

2011



MAKING EDUCATION DOLLARS WORK

MAY FIRST *thru* SECOND 2011
THE UMSTEAD HOTEL | CARY, NC



ABOUT THE GOVERNORS EDUCATION SYMPOSIUM

The Governors Education Symposium, conceived by the James B. Hunt, Jr. Institute for Educational Leadership and Policy, is designed to bring the nation's governors together to engage in candid dialogue about critical challenges facing education. Each session examines a variety of core education issues, incorporating information from nationally recognized experts. Governors have extensive opportunities to interact with these experts and share practices in their states.

The Hunt Institute appreciates the support of the following foundations: The Atlantic Philanthropies, the Bill & Melinda Gates Foundation, The Broad Foundation, State Farm Insurance Companies, and the Wallace Foundation.

	<p>THE ATLANTIC PHILANTHROPIES are dedicated to bringing about lasting changes in the lives of disadvantaged and vulnerable people. Atlantic focuses on four critical social problems: Aging, Disadvantaged Children & Youth, Population Health, and Reconciliation & Human Rights. Programs funded by Atlantic operate in Australia, Bermuda, Northern Ireland, the Republic of Ireland, South Africa, the United States, and Viet Nam.</p>
	<p>Guided by the belief that every life has equal value, the BILL & MELINDA GATES FOUNDATION works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people-especially those with the fewest resources-have access to the opportunities they need to succeed in school and life.</p>
	<p>THE ELI AND EDYTHE BROAD FOUNDATION is a national venture philanthropy established by entrepreneur Eli Broad to advance entrepreneurship for the public good in education, science, and the arts. The Broad Foundation's education work is focused on dramatically improving urban K-12 public education through better governance, management, labor relations, and competition.</p>
	<p>THE STATE FARM COMPANIES FOUNDATION was established in 1963 as an independent private foundation. The Foundation is primarily committed to education, helping to raise the level of student achievement in our elementary and secondary schools, as well as supporting key higher education initiatives.</p>
	<p>THE WALLACE FOUNDATION supports and shares effective ideas and practices to expand learning and enrichment opportunities for children. It currently works in four areas: strengthening education leadership to improve student achievement, enhancing after-school learning opportunities, increasing learning time during the school year and over summer, and expanding arts learning and participation.</p>



The 2011 Governors Education Symposium, co-hosted by the Hunt Institute and the National Governors Association Center for Best Practices, focuses on innovative approaches for financing K-12 and postsecondary education, improving postsecondary completion, aligning standards and assessments, and measuring teacher effectiveness. As always, we have invited some of the nation's leading experts to join our discussions on these critical topics, and it is our hope that each of you will leave the Symposium equipped with ideas and strategies to help you make strategic decisions about the investments your state is making in public education.

We know that your top priority as governors during these tough times is rebuilding your state's economy. During the past three years, many things have changed relative to the economic condition in states. Many states are still managing shrinking tax revenues and larger expenditures in areas such as unemployment benefits and healthcare, leaving fewer funds to invest in education.

At the same time, the growing global economy is going to require more of our students than ever before. By 2018, nearly two-thirds of all jobs will require a credential beyond a high school diploma. The workforce is requiring more of our students, and we have an obligation to prepare them to succeed. This changing environment requires that we demand more from our education systems.

As co-chairs, we extend our warmest welcome to this year's Symposium and challenge you to be candid, share successes and pitfalls, and most importantly, to think big during this event. These challenges present an opportunity for bold, visionary leadership. We hope you will use the information discussed during the Symposium to build and push daring education agendas that will put more of your states' students on a path to success.



