



**GOVERNORS  
EDUCATION  
SYMPOSIUM**

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**PERFECTING THE FORMULA:  
Effective Strategies = Educational Success**

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**June 14-15, 2009**

The Umstead Hotel  
Cary, North Carolina

## ABOUT THE GOVERNORS EDUCATION SYMPOSIUM

The Governors Education Symposium, hosted in partnership by the James B. Hunt, Jr. Institute for Educational Leadership and Policy and the National Governors Association Center for Best Practices, 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.

## ABOUT SYMPOSIUM SUPPORTERS

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



**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.



**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.



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.



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.



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PERFECTING THE FORMULA:  
Effective Strategies = Educational Success

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The **2009 Governors Education Symposium**, co-hosted by the Hunt Institute and the National Governors Association Center for Best Practices, focuses on the education priorities outlined in the *American Recovery and Reinvestment Act (ARRA)*: standards and assessment, longitudinal data systems, teacher effectiveness, and turnaround support for failing schools. None of these stands alone, and all are essential to accomplishing *systemic* education reform – it's the only way to achieve true and lasting improvement. Governors are being presented with an unprecedented opportunity to dramatically improve student achievement through the ARRA. If this opportunity is seized and orchestrated in the right way, *effective strategies will equal educational success*.

The goal of the Symposium is to help you better understand the intricacies of the ARRA and how it can work for your states. By *PERFECTING THE FORMULA*, we can ensure all students – regardless of race, residence, or socioeconomic status – receive the education they deserve and need in a 21<sup>st</sup> century economy. It is our hope that you will leave the Symposium equipped with ideas and strategies to help you promote academic achievement and better prepared to meet the assurances demanded by ARRA.

Now is the time to build and push daring education agendas when they're needed most. As governors, you are in a unique position to do this. *For 21st century education governors, there is no more important time to use your bully pulpit and political levers to solidify public support, build coalitions, and position yourselves as innovative leaders in education.*

As co-chairs of this year's Symposium, we extend our warmest welcome and our challenge for you to use the resources provided to examine how to best maximize funds to drive education improvement and make every dollar count.

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

James H. Douglas  
Chair  
NGA Center for Best Practices Board  
Governor of Vermont  
(2003-Present)

**SUNDAY, JUNE 14, 2009**

<b>12:30 – 6:30 PM</b>	<b>Registration</b>	Ballroom Foyer
<b>6:00 – 6:30</b>	<b>Reception</b>	Ballroom
<b>6:30 – 8:30</b>	<p><b>Dinner</b>  <i>Welcome</i>  <b>James B. Hunt, Jr.</b>                      Chair, Hunt Institute Foundation Board                      Governor of North Carolina (1977-1985; 1993-2001)</p> <p><b>Governor James H. Douglas</b>                      State of Vermont                      Chair, National Governors Association Center for Best Practices</p> <p><b>Governor Beverly Eaves Perdue</b>                      State of North Carolina</p> <p><i>Introduction of Keynote Speaker</i>  <b>Governor Edward G. Rendell</b>                      State of Pennsylvania</p> <p><i>Keynote Address</i>  <b>The Honorable Arne Duncan</b>                      U.S. Secretary of Education</p>	Ballroom

**MONDAY, JUNE 15, 2009**

<b>7:30 AM – 4:00 PM</b>	<b>Registration</b>	Ballroom Foyer
<b>7:30 – 8:30 AM</b>	<p><b>Governors-only breakfast with Secretary Duncan</b></p> <p><b>Breakfast – Symposium participants</b></p>	<p>Cedar</p> <p>Salon</p>
<b>8:30 – 8:45</b>	<b>Break</b>	
<b>8:45 – 10:00</b>	<p><b>Session I:</b>  <b>Standards and Assessments</b>                      The Council of Chief State School Officers and the National Governors Association Center for Best Practices have been working to create a state-led effort for the development and adoption of a common core of standards. Governors will have an opportunity to hear more about this effort and how it will assist their states.</p> <p><i>Moderator</i>  <b>James B. Hunt, Jr.</b>  <i>Resource Experts</i>  <b>David Conley</b>, University of Oregon  <b>Dane Linn</b>, National Governors Association Center for Best Practices  <b>Gene Wilhoit</b>, Council of Chief State School Officers</p>	Ballroom

10:00 – 10:15

Break

10:15 – 11:30

Session II:

**Teacher Effectiveness**

Research indicates that a teacher’s effectiveness is the single most important school-based factor affecting student achievement. Governors will consider approaches states can take to better identify and retain effective teachers and will explore the role of data systems in informing policy and practice around teacher preparation and evaluation.

