



GOVERNORS
EDUCATION
SYMPOSIUM

ADVANCE AMERICA
A Commitment to Quality Education

June 10-11, 2013

FAIRMONT CHICAGO, MILLENNIUM PARK



ABOUT THE GOVERNORS EDUCATION SYMPOSIUM

The Governors Education Symposium, conceived by The Hunt Institute, 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.

SYMPOSIUM SUPPORTERS

The Hunt Institute and the National Governors Association appreciate the support of the following foundations and organizations:



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. For further information, visit www.gatesfoundation.org.



Andrew Carnegie envisioned **Carnegie Corporation** as a foundation that would “promote the advancement and diffusion of knowledge and understanding.” In keeping with this mandate, our work incorporates an affirmation of our historic role as an education foundation but also honors Andrew Carnegie's passion for international peace and the health of our democracy. For further information, visit www.carnegie.org.



The **College Board** is a mission-driven not-for-profit organization that connects students to college success and opportunity. Founded in 1900, the College Board was created to expand access to higher education. Today, the membership association is made up of more than 6,000 of the world's leading educational institutions and is dedicated to promoting excellence and equity in education. Each year, the College Board helps more than seven million students prepare for a successful transition to college through programs and services in college readiness and college success—including the SAT® and the Advanced Placement Program®. The organization also serves the education community through research and advocacy on behalf of students, educators and schools. For further information, visit www.collegeboard.org.



The **GE Foundation**, the philanthropic organization of the General Electric Company, works to solve some of the world's most difficult problems. In coordination with its partners, it supports U.S. and international education, developing health globally, the environment, public policy, human rights and disaster relief. In addition, the GE Foundation supports GE employees and retiree giving and involvement in GE communities around the world. In 2011, the entire GE family—including businesses, employees, retirees and GE Foundation—contributed more than \$198 million in cash, products, and services to charitable organizations around the world. For more information, visit www.gefoundation.com.

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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. For further information, visit www.statefarm.com.



Target remains committed to its legacy of responsible corporate citizenship, ethical business practices, environmental stewardship and generous community support. Since 1946, the corporation has given 5 percent of its income to communities through grants and a variety of programs like Take Charge of Education®. Today, that giving equals more than \$4 million a week, largely directed towards supporting education. For further information, visit www.target.com.



Founded by entrepreneur Eli Broad and his wife Edythe, both graduates of Detroit Public Schools, **The Eli and Edythe Broad Foundation** is a philanthropy that seeks to ensure that every student in an urban public school has the opportunity to succeed. Bringing together top education experts and practitioners, the foundation funds system-wide programs and policies that strengthen public schools by creating environments that allow good teachers to do great work and enable students of all backgrounds to learn and thrive. For further information, visit www.broadeducation.org.



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. For further information, visit www.wallacefoundation.org.

WELCOME

Welcome to the 2013 Governors Education Symposium: **Advance America | A Commitment to Quality Education**. The Hunt Institute and the National Governors Association are proud to co-host this event, which serves as a valuable opportunity to gain greater insight into the challenges facing public education and the sound investments that make for systemic improvement.

As governors, you continue to face a time of great economic challenge, and young people across the nation are confronted with an increasingly global and competitive job market. Key to their success, and the growth of our state economies, is ensuring that *all* students graduate from high school ready to succeed in college or career training. Meeting this challenge requires strong leadership and the convening of stakeholders across the education pipeline to work toward a common goal.

During our time together at the Symposium, we will discuss a number of critical topics, including implementing college- and career-ready standards, measuring and improving teacher and principal effectiveness, reallocating resources to ensure maximum return on education investments, and building strategic coalitions to advance reforms. To inform our discussions, a number of the nation's leading education experts will be on hand to help facilitate the exchange of ideas and strategies.

As co-chairs, we extend our warmest welcome to this year's Symposium and encourage you to be candid, share successes and challenges—and most importantly, to think big during this event. The challenges we face present an opportunity for bold, visionary leadership, which only governors can provide. We hope you will use the information discussed during the Symposium to build and implement daring education agendas that will put more of your students on a path to success. Following this meeting, The Hunt Institute and the National Governors Association are prepared to assist you and your staff to address the challenges ahead.



JAMES B. HUNT, JR.