James B. Hunt, Jr.
 Chair
 Hunt Institute Foundation Board
 Governor of North Carolina | (1977-1985 | 1993-2001)



David Heineman
 Chair
 NGA Center for Best Practices Board
 Governor of Nebraska | (2005 - Present)

2011

GOVERNORS EDUCATION SYMPOSIUM

Making Education Dollars Work

THE UMSTEAD HOTEL
CARY, NC | May 1-2, 2011

SUNDAY | MAY 1

11:00 am - 6:30 pm

REGISTRATION // Salon Foyer //

1:00-1:30 pm

WELCOME – JAMES B. HUNT, JR. – *Chair, Hunt Institute Foundation Board
Governor of North Carolina* | (1977-1985 | 1993-2001) // Salon //

GOVERNOR DAVE HEINEMAN – *State of Nebraska
Chair, National Governors Association Center for Best Practices*

1:30-3:00



ADVANCING EDUCATION REFORM WITH LIMITED RESOURCES // Salon //

During this session, governors and national experts will discuss how strategic changes in state policy can improve efficiency in both K-12 and postsecondary education. Topics will include identifying and eliminating redundancies in education spending, changing funding formulas, and using data to drive decisions about funding and reallocating resources.

MODERATOR – JAMES B. HUNT, JR.

RESOURCE EXPERTS – JAMIE MERISOTIS, *Lumina Foundation for Education*
MARGUERITE ROZA, *Bill & Melinda Gates Foundation*

3:00-3:15

BREAK

3:15-4:45



IMPROVING POSTSECONDARY COMPLETION AND PRODUCTIVITY // Salon //

Over the next decade, nearly two-thirds of all jobs will require a credential or degree beyond high school. If states are to meet this new economic demand, governors must work to ensure that more students complete a postsecondary credential or degree. During this session, governors will engage with each other and national experts around strategies that ensure states and institutions are improving postsecondary completion and building more productive and efficient postsecondary systems.

MODERATOR – DAVID LONGANECKER, *Western Interstate Commission for Higher Education*

RESOURCE EXPERTS – CHRIS BUSTAMANTE, *Rio Salado College*
ROBERT MENDENHALL, *Western Governors University*

5:30-6:30

RECEPTION

6:30-8:30

DINNER // Ballroom //

MONDAY | MAY 2

7:30 am

Governor Shuttle to SAS Building C

// Umstead Lobby //

7:45 am

Guest Shuttle to SAS Building C

// Umstead Lobby //

7:30 am - 12:30 pm

REGISTRATION

// Networking Hall //

7:45-9:00 am

GOVERNORS-ONLY BREAKFAST
BREAKFAST-SYMPOSIUM PARTICIPANTS

// Executive Conference Room, 6th floor //

// Executive Dining Rooms //

9:00-9:15

BREAK

9:15-9:45

THE ROLE OF EXTERNAL RESOURCES

// Presentation Auditorium //

Governors will discuss the role of external resources in advancing education reform, the goals of some leading organizations in education philanthropy, and the supports they provide to public education.

9:45-11:00



PREPARING CAREER-AND COLLEGE-READY STUDENTS

// Presentation Auditorium //

The first step towards improving postsecondary completion is ensuring that all students graduate from high school with the skills and knowledge necessary to enter the workforce or college without the need for remediation. Governors will discuss how an aligned and integrated system from pre-K through college can increase productivity in their states.

MODERATOR – SONNY PERDUE, *Governor of Georgia* | (2003-2011)

RESOURCE EXPERTS – PAUL PASTOREK, *Louisiana Department of Education*
CHARLIE REED, *California State University*

11:00-11:15

BREAK

11:15-12:30 pm



MEASURING AND EVALUATING EFFECTIVE TEACHING

// Presentation Auditorium //

Research indicates that a teacher's effectiveness is the single most important school-based factor affecting student achievement. Governors will discuss how states are currently measuring teacher and leader effectiveness, incorporating student performance data into these measures, and experimenting with performance-based teacher compensation.

MODERATOR – JON SCHNUR, *New Leaders for New Schools*

RESOURCE EXPERTS – SANDI JACOBS, *National Council on Teacher Quality*
VICKI PHILLIPS, *Bill & Melinda Gates Foundation*

12:30-2:30

LUNCH & DISCUSSION

// Networking Hall //

INTRODUCTION – GOVERNOR DAVE HEINEMAN

SPEAKER – THE HONORABLE ARNE DUNCAN, *U.S. Secretary of Education*

GOVERNOR JAMES B. HUNT, JR.
 CHAIRMAN, JAMES B. HUNT, JR. INSTITUTE FOR EDUCATIONAL LEADERSHIP & POLICY
Former Governor, North Carolina | (1977-1985 | 1993-2001)

Former Governor Jim Hunt is a nationally recognized leader in education and led his state through 20 years of dramatic economic change. Serving a historic four terms as governor, Hunt has been at the forefront of education reform in his state and in the nation. The Rand Corporation reports that North Carolina public schools improved test scores more than any other state in the 1990s. Hunt called for them to be “first in America” by 2010 in his book,

First in America: An Education Governor Challenges North Carolina. To further this mission, he chairs the board of the James B. Hunt, Jr. Institute for Educational Leadership and Policy.