*Moderator*

**Andrew Rotherham**, Education Sector

*Resource Experts*

**Jeanne Burns**, Louisiana Office of the Governor and Board of Regents

**Sandi Jacobs**, National Council on Teacher Quality

Ballroom

11:30 – 1:00 PM

Lunch

Salon

1:00 – 2:15

Session III:

**Supporting Low-Performing Schools**

Current projections show that by the end of this decade, approximately five percent of all U.S. public schools will be identified as chronic failures in need of restructuring under *No Child Left Behind*. Governors will consider system-wide strategies to turn around the lowest performing schools in their states to increase student performance.

*Moderator*

**Warren Simmons**, Annenberg Institute for School Reform at Brown University

*Resource Experts*

**Andrew Calkins**, Stupski Foundation

**Beverly Hall**, Atlanta Public Schools

Ballroom

2:15 – 2:30

Break

**2:30 – 3:45**

**Session IV:**

Ballroom

**Maximizing the Race to the Top Funds**

The *American Recovery and Reinvestment Act (ARRA)* provides states with an unparalleled opportunity to make systemic changes in their education systems. Governors will discuss how states can strategically focus on rigorous standards and assessments, data systems, teacher effectiveness, and turning around low-performing schools in applying for the Race to the Top competitive grants.

*Moderator*

**Judith A. Rizzo**, Hunt Institute

*Resource Expert*

**Joanne Weiss**, U.S. Department of Education

**3:45 – 4:00**

**Closing Remarks**

Ballroom

**James B. Hunt, Jr.**

**Governor James H. Douglas**

**5:00**

**Reception/Dinner (Optional)**

Salon

## SYMPOSIUM CO-CHAIRS

### **Governor James B. Hunt, Jr.**

Chair, James B. Hunt, Jr. Institute for Educational Leadership and Policy Foundation  
Governor of North Carolina (1977-1985; 1993-2001)

Governor Jim Hunt is a nationally recognized leader in education and led his state through 20 years of dramatic economic change. Serving an historic four terms as governor, Hunt has been at the forefront of education reform in his state and in the nation. The Rand Corporation reported that under his leadership, 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 James B. Hunt, Jr. Institute for Educational Leadership and Policy Foundation. Established in 2001, and an affiliate of the University of North Carolina at Chapel Hill, the purpose of the Hunt Institute is to work with state leaders to secure America’s future through quality education.

As governor, Hunt focused on early childhood development and improving the quality of teaching. 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. In North Carolina, he put into place 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 James H. Douglas**

Governor, Vermont (2003-present)  
Chair, National Governors Association Center for Best Practices

Governor Jim Douglas has been serving the people of Vermont for more than 30 years. Elected to the Vermont House of Representatives in 1972 – the same year he graduated from Middlebury College – his influence as a legislator increased quickly, and he became assistant majority leader in his second term and majority leader in his third term at the age of 25. Governor Douglas retired from the state legislature in 1979 to become a top aide to Governor Richard Snelling.

In 1980, Governor Douglas was elected Secretary of State, a post he held until 1993 – winning re-election five times, and receiving the nomination of both parties on three occasions. His counterparts elected Governor Douglas as President of the National Association of Secretaries of State. Governor Douglas was elected State Treasurer in 1994, receiving the nomination of both parties and winning with 94 percent of the vote. During this time, he was elected president of the National Association of State Treasurers. He served as treasurer until his inauguration as governor in 2003.

The Governor is past president of the Council of State Governments and past chairman of the New England Governors’ Conference. He is currently serving as the vice chairman of the National Governors Association, Chair of the Coalition of Northeastern Governors, and is a member of the Secretary of Homeland Security’s State and Local Advisory Council.



## KEYNOTE SPEAKER



### **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 confirmed by the U.S. Senate on Inauguration Day, January 20, 2009. Prior to his appointment as Secretary, Duncan was chosen by Mayor Richard M. Daley to serve as the chief executive officer of the Chicago Public Schools (CPS) – 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 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.

