

Julie Davis Bell is the Education Program Director for the National Conference of State Legislatures. She has been with NCSL for 13 years and has directed the Education Program for 11 years. In that capacity she oversees the 10 person Education Program staff and is responsible for setting Program priorities, responding to constituent needs and requests, developing new education projects, and interfacing with other national education policy organizations. She also serves as the program policy specialist for higher education issues. She recently published articles in State Legislatures magazine on college affordability, school safety, class size reduction and educational adequacy.

Julie received her Ph.D. in Political Science from the University of California at Davis in 1986. Prior to joining NCSL she was a policy associate with the Center for Policy Research in Denver and taught political science courses at the University of Colorado.

Anne L. Bryant

As executive director of the National School Boards Association, Anne L. Bryant head a federation of state and territorial organizations dedicated to advancing education through citizen governance of public schools. The federation reaches over 14,700 school districts involving 95,000 school board members. She directs a 130 person staff in Alexandria, Virginia, implementing policies to help the state associations and local school boards provide leadership for today's children in order to develop tomorrow's leaders.

A native of greater Boston, Massachusetts, Bryant is an experienced association executive and brings to NSBA a strong background in education. She has written widely on K-12 education, volunteer-staff leadership issues, and the role of the federal government in education. Bryant testifies before Congress, carrying the message that the education of our public school students is the nation's top priority. She serves as a spokesperson for NSBA to the news media and national organizations, forging new partnerships to guarantee every child an equal opportunity for a high quality education.

Bryant is an advisory commissioner of the Education Commission of the States and is the chair of the Board of Trustees at Simmons College. She is also Vice Chair of the Schools & Libraries Committee of Universal Service Administrative Company (which includes oversight of the \$2.25 billion technology discount fund for schools and libraries, known as E-rate). Bryant recently served as a member and co-chair of the CEO Forum on Education and Technology, an organization of 20+ high technology CEO's assembled to report to the nation on progress in technology and education. She is also a member of the Learning First Alliance, and alliance of 12 education organizations committed to raising student achievement.

Prior to joining NSBA in July 1996, Bryant was executive director of the American Association of University Women, a national organization advancing equity for women and girls in education, the workplace, and the family. From 1974 to 1986, she was vice president of the Professional Education Division of P.M. Haeger & Associates, a Chicago association management firm. She holds an Ed.D. degree from the University of Massachusetts and a B.A. from Simmons College.

In 1992 Byrant was honored for her leadership with the Key Award, the ASAE's highest recognition. In 1993 she received the Alumnae Achievement Award from Simmons College. In June 1996, she was awarded an honorary Doctorate of Humane Letters from the University of New England, and in 1998 she was also awarded an honorary Doctorate of Education from

Middlebury College. In 1999, she received the Chancellor's Medal from the University of Massachusetts. In March 2002 the ASAE Foundation honored Bryant for her exceptional career in association leadership.

Charles R. Coble

Charles R. Coble, Vice President, Policy Studies and Programs and Executive Director, ECS Teaching Quality Policy Center: former professor of science education and dean for 13 years of the nationally award-winning school of education at East Carolina University, Greenville, North Carolina. He served for six years as the vice president of university-school programs for the 16-campus University of North Carolina (UNC). In that capacity, Dr. Coble led the development of the University School Teacher Education Partnerships in all UNC teacher preparation institutions, organized the UNC Center for School Leadership Development a confederation of eight high quality programs for the initial and continuing preparation of teachers and administrators. He has directed over \$12M in grants and contracts and is the author or co-author of 10 books and over 70 published articles.

Andrew M. Cole

Mr. Cole is currently the Director of the Office of Employee Performance and Development (OEPD) for Fairfax County Public Schools. In this role, he is responsible for guiding the performance evaluation process for the 23,000 employees of Fairfax County, including the 240 principals in the school system. In addition to these responsibilities, he is also charged with FCPS' career development programs, succession management planning and labor relations policies and operations. Lastly, Mr. Cole serves as the Project Director of LEAD Fairfax, a \$5 million demonstration project funded by the Wallace Foundation. He is fully responsible for the design and direction of this innovative leadership development program.

Andrew (Andy) McKinley Cole is a graduate of Temple University where he received an undergraduate degree in Social Administration and a Masters degree in Counseling Psychology. Previously, he has served on the Virginia State Library Board, becoming the first African-American Chair of the Library of Virginia. He has also served as Chair of the Center for Disease Control's Prevention Marketing Initiative for the Prevention of HIV, Chairman of the Reston (VA) Community Centers Governing Board and a board member of the American Society for Training Development.

Nancy Cooley

Prior to her arrival at SCHEV Cooley served as dean of the College of Education and Human Services at Ferris State University (FSU) in Michigan, where she led her college to the Navigator Recognition for quality leadership—the first and only formal recognition awarded to a public four-year university by the Michigan Quality Council. Cooley previously held leadership positions in the offices of information technology, academic affairs, and the department of teacher education and professional development at Central Michigan University (CMU). As a tenured faculty member and Edwin J. Towle Professor of Education at CMU, she led university initiatives in information technology and launched CMU's first travel-study program to Australia. Her work was recognized formally by her induction into Phi Beta Delta—the honor society for international scholars.