*Chair, Hunt Institute
Foundation Board*

Governor of North Carolina
1977-1985 | 1993-2001



DANNEL P. MALLOY

*Chair, NGA Education &
Workforce Committee*

Governor of Connecticut
2011-present



TERRY E. BRANSTAD

*Vice Chair, NGA Education &
Workforce Committee*

Governor of Iowa
1983-1999 | 2011-present

AGENDA

MONDAY | JUNE 10

11:30am – 12:30pm

OPTIONAL LUNCH

State Room

12:30 – 1:15

WELCOME REMARKS

International Ballroom

Governor **JAMES B. HUNT, JR.**
Foundation Chair, The Hunt Institute
Governor of North Carolina (1977-1985; 1993-2001)

Governor **DANNEL P. MALLOY**
Chair, NGA Education & Workforce Committee
Governor of Connecticut (2011-present)

Governor **TERRY E. BRANSTAD**
Vice Chair, NGA Education & Workforce Committee
Governor of Iowa (1983-1999; 2011-present)

1:15 – 2:00

REMARKS & DISCUSSION WITH U.S. SECRETARY OF EDUCATION ARNE DUNCAN

International Ballroom

Secretary Duncan's remarks will focus on the Administration's early learning initiative and continued commitment to preparing students for postsecondary education and the workforce.

2:00 – 2:15

BREAK

2:15 – 3:45

SESSION I: *Connecting the Many Moving Parts to Achieve College and Career Readiness*

International Ballroom

The importance of preparing students for postsecondary education as an economic development and jobs strategy is clearer than ever. In recent years, states began taking steps to ensure that all high school graduates would be ready for college and career training. The majority of states are now implementing the Common Core State Standards or other college- and career-ready standards for English language arts and math and preparing for new assessments aligned to these standards. In addition, 26 states are involved in the development of the Next Generation Science Standards. Both reforms have intersecting policy implications that will dramatically influence teaching and learning. This session will address the challenges governors and their states face as they implement more rigorous standards in an effort to meet future workforce needs.

Moderator: **BRENDA WELBURN**, former Executive Director, National Association of State Boards of Education

Resource Experts:

BOB CORCORAN, President and Chairman, GE Foundation

KATHRYN MATAYOSHI, Superintendent, Hawaii State Department of Education

3:45 – 4:00

BREAK/TRANSITION

4:00 – 5:30

SESSION II: *Building Coalitions to Accelerate Momentum and Results*

International Ballroom

One of the most powerful roles that governors can play is building the political will to accelerate and sustain implementation of college- and career-ready reforms. By forming strong coalitions among K-12, higher education, the business community, and other stakeholders, governors can achieve a "collective impact." Efforts of this scale are needed to ensure the bar is set high for student achievement and that challenges are addressed collaboratively and successfully.

Moderator: **MARK KRAMER**, Founding and Managing Director, FSG

Resource Experts:

JAMIE WOODSON, President and CEO, Tennessee SCORE

EILEEN KLEIN, President, Arizona Board of Regents

5:30 – 6:00

BREAK/TRANSITION

6:00 – 6:30

RECEPTION

Gold Room

6:30 – 8:00

DINNER

Gold Room

AGENDA

TUESDAY | JUNE 11

7:30 – 8:15am	GOVERNORS-ONLY BREAKFAST	State Room
7:30 – 8:15	STATE TEAM & INVITED GUEST BREAKFAST	Gold Room
8:15 – 8:30	BREAK/TRANSITION	
8:30 – 9:15	<p>COLLEAGUE TO COLLEAGUE: EDUCATION INITIATIVES IN YOUR STATE</p> <p>Across the nation, governors are working to implement bold education agendas. During this time, governors will have the opportunity to share their recent successes and challenges and learn more about what’s going on in their fellow governors’ states.</p> <p>Moderator: GOVERNOR JAMES B. HUNT, JR.</p>	International Ballroom
9:15 – 10:45	<p>SESSION III: <i>Developing and Supporting Effective Teachers and Leaders</i></p> <p>Teachers and principals are the most important school-based factors for improving student outcomes at scale. This session will highlight best practices from innovative states regarding teacher and school leader standards, preparation, certification, evaluation, and support. Discussion will also include challenges that occur as states implement these reforms, especially during the transition to more rigorous standards, and how governors can address those challenges.</p> <p>Moderator: RICHARD LAINE, Director, Education Division, NGA Center for Best Practices</p> <p>Resource Experts: STEVE CANTRELL, Chief Research Officer, Bill & Melinda Gates Foundation PAUL PASTOREK, former Louisiana Superintendent of Education</p>	International Ballroom
10:45 – 11:00	BREAK/TRANSITION	
11:00 – 12:30pm	<p>SESSION IV: <i>Reallocating Resources to Improve Achievement and Attainment</i></p> <p>Successful implementation of reforms in K-12 and higher education will require thoughtful investment of new revenue, as well as new ways of investing existing education dollars. Governors are in a unique position to set budget priorities, adjust resource levels, change incentives, and make policy changes necessary to facilitate educational improvement in their states. This session will highlight policy levers governors can use to drive greater productivity and creativity in education.</p> <p>Moderator: PETER HUTCHINSON, Strategy Lead, Accenture’s State, Provincial and Local Government</p> <p>Resource Experts: JAMIE MERISOTIS, President, Lumina Foundation JOHN DEASY, Superintendent, Los Angeles Unified School District</p>	International Ballroom
12:30 – 1:00	<p>NEXT STEPS, OPPORTUNITIES FOR ONGOING SUPPORT & CLOSING REMARKS</p> <p>GOVERNOR JAMES B. HUNT, JR. GOVERNOR DANNELE P. MALLOY</p>	International Ballroom
1:00 – 2:00	LUNCH	Gold Room

SYMPOSIUM CO-CHAIRS

**GOVERNOR JAMES B. HUNT, JR.**

Foundation Chairman, The Hunt Institute
Co-Chair, Governors Education Symposium
Former Governor of 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. Governor 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 Foundation Board of The Hunt Institute, which supports state and national policymakers and empowers them to drive education reform.

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. 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 DANIEL P. MALLOY**

Chair, National Governors Association Education and Workforce Committee
Co-Chair, Governors Education Symposium
Governor of Connecticut | 2011–present

Governor Dannel Patrick Malloy, the youngest of eight children, was born in Stamford, CT, on July 21, 1955. Growing up, he struggled to overcome learning and physical disabilities, eventually gaining the skills he needed to go on to graduate *Magna Cum Laude* from Boston College and continue on to Boston College Law School.

Malloy became a prosecutor in Brooklyn, NY, serving for four years as a successful assistant district attorney. In returning home to Stamford, Malloy served on the boards of finance and education before running for mayor and winning in a landslide victory in 1995.

Malloy was Stamford’s longest serving mayor, serving for 14 years from 1995 to 2009. Under his leadership, Stamford underwent a drastic transformation and became one of the country’s top 10 most livable cities, according to *Forbes* magazine. He brought nearly 5,000 new jobs to the city, led the fight for more affordable housing, championed transportation efforts such as the Stamford Urban Transitway, and helped to reduce the crime rate by 60 percent. He also implemented the first city-wide pre-kindergarten program, ensuring all four-year olds could attend school regardless of their parents’ financial situation.

On November 2, 2010, Malloy was elected the 88th Governor of the State of Connecticut and the first governor to have been elected under the state’s clean elections program. He is committed to strengthening the state’s economy, growing Connecticut businesses, and bringing jobs back to cities and towns.

Malloy is a former trustee of the U.S. Conference of Mayors, a former president of the Connecticut Conference of Municipalities, and a former member of the Stamford Cultural Development Organization.

SYMPOSIUM CO-CHAIRS



GOVERNOR TERRY BRANSTAD

Vice Chair, National Governors Association Education and Workforce Committee

Co-Chair, Governors Education Symposium

Governor of Iowa | 1983-1999; 2011-present

Governor Terry Branstad was born, raised, and educated in Iowa. A native of Leland, Branstad was elected to the Iowa House of Representatives in 1972, 1974, and 1976, and elected as Iowa's lieutenant governor in 1978.

He was Iowa's longest-serving governor, from 1983 to 1999. As the state's chief executive, he weathered some of Iowa's worst economic turmoil, during the farm crisis of the 1980s, while helping lead the state's resurgence to a booming economy in the 1990s.