As governor, Hunt focused on early childhood development and improving the quality of teaching in America. During the last 20 years, he has devoted much of his time to excellence in teaching in the United States. A strong supporter of high standards in public schools, Governor Hunt has served as chairman of the National Education Goals Panel and Vice Chairman of the board of Achieve, Inc. He put into place in North Carolina one of the nation’s most rigorous approaches

to measuring student performance, requiring mastery for promotion and graduation, and providing assistance to turn around failing schools. In 2006, he was named one of the most influential people in American education in a study released by the Editorial Projects in Education Research Center – publisher of Education Week, *Teacher Magazine*, and edweek.org.

GOVERNOR DAVE HEINEMAN
 CHAIR, NATIONAL GOVERNORS ASSOCIATION CENTER FOR BEST PRACTICES
Governor, Nebraska | (2005 - Present)

Governor Dave Heineman was sworn in as Nebraska’s 39th governor in 2005 when Governor Mike Johanns became the U.S. Secretary of Agriculture. Heineman was elected to his first full term in November 2006 by the largest margin in recent history. He currently serves as the National Governors Association Vice Chair. Governor Heineman’s vision is based on four priorities: education, economic vitality, efficiency in government, and protecting families.

Since becoming governor, he has worked with the Nebraska Legislature to pass the largest tax relief packages in the history of the state and the most comprehensive economic incentive legislation since the 1980s. Heineman is a strong proponent of a quality education for all children, supporting high academic standards, and increased parental involvement in education. A leader for Nebraska’s agricultural industry, Heineman has secured a \$400 million trade agreement with Taiwan for Nebraska wheat, soybeans, and corn. He also signed two \$30 million trade agreements with Cuba for Nebraska wheat, soybeans, dry beans, pork, and beef. Nebraska has also opened its first international trade office abroad, The Nebraska Center in Tokyo, Japan.

Heineman was first elected to a statewide office in 1994 as Nebraska State Treasurer. He was re-elected to that post in 1998. As treasurer, he implemented the Nebraska College Savings Plan, which has been recognized as one of the best college savings programs in the country. Heineman was elected lieutenant governor in 2002. As lieutenant governor, he served as Nebraska’s director of homeland security, chairman of the Nebraska Information Technology Commission (NITC), and the presiding officer of the Nebraska Legislature.

Heineman graduated from the United States Military Academy at West Point in 1970 and served five years in the U.S. Army, rising to the rank of captain. He is also a graduate of the Army’s Airborne and Ranger Schools.



CHRIS BUSTAMANTE
Rio Salado College
 2323 West 14th Street
 Tempe, AZ 85281
 chris.bustamante@riosalado.edu
 480.517.8118

CHRIS BUSTAMANTE, ED.D.
 PRESIDENT, RIO SALADO COLLEGE

Chris Bustamante, Ed.D. serves as President of Rio Salado College, the largest in headcount of the ten Maricopa Community Colleges located in metropolitan Phoenix, and the largest online community college in the nation. Rio Salado serves 51,000 credit and an additional 13,000 non-credit students annually, of which 43,000 are online students.

Bustamante was appointed to this position in June 2010 after serving as the college’s Interim President, Vice President of Community Development and Student Services, and Dean of Academic Affairs. Earlier in his career, he served in senior level government affairs positions for the Maricopa Community College District.

Bustamante is well-known as an advocate for increasing access to higher education opportunities. He has forged transformational partnerships with business, government, and other educational providers, leading to innovations such as the first

Communiiversity to be established west of the Mississippi River. In addition, Bustamante currently serves as an Adjunct Professor for Northern Arizona University in the Master’s of Educational Leadership Program.