Last year, 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.

## RESOURCE EXPERTS

### **Jeanne Burns, Ph.D.**

Associate Commissioner for Education Initiatives  
Louisiana Office of the Governor and Board of Regents

Dr. Jeanne M. Burns is currently the Associate Commissioner for Teacher Education Initiatives for the Louisiana Office of the Governor and the Board of Regents. She is also co-director of the *Blue Ribbon Commission for Educational Excellence*. She served as principal investigator for a \$3.2 million Title II Teacher Quality State Enhancement Grant awarded to the Office of the Governor which supported the redesign of all teacher preparation programs in Louisiana. She is currently serving as co-director of a \$4.2 million grant awarded to the Office of the Governor by The Wallace Foundation and principal investigator of a new grant awarded to the Board of Regents by Carnegie Corporation of New York. These are all initiatives that are jointly supported by the governor of Louisiana, Board of Regents, and Board of Elementary and Secondary Education.

Dr. Burns previously taught as a special education teacher, evaluated children for special education services, and served in district leadership roles in Florida and Louisiana. After receiving her M.Ed. and Ph.D. from Louisiana State University, she moved to Florida and taught at Stetson University. Dr. Burns returned to Louisiana in 1988 to accept a position at Southeastern Louisiana University where she is an associate professor and has taught courses in the areas of leadership for change, gifted education, and reading. Currently, she is on loan to the state to work full time for the governor and Board of Regents. During the last 15 years, Dr. Burns has been directly involved in educational reform and assisted state leaders to develop a state plan for K-12 education, create the K-12 technology initiative, and develop the K-12 school accountability system. She has also worked with state leaders to develop the state's Distinguished Educator's Program, coordinate efforts to redesign all public and private teacher education and educational leadership programs within the state, implement a new teacher preparation accountability system, and support the implementation of a value-added teacher preparation assessment model.

### **Andy Calkins**

Senior Program Officer, Stupski Foundation

As a member of the Stupski Foundation's program team, Andy Calkins is jointly responsible for developing Stupski's core strategies in education reform, with a special focus on the foundation's efforts to develop a college-ready learning system, a new model of research, innovation, and design in K-12 education, and applications of these models in selected states and communities across the country.

Calkins came to the Stupski Foundation in March 2009 from Mass Insight Education & Research Institute, one of the nation's most respected, state-based reform organizations and increasingly a major national voice on school turnaround. As Senior Vice President at Mass Insight, he led multi-year research initiatives on effective standards-based reform (*Building Blocks*), intervention strategies for at-risk high school students (*Keep the Promise*) and turnaround policy and design (*The Turnaround Challenge*). Calkins earned his B.A. from Harvard College and was a Henry Fellow at Pembroke College in the UK. He was an Emmy Award finalist, receiving the Effie Bronze Award for the production of the *Be a Teacher, Be a Hero* public service announcement.



## RESOURCE EXPERTS



### **David Conley, Ph.D.**

Director, Center for Educational Policy Research, University of Oregon

Dr. David Conley is professor of Educational Policy and Leadership in the College of Education at the University of Oregon. He is the founder and director of the Center for Educational Policy Research (CEPR), and founder and chief executive officer of the Educational Policy Improvement Center (EPIC), a 501(c)3 non-profit educational research organization. He spent 20 years as a school-level and central office administrator in several districts, an executive in a state education department, and as a teacher in two public, multicultural, alternative schools before entering higher education 19 years ago.

During the past 12 years, Dr. Conley has received more than \$15 million in grants and contracts from federal and state governments, national education organizations, and foundations to conduct research on issues such as adequacy funding, accountability systems, alternative methods of assessment, proficiency-based admission, and high school-college alignment. He has published the results of this research and other studies in numerous journal articles, technical reports, conference papers, book chapters, and books, including *Who Governs Our Schools?* (2003), which analyzes changes in educational policy and governance structures at the federal, state, and local levels.

In 2003, Dr. Conley completed a groundbreaking research project to identify the knowledge and skills necessary for college readiness: *Standards for Success* (funded by the Association of American Universities and the Pew Charitable Trust). This project analyzed course content at a range of American research universities to develop the “Knowledge and Skills for University Success” standards.