Following his four terms as governor, Branstad went on to serve as president of Des Moines University (DMU). During his six-year tenure, he was able to grow the University into a world-class educational facility.

In 2009, sensing a need for change in the way state government operates and wanting to "lead Iowa's comeback," Branstad retired from DMU to launch his campaign for governor. He was elected in 2010.

Branstad committed to a balanced budget in his first year in office. Under his leadership, Iowa added more than 46,000 gross new jobs in 2011, and created the new *Iowa Partnership for Economic Progress* to help build Iowa's economic health.

When running for governor, Branstad set a goal of reducing the size and cost of government by 15 percent. At the current rate, he projects that the Administration will meet this goal in 2014.

He made education reform a top priority of the 2012 session — certain that in order to attract world-class jobs, Iowa must have a world-class workforce.

SPECIAL GUEST



ARNE DUNCAN

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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, January 20, 2009. Prior to his appointment as Secretary, Duncan served as the CEO 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 Advanced Placement 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 CPS, Duncan ran the non-profit 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.

RESOURCE EXPERTS



STEVE CANTRELL, PH.D.

Chief Research Officer, Bill & Melinda Gates Foundation

Dr. Steve Cantrell heads research and evaluation for the Gates Foundation's investments in K-12 education. His work has been strongly influenced by his middle school teaching experience and his service on the national faculties for the Coalition of Essential Schools and the Annenberg Institute for School Reform.

Dr. Cantrell co-directs the *Measures of Effective Teaching* project and leads a team of colleagues whose own portfolios focus on understanding the key levers of the Foundation's College-Ready Education strategy — teaching effectiveness, student and teacher supports, and innovative solutions for education design and delivery.

Prior to joining the Foundation, he directed the Regional Educational Laboratory Midwest, working in partnership with school districts, state departments of education, and others to use data and research to improve academic outcomes for students. Earlier, Dr. Cantrell served as chief research scientist for the Los Angeles Unified School District. Additionally, he has taught research methods at UCLA's Graduate School of Public Policy.

Dr. Cantrell's work has been covered by many national media outlets and published in academic journals. He holds a bachelor's degree in economics from Brown University and a doctorate from the University of Southern California's Price School of Public Policy.

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ROBERT L. CORCORAN

President and Chairman, GE Foundation

Bob L. Corcoran is vice president of corporate citizenship, and president & chairman of the GE Foundation where he is responsible for GE's global citizenship and philanthropic activities, including health, public education, community building, disaster relief, and volunteerism initiatives throughout the company.

Prior to his current position, Corcoran was chief learning officer responsible for GE's Management Development Institute in Crotonville, NY, and served as vice president of human resources for GE Healthcare. His 33-year career at GE included key human resources leadership roles in GE's healthcare, aviation, lighting and aerospace businesses. He was elected a corporate officer by the GE Board of Directors in 2000.

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JOHN E. DEASY, ED.D.

Superintendent, Los Angeles Unified School District

Since becoming the superintendent of the Los Angeles Unified School District (LAUSD) in 2011, Dr. John E. Deasy has focused his efforts on protecting the rights of more than 600,000 students to attain a high-quality education—through education policy, negotiation, legislation, and the courts—while handling the budget crisis caused by the underfunding of California's classrooms.

Prior to joining LAUSD, Dr. Deasy served as deputy director of education for the Bill & Melinda Gates Foundation, where he led the programmatic work on effective teaching. Before the Foundation, he served as superintendent of the Prince George's County, Maryland, Public Schools, where he earned a national reputation for his leadership in significantly narrowing the achievement gap between low-income and minority students and their peers. Dr. Deasy also served as superintendent of the Santa Monica-Malibu Unified School District in California and of the Coventry Public Schools in Rhode Island. In all three districts, he championed rigorous and ambitious learning opportunities for youth, fair teacher and administrator evaluations, pay-for-performance, staff development and training, and data-based decision-making.