Before joining the Maricopa Community Colleges District, Bustamante served as the Assistant to the Superintendent for Community and Government Relations for the Phoenix Union High School District. Dr. Bustamante also served as a Legislative Aide to the Arizona House of Representatives from 1984-1987.



ARNE DUNCAN
U.S. Department of Education
 400 Maryland Avenue, SW
 Washington, D.C. 20202
 202.401.3000

THE HONORABLE ARNE DUNCAN
 U.S. SECRETARY OF EDUCATION

Arne Duncan was nominated to be U.S. Secretary of Education by President Barack Obama and was confirmed by the U.S. Senate on Inauguration Day, Jan. 20, 2009. Prior to his appointment as Secretary, Duncan served as the chief executive officer of the Chicago Public Schools (CPS), a position to which he was appointed by Mayor Richard M. Daley, from June 2001 through December 2008, becoming the longest-serving big-city education superintendent in the country.

As CEO, Duncan’s mandate was to raise education standards and performance, improve teacher and principal quality, and increase learning options. In seven and a half years, he united education reformers, teachers, principals, and business stakeholders behind an aggressive education reform agenda that included opening more than 100 new schools, expanding after-school and summer learning programs, closing down underperforming schools, increasing early childhood and college access, dramatically boosting the caliber of teachers, and building public-private partnerships around a variety of education initiatives.

Among his most significant accomplishments during his tenure as CEO, an all-time high of 66.7 percent of the district’s elementary school students met or exceeded state reading standards, and their math scores also reached a record high, with 70.6 percent meeting or exceeding the state’s standards. At high schools, CPS students posted gains on the ACT at three times the rate of national gains and nearly twice that of the state’s. Also, the number of CPS high school students taking Advanced Placement courses tripled and the number of students passing AP classes more than doubled. Duncan has increased graduation rates and

boosted the total number of college scholarships secured by CPS students to \$157 million.

Prior to joining the CPS, Secretary Duncan ran the non-profit education foundation Ariel Education Initiative (1992-1998), which helped fund a college education for a class of inner-city children under the I Have A Dream program. He was part of a team that later started a new public elementary school built around a financial literacy curriculum, the Ariel Community Academy, which today ranks among the top elementary schools in Chicago.

In 2008, he was honored by the Civic Federation of Chicago and the Anti-Defamation League. In 2007, he received the Niagara Foundation's Education Award, the National Foundation for Teaching Entrepreneurship Enterprising Educator Award, and the University High School Distinguished Alumni Award. He also received honorary degrees from the Illinois Institute of Technology, Lake Forest College, and National-Louis University. In 2006, the City Club of Chicago named him Citizen of the Year. He was a member of the Aspen Institute's Henry Crown Fellowship Program, class of 2002, and a fellow in the Leadership Greater Chicago's class of 1995.

SANDI JACOBS
VICE PRESIDENT, NATIONAL COUNCIL ON TEACHER QUALITY

Sandi Jacobs is vice president at the National Council on Teacher Quality (NCTQ). Before joining NCTQ, Jacobs worked at the U.S. Department of Education as a Senior Education Program Specialist for the Reading First and Comprehensive School Reform Demonstration programs. Prior to that, she taught 4th and 5th grade for nearly a decade at Public School 9 in Brooklyn, New York. Jacobs was a Presidential Management Intern and a charter corps member of Teach For America.



SANDI JACOBS
National Council for Teacher Quality
1420 New York Avenue, NW
Washington, DC 20005
sjacobs@nctq.org
202.393.0020

DAVID A. LONGANECKER, ED.D.
PRESIDENT, WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION

David A. Longanecker has served as the president of the Western Interstate Commission for Higher Education (WICHE) in Boulder, CO, since 1999. WICHE is a regional compact between 15 western states created to assure access and excellence in higher education through collaboration and resource sharing among the higher education systems of the west. Previously, Longanecker served for six years as the assistant secretary for postsecondary education at the U.S. Department of Education. Prior to that, he was the state higher education executive officer in Colorado and Minnesota. He was also the principal analyst for higher education for the Congressional Budget Office.