Cooley earned the Ph.D. in curriculum, teaching, and psychological studies from the University of Michigan. She completed a post-doctoral fellowship as the Helen L. DeRoy Fellow in Educational Leadership at Michigan State University and earned certificates from the CAUSE Management Program and the Management Development Program at the Harvard Graduate School of Education.

Howard Crawford

Howard Crawford is a seven-term member of the Vermont House of Representatives. He is currently serving his second term as Chair of the House Committee on Education, having served on that committee for six terms. Crawford also chairs Vermont's Commission on Higher Education Funding; serves on the Vermont Commission on Educator Quality; and serves as a Vice Chair of the New England Board of Higher Education.

Crawford serves as co-chair of the No Child Left Behind Act oversight committee created by the 2003 legislative session to oversee Vermont's implementation of the Act.

When not serving in the legislature, Mr. Crawford is an administrator at St. Johnsbury Academy in St. Johnsbury, Vermont. He has been a secondary educator since 1969.

Maud Dahme

Past President of the New Jersey State Board of Education, Maud Dahme is a nationally respected leader in the field of education. In addition to the State Board, on which she has served since 1983, Ms. Dahme is a member of the Interstate Migrant Education Council, which she chaired in 1998. In 1995, she was also President of the National Association of State Boards of Education. A resident of Flemington in Hunterdon County, New Jersey, in addition to holding a number of other local and state posts, Ms. Dahme was a member of the North Hunterdon Board of Education from 1976 to 1983.

Her involvement in local and educational affairs is all the more remarkable given the fact that Maud Dahme is a survivor of the Holocaust. Born in Amersfoort, the Netherlands, she spent the entire German occupation of her native country in hiding with her sister. Together with her parents and sister, she emigrated to the United States in 1950, at first settling in New York City.

A passionate advocate of Holocaust education, she has been a member of the New Jersey State Commission on Holocaust Education since 1982. As with most child survivors of the Holocaust, until relatively recently Maud Dahme found it difficult to speak about her years as a hidden child. However, since the mid-1980s, she has overcome her inhibitions and has been a frequent speaker to schoolchildren about her experiences.

She has four children and nine grandchildren.

Lucille E. Davy

Since January 2002, Ms. Davy has held the position of special counsel to Governor James E. McGreevey for education. Past positions include education policy advisor for the Democratic

State Committee and education policy advisor for the McGreevey for Governor Campaign. Some of her interests include being involved with the Parent Fundraising Team at The Lawrenceville School and the Youth Choir at St. James Church.

Ms. Davy holds a J.D. from the University of Notre Dame and a B.S. in Mathematics from Seton Hall University. She is married and has two sons.

Joanne Erickson

Dr. Erickson has spent over 27 years in public education and presently holds the position of assistant professor of educational leadership at Montana State University, Department of Education. She has held positions such as adjunct professor of education (Montana State University) and division administrator (Office of Public Instruction). Some of her publications include: *New Skills for Today's Students: Preparing Teachers for School-to-Work* and *Superintendent dissatisfaction" The gap between community/board and superintendent expectations.*

Dr. Erickson has served as president (1998) and past president (1999) of the Montana Association for Supervision and Curriculum Development. And served on the professional development committee of the Montana Elementary and Middle School Principals Association and the Montana Conference of Educational Leadership (1998-2000).

Vincent L. Ferrandino

Dr. Vincent L. Ferrandino is the Executive Director of the National Association of Elementary School Principals (NAESP), which serves 29,000 elementary and middle-level principals in the United States, Canada, and overseas. He assumed leadership of NAESP in July 1999.

Formerly the Executive Director and CEO of the New England Association of Schools and Colleges, Dr. Ferrandino served his home state of Connecticut as its Commissioner of Education, as Superintendent of Schools in Weston, and as Superintendent of Regional School District #6 where he had been a principal. He also served as a teacher, unit principal, and assistant principal in West Nyack and Mamaroneck, N.Y. Dr. Ferrandino has also been an adjunct professor at Southern Connecticut State University and a visiting lecturer at several colleges and universities.

A native of Norwalk, Connecticut, Dr. Ferrandino received his B.A. from Amherst College in 1972, and his M.S. and Ed.D. degrees from the University of Bridgeport. He served as Chairman of the Board of Governors for the U.S. Department of Education's Regional Laboratory at Brown University. He received the Distinguished Fellow Award from Phi Delta Kappa, the professional educational fraternity, and has been recognized for his contributions to education by several educational, business, and community organizations.

Since becoming Executive Director, Dr. Ferrandino has expanded NAESP's services for urban and middle-level principals and has introduced programs in the international educational arena. He has created new resources for principals including a new standards publication, *Leading Learning Communities: What Principals Should Know and Be Able To Do*; the book series, *Essentials for Principals*; a monthly electronic newsletter for members; and a quarterly report for state affiliates. Dr. Ferrandino has emphasized the critical importance of legislative action by and

for principals, has been an outspoken advocate for the profession in major media markets, and has strengthened NAESP's ties with state, federal, and national educational organizations.