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RESOURCE EXPERTS



PETER HUTCHINSON

Strategy Lead, Accenture's State, Provincial and Local Government

Peter Hutchinson is leading management consulting strategy for Accenture's State, Provincial and Local Government practice throughout North America. He focuses on the concerns of top decision makers in government, non-profit organizations, and education. Hutchinson is well-known as a courageous leader and problem solver in business, government, education and non-profit organizations. He previously served as commissioner of the Minnesota Department of Finance, superintendent of schools in Minneapolis, a deputy mayor, corporate vice president at the Dayton Hudson Corporation (now Target), and most recently, president of the Bush Foundation — one of Minnesota's largest, independent foundations.

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EILEEN L. KLEIN

President, Arizona Board of Regents

With more than 20 years of strategic fiscal and executive management experience in the public and private sector, Eileen L. Klein is uniquely positioned in her role as president of the Arizona Board of Regents to help Arizona's public universities achieve critical goals to transform Arizona's economy.

Klein oversees the \$4 billion Arizona public university enterprise, as well as guides and advises the Regents to help inform effective governance. She provides leadership to the Board administration and manages the Enterprise Executive Committee (EEC), comprised of the university presidents. The EEC is responsible for achieving the ambitious 2020 goals outlined in the Board's strategic plan, which calls for significant gains in degree production and research activity and major reforms in both the instructional delivery model and financing of the university system to support and stimulate Arizona's economy.

Previously, Klein served as chief of staff for Governor Jan Brewer, where she was instrumental in the launch of *Arizona Ready*, an education reform plan to align statewide education goals across the P-20 spectrum.

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RESOURCE EXPERTS



MARK KRAMER, J.D.

Co-founder and Managing Director, FSG

Mark Kramer is the co-founder and managing director of FSG and the author of influential publications on shared value, catalytic philanthropy, collective impact, strategic evaluation, and impact investing. He oversees FSG's consulting practice and action initiatives. Kramer also serves as a senior fellow in the *Corporate Social Responsibility Initiative* at Harvard Kennedy School of Government.

Prior to founding FSG, Kramer served for 12 years as president of Kramer Capital Management, a venture capital firm, and as an associate at the law firm of Ropes & Gray in Boston.

Kramer is a founder and the former board chair of the Center for Effective Philanthropy, a non-profit research organization in Cambridge, MA. He is also a co-author of several influential *Harvard Business Review* articles, and has written articles in the *Stanford Social Innovation Review* and *The Chronicle of Philanthropy*.

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RICHARD LAINE

Director, Education Division, National Governors Association

Richard Laine has held a range of leadership positions in education that have given him the opportunity to bring about systemic change in the states and districts in which he has worked. He currently is the director of education at the National Governors Association, where he leads a team that provides support for the nation's governors on education issues ranging from early education to K-12 to postsecondary.

Previously, Laine led The Wallace Foundation's \$300 million national education leadership initiative, managed the Illinois Business Roundtable's education efforts, and served as the associate superintendent for policy, planning and resource management at the Illinois State Board of Education. He has presented and published on numerous topics in education, especially in the areas of education leadership, standards, and the question of whether and how money matters in education.

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KATHRYN MATAYOSHI, J.D.

Superintendent, Hawaii State Department of Education

Kathryn Matayoshi was appointed superintendent of the Hawaii Department of Education on September 13, 2010. She has extensive expertise in public policy and strategic planning, and has been integral to transforming and streamlining the Department's systems and operations.

Prior to Matayoshi's appointment, she served as interim superintendent and deputy superintendent. She comes to the Department of Education following a successful career in the private, government, and non-profit sectors. Previously, she served positions as executive director of the Hawaii Business Roundtable; president and chief executive officer of Community Links Hawaii; a strategic planning consultant; chief of staff for the City and County of Honolulu Board of Water Supply; and director of the state Department of Commerce and Consumer Affairs.

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RESOURCE EXPERTS



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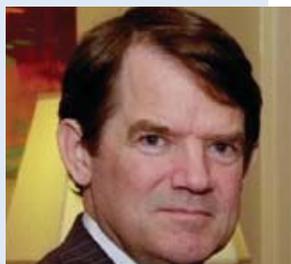
JAMIE P. MERISOTIS

President and CEO, Lumina Foundation

Jamie P. Merisotis is president and CEO of Lumina Foundation, the nation's largest private foundation committed solely to enrolling and graduating more students from college. Under his leadership, Lumina has embraced an ambitious and specific goal to ensure that, by 2025, 60 percent of Americans will hold high-quality degrees, certificates and other credentials — up from the current level of less than 40 percent.