DAVE LONGANECKER
Western Interstate Commission for Higher Education (WICHE)
3035 Center Green Drive, Suite 200
Boulder, CO 80301
dlonganecker@wiche.edu
303.541.0201

Dr. Longanecker has served on numerous boards and commissions and has written extensively on a range of higher education issues. His primary interests are: expanding access to success-

ful completion for students within all sectors of higher education; promoting student and institutional performance; assuring efficient and effective finance and financial aid strategies; and fostering effective use of educational technologies—all for the purpose of sustaining the nation's strength in the world and increasing

quality of life for all Americans, particularly those who have traditionally been left out in the past. He holds an Ed.D. from Stanford University, an M.A. in student personnel work from George Washington University, and a B.A. in sociology from Washington State University.

ROBERT W. MENDENHALL, PH.D.
PRESIDENT, WESTERN GOVERNORS UNIVERSITY

Robert W. Mendenhall is President and Chief Executive Officer of Western Governors University (WGU), a private, not-for-profit, online university offering competency-based degrees. WGU currently offers bachelor's and master's degrees in business, information technology, K-12 teacher education, and healthcare (including nursing). The university has over 24,000 students in all 50 states and continues to grow at over 30 percent annually.



ROBERT W. MENDENHALL
Western Governors University
4001 S. 700 E. Suite 700
Salt Lake City, Utah 84107
rcem@wgu.edu
801.993.2310

Prior to joining WGU, he was general manager of IBM's K-12 education division, overseeing a \$500 million worldwide business. From 1980 to 1992, he was a founder, president, and CEO of Wicat Systems, Inc., a publicly traded company which was a leader in providing computer-based curriculum, instructional management, testing to schools, and technology-based training to government and industry.

Spellings Commission on the Future of Higher Education. He has also served on the NGA/ASTD Commission on Technology & Adult Learning, on IBM's Education Advisory Council, on the National Forum on 21st Century Skills Education Advisory Board, and on the Technology Working Group for the California Postsecondary Education Commission. In 2010, he received the U.S. Distance Learning Association (USDLA) Award for Outstanding Leadership by an Individual in the Field of Distance Learning and was named CEO of the Year by *Utah Business Magazine*.

Dr. Mendenhall is a recipient of the prestigious McGraw Prize in Education. He served on the

JAMIE MERISOTIS
PRESIDENT, LUMINA FOUNDATION FOR EDUCATION

Jamie P. Merisotis is President and Chief Executive Officer of Lumina Foundation for Education, the nation's largest private foundation committed solely to enrolling and graduating more students from college. Under his leadership, Lumina employs a strategic, outcomes-based approach in pursuing its mission of expanding college access and success, particularly among low-income, minority, and other historically underrepresented populations. Lumina's goal is to increase the percentage of Americans who hold high-quality degrees and credentials to 60 percent by 2025.



JAMIE MERISOTIS
Lumina Foundation for Education
30 S. Meridian Street, Suite 700
Indianapolis, IN 46204
jmerisotis@luminafoundation.org
317.951.5315

Before joining Lumina in January 2008, Merisotis founded and served 15 years as president of the Washington, D.C.-based Institute

for Higher Education Policy, one of the world's premier education research and policy centers. He previously served as executive director

of the National Commission on Responsibilities for Financing Postsecondary Education, a bipartisan commission appointed by the president and congressional leaders. Merisotis also helped create the Corporation for National and Community Service (AmeriCorps) and serves

on numerous national and international boards of directors, including Bates College in Maine, Anatolia College in Greece, the Central Indiana Corporate Partnership, and The Children's Museum of Indianapolis.



PAUL PASTOREK
Louisiana Department of Education
P.O. Box 94064
Baton Rouge, LA 70804-9064
877.453.2721

PAUL PASTOREK
STATE SUPERINTENDENT OF EDUCATION, LOUISIANA

Paul Pastorek was appointed Louisiana's State Superintendent of Education in March 2007 by the State Board of Elementary and Secondary Education (BESE). Pastorek served on the State Board of Elementary and Secondary Education from 1996-2004, and served as President of the Board during his last three years. On his departure from the Board, Louisiana was noted as having the best rated statewide accountability program in the United States.