Todd Flaherty

As Deputy Commissioner for Programs and Field Services since 1995, Dr. Flaherty coordinates the Field Services Division, which includes the Offices of Instruction, Assessment and Accountability, Special Populations, and Middle Level, High School Reform and Adult Education. He also provides leadership for the Progressive Support and Intervention activities, which are part of the State effort to improve, low performing schools.

He also has key responsibility for the implementation of RI's Comprehensive Education Strategy and the federal Accountability System under the No Child Left Behind Act of 2002.

Dr. Flaherty is a former President of the Rhode Island Superintendents Association, Assistant Superintendent and High School Principal and Teacher. He received a doctorate from Boston University in Policy and Planning. His undergraduate (BA) degree is from Syracuse University in History and Political Science, and he has a Masters Degree in Education from Alfred University.

For the last few years, Dr. Flaherty has played an active role in creating an improved vision for Rhode Island's educational leadership infrastructure through policy development.

Liam Goldrick

Liam Goldrick is a Senior Policy Analyst in the Education Division at the National Governors Association's (NGA) Center for Best Practices. In addition to his work on SAELP, Liam co-manages *Building a Profession: Recruiting and Retaining High-Quality Teachers for the Nation's Classrooms*, a three-year initiative funded by the Ford Foundation to assist states with the development of comprehensive, long-term policy strategies that result in an adequate supply of high-quality teachers.

Before joining NGA in April 2001, Liam worked in state government and elective politics in Vermont. At the Vermont State Auditor's Office, he assisted in the research and publication of internal control and compliance reviews of state programs and served as press secretary and legislative liaison. In 1995, he co-authored an analysis of student achievement in New Hampshire public schools on behalf of the Josiah Bartlett Center for Public Policy.

Liam received a Masters in Public Policy from the John F. Kennedy School of Government at Harvard University in 1995, and graduated *magna cum laude* from Boston College with a B.A. in Political Science in 1993.

Frances Groff

Frances Groff is a senior policy specialist in NCSL's Education Program. She has written, presented and organized meetings around the issue of school leadership. Frances is currently working on the State Action for Educational Leadership Project (SAELP) funded by the Wallace Reader's-Digest Funds, which has identified fifteen states to receive assistance in the design and

implementation of state policy on school leadership. Frances is the key contact for the SAELP project in the states of Missouri, New Jersey, and Vermont.

Frances is the key staff person for the Task Force on School Leadership, which was convened by NCSL as part of its work under the SAELP Project. The task force consists of state legislators, legislative staff, practitioners and other educators to examine the role of state legislatures in addressing the shortage of qualified and interested candidates for positions in school leadership. Chaired by Missouri State Senator Steve Stoll, the task force first met in August 2001 and has worked since then to sort data, research and information about the school leadership dilemma; look at exemplary principals and exemplary schools; highlight policy options; and translate that information into key policy questions state legislatures can use as they formulate policy that focuses on the school leadership issue.

Prior to joining NCSL, Ms. Groff was an associate director at the Institute for Policy, Research, and Implementation at the Graduate School of Public Affairs at the University of Colorado at Denver. At the University, she was involved in projects relating to the creation and implementation of public policy in the international, environmental, and educational arenas.

Ms. Groff received her BS and MBA from Regis University in Denver. She is married to Abel Gonzales and the mother of daughters Elizabeth, age 9, and Olivia, age 6. They live with their cat, Spanky, in Westminster, Colorado.

Mariana C. Haynes

Mariana Haynes serves as the Director of Research for the National Association of State Boards of Education. She has conducted comprehensive evaluations and policy audits at the state and national level, focusing on educational leadership, accountability systems, special education, and early childhood education. Dr. Haynes serves as the key staff person on the State Action for Educational Leadership Project (SAELP) funded by The Wallace Foundation. This is a multi-state project to provide technical assistance to key policymakers and stakeholders in their efforts to design state-district systems that strengthen educational leadership and improve student achievement.

Prior to joining NASBE, Dr. Haynes was the Senior Monitoring Official at the Rhode Island State Department of Education. In addition to ensuring special needs student received their entitlements under IDEA, she designed and implemented school support policies and procedures to drive systemic reform in special and general education state-wide. Dr. Haynes received her doctorate from the University of Washington in special education with a focus on reading instruction. A great deal of her work over the past thirty years has been devoted to designing data-based, instructional systems to close the achievement gap for children with special needs. She has focused extensively on infusing the research on literacy into policies and programs for children from diverse populations. She has designed such programs not only in the U.S. but also in settings overseas including Maracaibo, Venezuela and Madrid, Spain.

G. Thomas Houlihan

Dr. Tom Houlihan is Executive Director of the Council of Chief State School Officers (CCSSO), a non-profit association dedicated to the improvement of education and located in Washington, DC, which represents the nation's chief education officials and state education agency personnel throughout the nation.

Dr. Houlihan previously served as President/CEO of the North Carolina Partnership for Excellence and Senior Education Advisor to Governor James B. Hunt, Jr., Governor of North Carolina. A former teacher, principal and superintendent, Dr. Houlihan was the first educator in history to hold Cabinet level status in a North Carolina Governor's administration.