Dr. Conley is the author of *College Knowledge: What It Takes for Students to Succeed and What We Can Do to Get Them Ready* (2005). His next publication, available fall 2009, is entitled *College Ready*.

## RESOURCE EXPERTS

### **Beverly Hall, Ed.D.**

Superintendent, Atlanta Public Schools

When Dr. Beverly Hall became the 15<sup>th</sup> appointed superintendent of the Atlanta Public Schools (APS) on July 1, 1999, she promised to transform the district into a world-class school system, using nationally proven reform models, facility upgrades, and business operations redesign. Under her leadership, standardized test scores have risen, aging facilities have been renovated, and a new blueprint for business operations is being implemented. The district's vision is that APS will be one of the nation's highest performing urban school systems, where 90 percent of its ninth-graders graduate from high school in four years ready for success in college or career.

In addition to setting an aggressive reform agenda to accelerate student achievement, Dr. Hall has worked actively with the community to gain support for public education in the city of Atlanta. She has developed relationships with the business community, civic organizations, nonprofits, and government leaders. As a result, APS has an extensive network of partners who donate time, resources, and volunteers to help individual schools.

Prior to her post in Atlanta, she was state district superintendent of the Newark Public Schools, the largest school district in the state of New Jersey. Before then, she served as deputy chancellor for instruction of the New York City Public Schools; superintendent, Community School District 27, Queens, New York; and principal, Junior High School 113 and Public School 282, Brooklyn, New York.

Dr. Hall is the recipient of several national and local honors. In February 2009, she was named the National Superintendent of the Year by the American Association of School Administrators, the top professional honor for a K-12 education leader in the country. In addition, she won recognition as the 2009 State Superintendent of the Year by the Georgia School Superintendents Association. In the 22-year history of both the national and state awards, Dr. Hall is the first superintendent from Georgia and Atlanta, respectively, to receive the honors.

### **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, she worked at the U.S. Department of Education as a senior education program specialist for the *Reading First* and *Comprehensive School Reform Demonstration* programs. Jacobs serves as the project director for NCTQ's *State Teacher Policy Yearbook*, an annual review of states' teacher policies. The 2007 edition of the *Yearbook* provided a comprehensive analysis of all aspects of states' teacher policies, while the 2008 *Yearbook* specifically focused on states' strategies to retain effective new teachers. Prior to joining NCTQ, Jacobs taught 4<sup>th</sup> and 5<sup>th</sup> grade for nearly a decade at Public School 9 in Brooklyn, New York. She was a Presidential Management Intern and a charter corps member of Teach for America.



## RESOURCE EXPERTS



### **Dane Linn**

Education Division Director, National Governors Association Center for Best Practices

As director of the Education Division at the National Governors Association Center for Best Practices, Dane Linn oversees all education-related policy research, analysis and resource development. He regularly provides consultation and tailored analysis to the nation's governors on a host of issues including early childhood, elementary and secondary, and postsecondary education. Under Linn's leadership, NGA's work continues to assist governors on developing policies that increase the number of students who graduate from high school ready for postsecondary education and the workplace.

Recognized as a national expert in his field, Linn has authored numerous reports on issues ranging from school finance and teacher quality to school redesign and pay for performance. He recently spearheaded NGA's national initiative *Redesigning the American High School*, launched by former Governor Mark Warner of Virginia, during his tenure as NGA Chair.

Prior to his work at NGA, Linn worked at the West Virginia Department of Education where he was responsible for ensuring the implementation of the Individuals with Disabilities Education Act. Before that, he served as legislative liaison to the House of Delegates. His professional experience in education began as an elementary school teacher and principal.



### **Judith Rizzo, Ed.D.**

Executive Director and CEO, James B. Hunt, Jr. Institute for Educational Leadership and Policy

Since beginning as a junior high school teacher, Dr. Rizzo has been at the forefront of education reform in cities including New York City, Tacoma, WA, Lowell, MA, and Boston, MA. In 2002, she became the first executive director of the Hunt Institute. Dr. Rizzo is responsible for growing the Hunt Institute into a national resource for political, business, and education leaders, supporting the development and implementation of effective education policies and programs.