For the last 20 years, Pastorek has been working to improve public education in Louisiana. He started as a passionate volunteer in a New Orleans inner city junior high school. His experiences led him to study education issues, and he began working through the New Orleans Chamber of Commerce to push for improvements. His work came to the attention of Governor Mike Foster, who appointed him to BESE. After stepping down from the Board in 2004, Pastorek formed Education's Next Horizon, a non-profit organization that serves as a statewide think tank to connect Louisiana's leadership – in education, government, business, and the community – as a force supporting school improvement.

In February 2002, Pastorek was appointed by President George W. Bush to serve as General Counsel

to NASA. He served as both the chief legal official for the agency and as a trusted advisor to then NASA administrator Sean O'Keefe. In addition, he served on and led several senior management and leadership committees, including leading the team that developed NASA's 2004 "transformational" reorganization plan. For his service at NASA, he received NASA's Exceptional Achievement Medal and NASA's Distinguished Service Medal. After two and half years of service, Pastorek left NASA to return to Adams and Reese.

Pastorek is a volunteer in his community; he has served on several boards, participated in many business groups, and is the recipient of numerous awards and medals from various organizations.



THE HONORABLE SONNY PERDUE
Former Governor of Georgia | (2003-2011)

Sonny Perdue of Bonaire, Georgia, and Georgia's 81st Governor, is a veterinarian, pilot, prominent politician, and successful entrepreneur. On October 26, 2010 Governing Magazine named Governor Perdue a Public Official of the Year for his outstanding leadership. Reason Foundation's 2009 Innovators in Action Magazine recognized Perdue as a leader who "aggressively pursued new strategies to increase the effectiveness and efficiency of government and deliver better value at less cost to taxpayers."

GOVERNOR SONNY PERDUE
Perdue Partners
3110 Maple Drive, NE Suite 100
Atlanta, GA 30305
sonny@perduepartners.com
404.228.0061

And in 2008, the Pew Center on the States ranked Georgia among the best managed states in the nation emphasizing the value and impact of improvements made by Perdue's Commission for a New Georgia.

Perdue served as Georgia's Governor from January 2003 until January 2011. Utilizing his experiences as a business owner, Perdue approached the job as CEO of an \$18 billion company known as the State of Georgia. Perdue's firm belief that effective management is fundamental to good government brought significant reforms to the state budget which focused priorities and cut wasteful spending. In 2003, Perdue created the Commission for a New Georgia, populated by 400 of Georgia's top business leaders, to improve the effectiveness, efficiency, accountability, and culture of public service.

Under Governor Perdue's leadership, Georgia produced dramatic results in creating a safer, growing, more educated Georgia. Overall the Commission for a New Georgia made 130 recommendations that led to an estimated \$800 million in recovered revenues and cost savings and inspired the book *Smart Government: Bureaucracy with a Business Brain*. Recruitment and expansion of over 2,000 companies brought unprecedented

new business to the state during Perdue's tenure, including the relocation of two Fortune 500 company headquarters, a new automotive assembly plant, and a new Global 100 manufacturing operation. The nation's first enterprise-wide state government customer service program was created in Georgia. High school graduation rates increased from 63.3 percent to 80.8 percent. And despite the most challenging economic environment in the state's history, Georgia maintained its AAA bond rating and held its position as 49th in state government spending per capita.

Prior to becoming Governor, Perdue served as a state senator for 11 years and was recognized as a leading authority on numerous issues including agriculture, transportation, education, emerging technologies, and economic development. After earning a doctorate in veterinary medicine from the University of Georgia and serving as a Captain in the United States Air Force, Perdue became a thriving business owner in agribusiness and transportation logistics.



VICKI PHILLIPS
Bill & Melinda Gates Foundation
1432 Elliott Ave West
Seattle, WA 98119
vicki.phillips@gatesfoundation.org
206.709.3100

VICKI PHILLIPS, ED.D.
DIRECTOR OF EDUCATION, COLLEGE READY, BILL & MELINDA GATES FOUNDATION

Vicki Phillips serves as Director of Education, College Ready for the foundation. Phillips oversees work to improve early learning in Washington State; to ensure U.S. high school students graduate ready for success in college, career, and life; and to improve access to college.