Dr. Houlihan serves on the boards and commissions for several organizations, including the Center for State Scholars, the National Center for Education Accountability, State Leadership Initiative funded by the Wallace Fund, The Friday Institute for Educational Improvement at NC State University, and the National Board of Visitors for Indiana University.

Dr. Houlihan is a frequent speaker/consultant, as well as an author of three books and over 200 professional and news media articles. He is a former "Superintendent of the Year" in North Carolina and was one of four finalists for "National Superintendent of the Year." He has also been honored by his alma mater, Indiana University, and from Phi Delta Kappa for leadership and contributions to education.

Paul D. Houston

Dr. Paul D. Houston has served as executive director of the American Association of School Administrators since 1994.

Dr. Houston has established himself as one of the leading spokespersons for American education through his extensive speaking engagements, published articles, and his regular appearances on national radio and television.

Dr. Houston served previously as a teacher and building administrator in North Carolina and New Jersey. He has also served as assistant superintendent in Birmingham, Alabama and as superintendent of schools in Princeton, New Jersey; Tucson, Arizona; and Riverside, California.

Dr. Houston has also served in an adjunct capacity for the University of North Carolina, Harvard University, Brigham Young University and Princeton University. He has served as a consultant and speaker throughout the U.S. and overseas, and he has published more than 100 articles in professional journals.

Dr. Houston completed his undergraduate degree at Ohio State University and received his Master's degree at the University of North Carolina. In 1973, Dr. Houston earned a Doctorate of Education from Harvard University.

In 1991, Dr. Houston was honored by the Council of Great City Schools for his leadership in urban education when he received the Richard R. Green Leadership Award. In 1997, he was awarded an honorary Doctorate of Education from Duquesne University. Dr. Houston also co-authored the book *Exploding the Myths*, published in 1993, and in 1997 published *Articles of Faith & Hope for Public Education*.

Dr. Houston is committed to advocacy for public education and the children it serves.

John A. Hurson

John Adams Hurson has represented Montgomery County in the House of Delegates since 1991 and been a member of the House Leadership since 1993. In his first three years in the legislature, Hurson served on the Economic Matters Committee and developed an expertise in public health and health insurance issues. Hurson and his colleagues on the Economic Matters Committee crafted significant health care legislation in the mid-1990's, including passing historic legislation that reformed the small group health care insurance market and became a national model for health care insurance.

Hurson became the Majority Leader of the House of Delegates in 1995 and worked each session to ensure passage of the Democratic House Leadership legislative package, which has included landmark health care reforms, increased ethics disclosures, tax reduction and economic stimulus measures, electricity deregulation, and transportation-land use policies. Serving as the political voice of the Democrats in the House, Hurson has helped shepherd the Democratic legislative priorities of the Schaefer and Glendening administrations.

During his tenure in the House of Delegates, Hurson has worked to expand high quality health care benefits for the most needy citizens in Maryland. In the 2001 session in Annapolis, Hurson took a leadership role in helping to pass landmark legislation that provided access to substantive prescription drug benefits for 200,000 senior citizens in the state. In 1998, Hurson was the chief architect of legislation that established the Maryland Children's Health Insurance Program (MCHIP) that now provides health care benefits for more than 100,000 children in Maryland.

Delegate Hurson was appointed in June 2001 to serve as Chairman of the Environmental Matters Committee and received accolades for his ability to reach consensus on controversial policy issues in his first year as Chairman. When Michael E. Busch (D-Anne Arundel) became Speaker of the House of Delegates in December 2002, he created the "Health & Government Operations Committee" and tapped Hurson to lead the new committee.

Hurson graduated from Georgetown University in 1976 and earned a law degree from the Georgetown University Law Center in 1979. He is married and has two children.

John F. (Jack) Jennings

Mr. Jennings founded the Center on Education Policy in January 1995. From 1967 to 1994, he served as subcommittee staff director and then as general counsel for the U.S. House of Representatives' Committee on Education and Labor. In these positions, he was involved in nearly every major education debate held at the national level, including the reauthorizations of the Elementary and Secondary Education Act, the Vocational Education Act, the Individuals with Disabilities Education Act, the Higher Education Act, the National School Lunch Act, the Child Nutrition Act, and the authorization of the Goals 2000: Educate America Act. Mr. Jennings serves on the board of trustees of the Educational Testing Service, and has served on the Title I Independent Review Panel, the Pew Forum on Standards-Based Reform, the Maryland Academic Intervention Steering Committee, and the Maryland Visionary Panel. He holds an A.B. from Loyola University and a J.D. from Northwestern University School of Law, and is a member of several legal bars, including the U.S. Supreme Court.

Melissa Zack Johnston

Melissa Zack Johnston is a recent hire to the State Action for Education Leadership Project. As Senior Project Associate at the Council of Chief State School Officers she is working with CCSSO staff and the NC to assist the fifteen SAELP states in their efforts to develop legislative actions that will prepare, support, and sustain high-quality principals and superintendents. She works in partnership with the NC organizations and The Wallace Foundation.

In June 2003, Melissa received a Masters in Social Service Administration at the University of Chicago where she concentrated her studies in policy analysis and non-profit management, and in 1998, she received her B.A. in American Studies and Black World Studies from Miami University. While in graduate school, Melissa worked for the Management Institute, a consulting firm that worked with grassroots organizations on management issues, and the Mary McDowell Settlement House. Previous to graduate school, Melissa worked for Reading Is Fundamental and the Public Education Network in grants management, program development, and technical assistance capacities. She also worked directly with the professional development program at the National Association of School Psychologists.