Merisotis is an expert on a wide range of higher-education issues. He is well versed in domestic and international issues related to higher-education access and success, including student financial aid, minority-serving colleges and universities, global higher-education policy strategies, learning outcomes, and the social and economic benefits of higher education. His work has been published extensively in the higher-education field.

Before joining the Foundation in 2008, Merisotis was founding president of the Institute for Higher Education Policy and served as executive director of the National Commission on Responsibilities for Financing Postsecondary Education. He also helped create the Corporation for National and Community Service (AmeriCorps).



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PAUL PASTOREK, J.D.

Chief Administrative Officer, Chief Counsel, and Corporate Secretary, EADS North America, and Acting CEO of PARCC

Paul Pastorek is EADS North America's Chief Administrative Officer, Chief Counsel, and Corporate Secretary, with an overall responsibility portfolio that includes oversight of all legal activities and support for the board of directors. He also has responsibility for EADS general administrative functions and ensuring that the senior leadership team's activities are fully aligned with the company's mission and operational objectives. In February 2013, Pastorek was asked to serve as the acting CEO of PARCC (Partnership for Assessment of Readiness for College and Careers).

Previously, Pastorek served as the Louisiana State Superintendent of Education, where he led a public agency of more than 700 employees and a \$134 million annual budget, with oversight responsibility for an additional \$5.5 billion in state and federal funding. He also directed the state's efforts to turn around more than 100 of Louisiana's most challenged schools, including the rebuilding of elementary and secondary schools in New Orleans devastated by Hurricane Katrina.

Pastorek is an attorney and was associated with the law firm of Adams and Reese for more than 27 years. Recently, he has been appointed the Chairman of The Broad Center Foundation Board of Directors. In 2002, he was appointed as general counsel of the National Aeronautics and Space Administration (NASA), directing the activities of a 150-attorney legal team and serving as the agency's chief ethics officer.

RESOURCE EXPERTS



BRENDA LILIENTHAL WELBURN

Education Consultant, President of TWW & Associates, LLC

Brenda Lilienthal Welburn is a founding partner and president of TWW and Associates, LLC, an international management and training company. She was the executive director of the National Association of State Boards of Education (NASBE) from 1994 until 2012.

Welburn is known as an association manager and legislative professional with more than 35 years of experience in policy development and analysis in education and human service issues. She is one of the nation's foremost experts on state education policy. She possesses not only professional expertise, but a unique historical perspective on the evolution of education governance and policy development at the state and federal levels. She has given workshops and presentations on state education policy in the United States in several foreign countries. She has provided leadership training and board development in more than 40 states. Welburn is an accomplished writer and author of the blog, *Channeling Joshua*.

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JAMIE WOODSON, J.D.

President and CEO, State Collaborative on Reforming Education (SCORE)

Jamie Woodson guides SCORE's work as president and CEO and has been a leading figure in spearheading Tennessee's education reform efforts. Prior to joining SCORE, she served for more than 12 years in the Tennessee General Assembly in both the House and Senate (1998-2011). As Chairman of the Senate Education Committee and later as Senate Speaker Pro Tempore, Woodson was a key leader in Tennessee's *First to the Top Act* and *Complete College Act*, which together formed the largest pieces of education reform legislation since 1992. In addition, she sponsored the overhaul of Tennessee's K-12 education funding formula and led the effort to reform Tennessee's public charter school laws.

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THE HUNT INSTITUTE

Founded by Governor James B. Hunt, Jr. in 2001, The Hunt Institute 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 Hunt 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 non-partisan, non-profit entity that does not lobby for, or take positions on, state and federal legislation.

NATIONAL GOVERNORS ASSOCIATION

Founded in 1908, the National Governors Association (NGA) is the collective voice of the nation's governors and one of Washington, D.C.'s most respected public policy organizations. Its members are the governors of the 55 states, territories and commonwealths. NGA provides governors and their senior staff members with services that range from representing states on Capitol Hill and before the Administration on key federal issues to developing and implementing innovative solutions to public policy challenges through the NGA Center for Best Practices. NGA also provides management and technical assistance to both new and incumbent governors.