Phillips has built a strong education reform record throughout her career, at all levels—from neighborhood schools to the federal government. For nearly three decades, she has endeavored to improve education—as a teacher, state-level policymaker, leader of a nonprofit education foundation, superintendent of a large urban school district, and now as the director of education for the foundation.

Prior to joining the foundation, she was superintendent of Portland Public Schools in Portland, OR. Earlier, Phillips served as

Pennsylvania Governor Ed Rendell's appointed secretary of education and that state's chief state school officer. She previously served at the state level in her home state of Kentucky, helping to implement the sweeping changes demanded by the Kentucky Education Reform Act of 1990. Phillips has worked with the U.S. Office of Education in Washington, D.C., and has been a middle and high school teacher.

Born in Kentucky and raised on a small farm, Phillips was the first in her family to go to college and earned first a bachelor's degree in

elementary and special education and a master's degree in school psychology from Western Kentucky University. She also holds a doctorate in educational leadership and management

from the University of Lincoln in England, and served as a founding member of the governing council for England's National College for School Leadership.



CHARLES B. REED
The California State University
401 Golden Shore
Long Beach, CA 90802-4210
creed@calstate.edu
562.951.4000

CHARLES B. REED, ED.D.
CHANCELLOR, CALIFORNIA STATE UNIVERSITY

Dr. Charles B. Reed is chancellor of the 23-campus California State University (CSU) system, the country's largest system of higher education with nearly 433,000 students, 44,000 faculty and staff, and an annual budget of nearly five billion dollars.

As chancellor for the past 12 years, he has improved access to the CSU, especially among students of color; emphasized excellence in academic programs; created the system's first stand-alone doctoral degree; created strong accountability measures; strengthened teacher preparation; established a system-wide commitment to community service and civic engagement; developed stronger collaborations with K-12 schools through the CSU "How

to Get to College" poster and the Early Assessment Program; partnered with the state's leading industries; and provided the state with a well-educated workforce to meet California's 21st century needs.

Before joining the California State University System of Florida, Reed served as chancellor of the State University System of Florida. He also previously served as chief of staff to the governor of Florida.



MARGUERITE ROZA
Bill & Melinda Gates Foundation
1432 Elliot Avenue W.
Seattle, WA 98110
Marguerite.roza@gatesfoundation.org
206.770.1671

MARGUERITE ROZA, PH.D.
SENIOR DATA AND ECONOMIC ADVISOR, BILL & MELINDA GATES FOUNDATION

Marguerite Roza, Ph.D., is a senior data and economic advisor in the Bill & Melinda Gates Foundation's U.S. Program, working across the Foundation's College-Ready and Postsecondary Success initiatives. Roza joined the foundation from the University of Washington's College of Education, where she served as a research associate professor, as well as a senior scholar at the university's Center on Reinventing Public Education. Her research work has focused primarily on education finance and the effects that fiscal policies at the federal, state, and district levels have on resources in classrooms and schools, as well as the direct impact that education policies have on education budgets and spending inside schools and within districts. Her calculations of dollar implications and cost equivalent tradeoffs have prompted changes in education finance policy at all levels in the education system. She has also been engaged in additional research that explored fiscal tradeoffs of wages and layoffs, cost implications of digital learning, likely results of proposed changes to Title I, and state-by-state projections of education spending.



JON SCHNUR
New Leaders for New Schools
30 West 26th Street, Second Floor
New York, NY 10010
jschnur@nlms.org
646.792.1070

JON SCHNUR
CHAIRMAN OF THE BOARD AND CO-FOUNDER, NEW LEADERS FOR NEW SCHOOLS

Jon Schnur is Chairman of the Board and the former CEO of New Leaders for New Schools, a national non-profit organization with one mission: driving high levels of learning and achievement for every student by attracting and preparing outstanding leaders and supporting the performance of the urban public schools they lead at scale. From 2000, when he co-founded New Leaders for New Schools, to 2010, Schnur led the development of the organization's strategy, management team and board, core values, performance metrics, partnerships, and fundraising. In September 2009, New Leaders for New Schools became the first and only nonprofit-led partnership with a public school system to win Harvard University's Innovations in American Government Award from the ASH Institute for Democratic Governance and Innovation. New Leaders recruits and trains approximately 10 percent of the new principals needed for high-poverty, low-income schools in the United States.