Jan Kettlewell

Jan Kettlewell is Associate Vice Chancellor for Pre-School-College (P-16) Initiatives for the University System of Georgia. Georgia P-16 Initiatives focus on strengthening the quality of teaching and leadership in the public schools, on aligning standards, curriculum, and assessments for students from pre-school (P) through completion of college (16), and on putting support systems in place to help students at all levels of education reach higher standards. She has been in this position since 1995.

From 1981-1994, Jan served as Professor and Dean, School of Education and Allied Professions, Miami University (Ohio). She began her career as a high school teacher.

Jan has authored over eighty papers and since coming to Georgia has been the principal investigator or coauthor of grants in excess of \$64 million. She holds degrees from Western Michigan University, University of West Florida, and the University of Florida.

Sabrina Hope King

Sabrina Hope King spent the first nine years of her career in the field of urban education as a teacher of ESL and high school equivalency (GED), and as a high school history teacher and dean in the New York City Public School System. For the next nine years she was on the faculty at University of Illinois at Chicago and Hofstra University, where she was granted tenure. Her areas of specialization included urban school improvement and multicultural education. Prior to joining the Wallace Foundation, she worked as a principal and an assistant superintendent of curriculum and instruction. At the Wallace Foundation, she is working on a multi-year initiative to improve education leadership in the service of improved student achievement.

She has published widely and consults with numerous districts on improving urban schools and is committed to issues of equity, diversity and improving the educational experiences and outcomes of our nation's highest needs students.

Richard Laine

Richard joined the Foundation in December 2002 as Deputy Director of Education Programs and on April 1, 2003 was named Director of Education Programs. Richard directs the Foundation's national LEADERS Count initiative aimed at strengthening the ability of education leadership to improve student achievement. The Foundation seeks to create opportunities for people to enrich themselves through better schools, enhanced community activities, and participation in the arts.

Prior to joining the Foundation, Richard headed the Illinois Business Roundtable's (IBRT) education efforts. The IBRT's education strategy focused on building coordinated action by a unified business community around an aggressive agenda to accelerate the rate of improvement in student learning. The Illinois Business Roundtable was recognized by the National Alliance of Business for distinguished performance as the "2001 Coalition of the Year." Richard had the distinct honor last year of testifying to the United States House of Representatives' Committee on Education and the Workforce on the federal education law, "No Child Left Behind."

Prior to the IBRT, Richard spent over four years with the Illinois State Board of Education as the Associate Superintendent for Policy, Planning and Resource Management.

Richard has published several articles and chapters with colleagues at the University of Chicago on the question "Does Money Matter?" Richard and his colleagues' research has been instrumental in shifting the debate from does money matter to how best does money improve student learning.

Richard received a M.B.A. degree from the Graduate School of Business, a M.P.P. degree from the Graduate School of Public Policy Studies and a Certificate of Advance Studies in Education Policy, all from the University of Chicago.

Richard and his wife, Sabrina, are the extremely proud parents of a beautiful two-year-old daughter, Sofia Theadora Broder Laine and a new addition, son Cooper Rainier Laine.

Robert Larson

Rob Larson has been active in a variety of education settings and roles across the country. From 1981 to 1985 he served as a founding director of the National Audobon Society's Youth Ecology program. He continued his interest in science education by serving on the national steering committee for the Teacher Educator Network of the Association for Science and Technology Centers. He has also served as an adjunct faculty member in the Department of Teacher Education at Lewis & Clark College in his role as Manager of Teacher Education for the Oregon Museum of Science and Industry.

Larson is co-author of *Design Technology: Children's Engineering*, a professional book for educators that details strategies and techniques for integrating math, science and engineering into the K-8 curriculum. As the founding director of the Science and Mathematics Education Program at the Northwest Regional Educational Laboratory, Rob also directed the Northwest Consortium for Science and Mathematics Teaching, one of ten Eisenhower regional consortia in the country. More recently, Rob has served as a district curriculum coordinator and middle school administrator.

Currently Rob serves as the Federal Liaison and director of Policy and Research for the Oregon Department of Education. In this capacity he directs the Oregon State Action for Education Leadership Project, a statewide initiative supporting education leadership that is funded by The Wallace Foundation.

Dane Linn

Dane Linn is the Education Policy Studies Director at the National Governors' Association (NGA) Center for Best Practices, where he oversees education policy analysis, research, technical assistance, and resource development functions. He also advises the executive director on a range of programmatic and administrative issues. Linn directs the association's effort to assist Governors and states in developing and implementing systemic reform strategies.

Prior to his work at NGA, he spent nine years at the West Virginia Department of Education where he was responsible for policy analysis, program planning, and legislative work with the West Virginia House of Delegates. He provided extensive technical assistance to local districts in implementing Senate bill 1, the state's education reform legislation. Linn served as an elementary school principal and teacher before joining the state education department.

Linn has a B.S. in Elementary Education and Special Education from Cabrini College, an M.A. from West Virginia Graduate College and is completing doctoral work at Virginia Polytechnic Institute and State University.

Amy Mast

Amy Mast is Assistant Director of the State Action for Education Leadership Project at the Council of Chief State School Officers. She assists fifteen states in their efforts to develop legislative actions that will prepare, support, and sustain high-quality principals and superintendents. She works in partnership with national education organizations and the private foundation that funds the project.

She graduated in 1999 from the Harvard Graduate School of Education with an Ed.M. in Administration, Planning and Social Policy. While at Harvard, she worked at Achieve, Inc., assisting governors and business leaders in developing and supporting educational reform initiatives. In addition, she holds a B.A. degree in Sociology/Anthropology from Guilford College in Greensboro, NC. While at Guilford, she studied in Mexico and traveled extensively in Central America.

Prior to attending graduate school, Amy worked for Coxe, Curry & Associates, an Atlanta-based consulting firm providing strategic planning, marketing, fundraising, and training services to nonprofit organizations and foundations. While in Atlanta, she directed a weekly tutoring program serving elementary students and an education program for their parents. She worked closely with the school's principal and teachers designing curriculum, developing community partnerships, and initiating academic and cultural programs.

Previously, Amy served as program officer at the Mary Reynolds Babcock Foundation in Winston-Salem, North Carolina, regional director for the President's Youth Service Awards in Wilmington, Delaware, and consultant and fundraiser to several nonprofit organizations in the Washington, DC area. She also taught preschool in North Carolina and Washington, DC.

Christopher Mazzeo

Christopher Mazzeo is a senior policy analyst in the Education Division at the National Governors Association (NGA) Center for Best Practices. At NGA, Dr. Mazzeo's work focuses on school leadership, low-performing schools, and higher education. Prior to joining NGA, he was on the faculty of the School of Public Affairs at Baruch College of the City University of New York (CUNY) and has taught in the Aspiring Leaders Program (ALPS) Baruch's innovative principal preparation program designed in collaboration with Community School District 2 in New York City. He has also co-taught "Engaging Community Resources" in the first two cohorts of the New Leaders for New Schools (NLNS) program.

Dr. Mazzeo is the author of *Improving Teaching and Learning by Improving School Leadership* a recent issue brief published by the NGA Center for Best Practices. He is also co-author of *Reaching New Heights: Turning Around Low-Performing Schools—A Guide for Governors*. Dr. Mazzeo received his Ph.D. in Social Sciences, Policy and Educational Practice from Stanford University in 2001.

Brian McNulty

Dr. Brian McNulty has a Ph.D. in Special Education Administration, Public Administration, University of Denver, Denver, CO. Hired by McREL in 2000, he is currently Vice-President of Field Services at McREL, responsible for coordinating all of McREL's consulting, training, and technical assistance in the region, nationally, and abroad; providing oversight to McREL's consultants and trainers as they work with SEAs, LEAs, and other state and local service providers; and providing leadership in developing new programs and services which serve to implement the results of McREL's applied research and development. He has over 30 years experience in education, with a focus on special education and compensatory programs in K-12, state department of education, and community-based settings. Prior to joining McREL, Dr. McNulty served as Executive Director of Educational Services, Adams County School District 14, Commerce City, Colorado. In this position he was responsible for the leadership, administration, supervision and direction of staff, programs, and resources of the Division of Educational Services. He is a former Assistant Commissioner of Education, Office of Special Services, Colorado Department of Education, where he provided leadership, administration and supervision of the staff, programs, services, and resources of the Office of Special Services. One of his responsibilities in this position was to oversee Title I programs for the state. Dr. McNulty's areas of expertise include early childhood, special education, family literacy, and vocational education, and vocational rehabilitation. His skills include designing, implementing, and evaluating programs and services, and developing legislation, rules and regulations, and policies in preK-12 general and special education.

Peter McWalters

Peter McWalters has served as the Rhode Island Commissioner of Elementary and Secondary Education since 1992. His priorities have been to establish an education system that is responsible for student results from the classroom to the State House. He has supported the development of high student performance standards, assessments that measure what students know and can do, school improvement procedures that inform school and district decision-makers and curriculum, and professional development that improves classroom practices. He has advocated for increased

access to quality early childhood education, interagency collaboration in support of families of children in school, and the development of an education finance system that recognizes state responsibilities to meet individual student needs while being fair to taxpayers.

The commissioner serves in the governor's cabinet, as well as on numerous boards and professional organizations, including the Rhode Island Children's Cabinet and the Human Resources Investment Council. He is co-chair of the National Task Force on the Arts in Education.

Prior to becoming Rhode Island's commissioner, McWalters served over twenty years in a variety of educational leadership and teaching positions, including superintendent of schools in the City School District of Rochester, NY. McWalters received both an M.P.A. and a Certificate of Advanced Graduate Study (C.A.G.S.) in School Administration from the State University of New York at Brockport, and a B.A. in history and philosophy from Boston College. He served in the Peace Corps in the Philippines.

Ted Sanders

ECS President Ted Sanders has had wide experience as an educator, including classroom teacher, chief state school officer in three states, acting U.S. secretary of education and, most recently, university president. Sanders came to ECS in February 2000 from Southern Illinois University where he has served as president since 1995.