From September 2008 to June 2009, Schnur took leave from New Leaders for New Schools, serving as an advisor to Barack Obama's Presidential campaign, a member of the Presidential Transition Team, and a Senior Advisor to U.S. Secretary of Education Arne Duncan. Before co-founding New Leaders for New Schools, served as Special Assistant to Secretary of Education Richard Riley, President Clinton's White House

at the London School of Economics and the University of Amsterdam. Her book *Educational Economics: Where do School Funds Go?* was published in 2010.

Associate Director for Educational Policy, and Senior Advisor on Education to Vice President Gore.

Schnur graduated from Princeton University with a B.A. in Politics with honors; took coursework at the Harvard Graduate School of Education, the Harvard Business School, and the John F. Kennedy School of Government; and graduated from a Wisconsin public high school.



**THE JAMES B. HUNT, JR. INSTITUTE
FOR EDUCATIONAL LEADERSHIP & POLICY**
1000 Park Forty Plaza | Suite 280 | Durham, NC 27713
phone 919.425.4160 | **fax** 919.425.4175

JAMES B. HUNT, JR.
Chairman

GEOFF COLTRANE
Director of Program and Policy
gcoltrane@hunt-institute.org

TRACIE B. FORD
Communications Specialist
tford@hunt-institute.org

CASEY WYANT REMER
Program Coordinator
cremer@hunt-institute.org

JUDITH A. RIZZO
Executive Director and CEO
jrizzo@hunt-institute.org

STEPHANIE DEAN
Director of Research
and Evaluation
sdean@hunt-institute.org

HUIMIN LU
Communications Coordinator
hlu@hunt-institute.org

MICHELE JORDAN
Events Coordinator
mjordan@hunt-institute.org

MICHAEL GILLIGAN
Director of Finance
and Development
mjgillig@hunt-institute.org

APRIL D. WHITE
Director of Communications
awhite@hunt-institute.org

JASON DEROUSIE
Program Coordinator
jderousie@hunt-institute.org

DAVON CLACK
Accountant
dclack@hunt-institute.org

EMILY LONEY
Program Coordinator
eloney@hunt-institute.org

JAMES B. HUNT, JR. INSTITUTE FOR EDUCATIONAL LEADERSHIP & POLICY

Created by the University of North Carolina Board of Governors in 2001, the James B. Hunt, Jr. Institute for Educational Leadership and Policy works with leaders to secure America's future through quality education. Working at the intersection of policy and politics, the Hunt Institute connects leaders with the best strategies for developing and implementing policies and programs to improve public education.

To that end, the Institute convenes governors, policymakers, legislators, and business and civic leaders across the nation to provide them with the best information to make informed policy decisions. An affiliated center of the University of North Carolina at Chapel Hill, the Institute is a non-partisan, non-profit entity that does not lobby for, or take positions on, state and federal legislation.



NATIONAL GOVERNORS ASSOCIATION
444 North Capitol Street | Suite 267 | Washington, DC 20001
202.624.5300 | www.nga.org

DAN CRIPPEN
Executive Director
dcrippen@nga.org

DANE LINN
Education Division Director
dlinn@nga.org

ANGELA BABER
Senior Policy Analyst
ababer@nga.org

AMANDA SZEKELY
Senior Policy Analyst
aszekely@nga.org

JOAN WODISKA
Director, Education,
Early Childhood, and
Workforce Committee
jwodiska@nga.org

BRIDGET CURRAN
Program Director
bcurran@nga.org

RACHEL DEMMA
Senior Policy Analyst
rdemma@nga.org

STEPHANIE SHIPTON
Policy Analyst
sshipton@nga.org

CENTER FOR BEST PRACTICES
JOHN THOMASIAN
Director
jthomasian@nga.org

DAVID WAKELYN
Program Director
dwakelyn@nga.org

RYAN REYNA
Senior Policy Analyst
rreyna@nga.org

CARDELLA NASH
Administrative Coordinator
cnash@nga.org

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