From 1991-95, he was Ohio superintendent of public instruction, and from 1989 to 1991, he served as deputy U.S. secretary of education. During that time, he was named acting U.S. secretary of education, a post he held from November 1990 to March 1991. Sanders served as Illinois state superintendent of education for 1985 to 1989, after having spent about six years in that position in Nevada. Earlier, he taught in the Mountain Home, Idaho, and Bureau of Indian Affairs public school systems, and worked for the New Mexico Department of Education.

Jessica Schwartz

Jessica Schwartz joined The Wallace Foundation as Senior Communications Office in October 2000. Previously, she was Vice President for Marketing and Communications at the National Council on Economic Education, which is dedicated to bringing economic and financial literacy to K12 education. Prior to that, she served in a similar capacity at the American Cancer Society, promoting public health programs and issues in New York City.

Jessica worked for eleven years at The Museum of Modern Art in the Communications Department as Associate Director (1985-92) and Director (1993-96). At MoMA, she was responsible for generating international media coverage, creating advertising and marketing campaigns to raise the profile of the institution and help increase attendance, and manage the museum's quarterly magazine.

Jessica received a master's degree in art history from the University of California at Santa Barbara and a bachelor's in both art history and archaeology at Cornell University. Other work experience includes the San Francisco Museum of Modern Art, the San Francisco Art Institute, The Solomon R. Guggenheim Museum, and The New Museum of Contemporary Art in New York.

Jody Spiro

Jody Spiro joined the Wallace Funds in January, 2003, as a Senior Program Officer. She is a senior educator and manager of education programs, whose areas of specialization are leadership, facilitating active learning, and organizational change processes. Her career has spanned the private, public, non-profit, and international sectors.

Her previous positions have included:

- Director of Education Development Center's New York Office of Global Learning;
- Executive Director of the Soros Foundations for the Newly Independent States of the former Soviet Union and the Baltic States;
- University Planning Officer and Secretary of the Board of Trustees at Long Island University;
- Senior Assistant to the New York City Schools Chancellor;
- Director of Principals' Professional Development, New York City Board of Education; and
- Second Vice President for Professional Development of Chase Manhattan Bank.

In addition, for the past eleven years, Dr. Spiro has served as adjunct associate professor at New York University's Wagner Graduate School of Public Service and at the College of New Rochelle's Graduate School of Education. She teaches *The Management of Change*, *The Change Agent in Education*, and other leadership courses.

Dr. Spiro holds her doctorate in adult and higher education from Columbia University Teachers College. She has a master's degree in public administration from New York University and a bachelor's degree in American studies from Barnard College. She has is the author of numerous articles and studies.

Ted Stilwill

Ted Stilwill has served as Director of the Iowa Department of Education since his appointment in September of 1995. Prior to that time, Ted headed the Department's activities dealing with elementary and secondary education. Before coming to work in state government, he worked for 18 years as a teacher and administrator at the local level.

Nationally, Mr. Stilwill is now serving as President of the Council of Chief State School Officers. In recent years he has also served as the Treasurer for the Education Commission of the States and President of the Board of Directors of the North Central Regional Educational Laboratory.

Stephen Stoll

Senator Stephen Stoll, a Democrat, represents Jefferson County in the Missouri Senate. He was elected to the Missouri house of Representatives in 1992 re-elected in 1994 and 1996.

He was elected to the Missouri Senate in November 1998. Senator Stoll is Chairman of Elections, Veterans' Affairs and Corrections. He serves as Vice-chair of Ways and Means and is a member

of Agriculture, Conservation, Parks and Tourism; Commerce and Environment; Education; and Local Government and Economic Development.

Before being elected to the legislature, Senator Stoll was a classroom teacher for nearly 20 years. He is currently in the real estate business.

A 1965 graduate of St. Pius X High School in Festus, Senator Stoll attended Southeast Missouri State University from 1965-1967. He received a bachelor of arts degree in political science from the University of Missouri-Columbia in 1970 and a master of education-reading specialist degree from the University of Missouri-St. Louis in 1979. He served on active duty in the U.S. Army from 1971-73.

He was elected Councilman-Ward II in Crystal City in 1983 and re-elected in 1985, 1987, 1989, and 1991. He also served as Mayor Pro-Tem from 1987-1992.

Senator Stoll is a member of the Church of Our Lady; Knights of Columbus, Council 1230; American Legion, Post 253; District Vice-Chairman, River Trails District of the Boy Scouts of America; President of the Jefferson County Community Partnership; Finance Board, St. Pius X High School; Twin City Kiwanis International; Board of Directors, Kids House, and the Jefferson County YMCA Board of Managers.

Born April 3, 1947, in St. Louis, Senator Stoll currently resides in Festus with his wife, Kathy and their children.

Senator Stoll also serves on the following:

- Commissioner, Education Commission of the States
- Member, Missouri Commission on the Future of Teaching (Partner with National Commission on Teaching and America's Future)
- Advisor, National Education Goals Panel
- Advisory Board, Center for Educational Policy Analysis, University of Missouri-Columbia
- Council Member, Friends of the University of Missouri-Columbia Libraries and the State Historical Society of Missouri, Library

Gerald N. Tirozzi

Gerald N. Tirozzi was appointed Executive Director of the National Association of Secondary School Principals (NASSP) on March 1, 1999. NASSP is the preeminent organization and the national voice for middle level and high school principals, assistant principals, and aspiring school leaders.

Dr. Tirozzi recognizes that there are many complex issues facing the nation's middle level and high schools. He expects that NASSP will play a pivotal role in addressing such issues as promoting school reform, dramatically increasing school enrollment, increasing the voice of the principal, restoring public confidence in secondary schools, and ensuring safe and orderly learning environments.

From 1996-1999, Dr. Tirozzi served as Assistant Secretary of Elementary and Secondary Education at the U.S. Department of Education, a position appointed by President Clinton. As Assistant Secretary, Dr. Tirozzi oversaw the administration of 42 federal education programs that represented an \$11 billion budget.

A native of Connecticut, Dr. Tirozzi is a nationally recognized leader in education reform, having spent over 40 years working to improve teaching and learning for all students by promoting high academic standards and initiating major teaching reforms. From 1993-1995, he was a tenured professor at the University of Connecticut's Department of Educational Leadership, where his concentration was on urban education, educational policy, and the preparation of school superintendents. From 1991-93, Dr. Tirozzi was the President of Wheelock College in Boston, Massachusetts. He served as Connecticut's Commissioner of Education from 1983-1991, where he played a major leadership role in developing and implementing the Connecticut Mastery Test, which received national recognition as an assessment model to promote high academic standards and expectations. In addition, he implemented major teaching reforms that promoted both higher salaries and standards, which were at the core of an unprecedented \$300 million Educational Improvement Act from the Connecticut General Assembly in 1986.

From 1977-1983, Dr. Tirozzi served as Superintendent in the New Haven Public Schools, where he previously worked as a principal, guidance counselor, and teacher. He began his education career in 1959 as a science teacher at Notre Dame High School in West Haven.

Dr. Tirozzi serves on a number of national advisory boards and professional organizations. Some of these include the Astronauts Memorial Foundation, Educational Research Service, Hugh O'Brian Youth Leadership, International Baccalaureate of North America, Learning First Alliance, the National Council for Corporate and School Partnerships, the RadioShack National Teachers Award, and the *USA Today* Education Advisory Panel. He has also served on boards of the Educational Testing Service (ETS) and the National Board for Professional Teaching Standards (NBPTS). Dr. Tirozzi is an honorary lifetime member of the National Parents and Teachers Association.

Dr. Tirozzi's public service and leadership have been recognized by the U.S. Department of Education, Michigan State University (the Distinguished Alumni Award), the National Coalition of Title 1/Chapter 1 Parents, the Connecticut Legislature, and the Connecticut chapter of the NAACP.

J. Timothy Waters

Dr. Tim Waters is the President and Chief Executive Officer of McREL (Mid-continent Research for Education and Learning). He joined McREL in 1993 following 23 years of service in public schools. As a superintendent, assistant superintendent, high school principal, assistant principal, and teacher. Waters established a reputation as an innovator and leader of education improvement and reform. During his tenure at McREL, Waters has served on the Board of Directors of the Council of Educational Development and Research and as chairman of the Board of the National Education Knowledge Industry Association. In 1993 he was appointed by former Governor Romer to serve on the Colorado Commission on Higher Education as a representative of the 4th Congressional District. He was reappointed in 1998 to a second term to an at-large position, representing all of Colorado.

Waters has a BA from the University of Denver, and an MA and Ed.D. from Arizona State University. He has been recognized as a Distinguished Educator by the Kettering Foundation and is a recipient of the Equity Excellence award presented by the Colorado Institute for Gender Equity. Tim Waters has dedicated his life and career to changing the design of our public schools to ensure that all children acquire the knowledge and skills they will need to succeed in the new millennium.

Brenda Lilienthal Welburn

Brenda Lilienthal Welburn is the Executive Director of the National Association of State Boards of Education. She is an association manager and legislative professional with more than 31 years of experience in policy development and analysis in education and human service issues. Before assuming her current position, Mrs. Welburn was the Deputy Executive Director and previously Director of Governmental Affairs for the same organization.

Mrs. Welburn began her career in social work, in Philadelphia, specializing in direct services to foster children and their natural and foster families. She later became a Research Analyst with the U.S. House of Representatives Select Committee on Assassinations. She went on to become a Legislative Assistant to the late Senator Paul Tsongas of Massachusetts covering a broad range of legislative issues including education, health and human services, child welfare services and civil rights.

A graduate of Howard University with graduate work at the University of Pennsylvania, Ms. Welburn has extensive experience in state education policy and board development. She is the author of *The American Tapestry: Educating a Nation*, a guide to infusing multiculturalism in education. She has given workshops and presentations around the country on education policy in the United States and has provided leadership training and board development in more than forty states. She has written many articles and made numerous public appearances addressing issues that affect the nation's students, speaking on education issues including cultural diversity and its impact on education, the need for safe and supporting environments for all students, lay leadership in education governance, and school reform.

She serves on several boards, task forces and commissions responsible for improving the health and welfare of children.