Previously, Dr. Rizzo served as deputy chancellor for instruction at the New York City Board of Education. There, she implemented well-respected reforms including the creation of the Chancellor's District to provide direct oversight of the city's lower-performing elementary and middle schools. Under her leadership, the Extended Time School (ETS) model and the Early Childhood Language Assessment System (ECLAS) were designed and implemented. She also initiated the reform of NYC's special education program and introduced the Performance Assessment of Schools System-wide (PASS), a program designed to guide the development of school-based comprehensive planning and accountability.



### **Andrew Rotherham**

Co-Founder and Publisher, Education Sector

Andrew Rotherham is co-founder and publisher of Education Sector, a national education policy think tank. He also writes the blog *Eduwonk.com*, which an *Education Week* study cited as among the most influential information sources in education today, as well as a regular column for *U.S. News & World Report*. Rotherham previously served at The White House as Special Assistant to the President for Domestic Policy during the Clinton Administration and is a former member of the Virginia Board of Education. He is the author of more than 100 articles, book chapters, articles, papers, and op-eds about education policy and politics, and the author or editor of four books on educational policy. Rotherham serves on advisory boards and committees for a variety of organizations including The Broad Foundation, Harvard University, and the National Governors Association. Rotherham is a member of the board of directors for the Indianapolis Mind Trust and Democrats for Education Reform.

## RESOURCE EXPERTS

### **Warren Simmons, Ph.D.**

Executive Director, Annenberg Institute for School Reform at Brown University

Warren Simmons is executive director of the Annenberg Institute for School Reform at Brown University. The Institute provides technical assistance and support to several multi-site urban education reform initiatives focused on high school transformation, district redesign, and K–12 improvements in teaching and learning.

Before joining the Institute in 1998, Dr. Simmons was executive director of the Philadelphia Education Fund where he supported district-wide efforts to enact a 10-point reform agenda called *Children Achieving*. During his 30-year career, Dr. Simmons has also designed and funded urban education research and policy initiatives at the National Institute of Education, the Office of Bilingual Education and Minority Languages Affairs, and the Annie E. Casey Foundation. Dr. Simmons has also worked directly with schools as special assistant to the superintendent in Prince George’s County (MD) Public Schools, and as Director of Race Equity Programs for the Mid-Atlantic Equity Center.



### **Joanne Weiss**

Director, Race to the Top, U.S. Department of Education

In May 2009, Joanne Weiss was named by U.S. Secretary of Education Arne Duncan to lead the development of the “Race to the Top Fund” to catalyze innovation and restore America’s global leadership in public K-12 education.

Weiss has a record of success in investment strategy and management assistance that includes a portfolio of investment ventures at the NewSchools Venture Fund, a national nonprofit venture philanthropy firm. She also led the organization’s research agenda and oversaw operations.

Throughout her career, Weiss has helped to pioneer innovative work to increase the effectiveness of teaching and learning processes. Prior to joining the NewSchools Venture Fund, she was CEO of Claria Corporation, an e-services recruiting firm that helped emerging-growth companies build teams quickly and well. Weiss has spent 20 years in the design, development, and marketing of technology-based products and services for education. She was senior vice president of product development at Pensare, an e-learning company that created business innovation programs for the Fortune 500 market. Prior to Pensare, she was co-founder, interim CEO, and vice president of products and technologies at Academic Systems, a company that helps hundreds of thousands of college students prepare for college-level work in mathematics and English.



### **Gene Wilhoit**

Executive Director, Council of Chief State School Officers

Gene Wilhoit assumed his role as executive director of the Council of Chief State School Officers (CCSSO) in November of 2006, having spent his entire professional career serving education at the local, state, and national levels. He began his career as a social studies teacher in Ohio and Indiana. He served as a program director in the Indiana Department of Education, an administrator in Kanawha County, West Virginia, and a special assistant in the U.S. Department of Education before assuming the position of executive director of the National Association of State Boards of Education (NASBE), which he held from 1986 to 1993.

From 1994 to 2006, Wilhoit led two state education agencies, as director of the Arkansas Department of Education and as deputy commissioner and commissioner of the Kentucky Department of Education. In those positions, he shepherded finance reform, led equity initiatives, designed and implemented assessment and accountability systems, advanced nationally recognized preschool and technology programs, and reorganized state agencies to focus on service and support.





## RESOURCE EXPERTS

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### **National Governors Association Center for Best Practices**

Founded in 1908, the National Governors Association 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 50 states, three territories and two commonwealths. The NGA Center for Best Practices is the only policy research and development firm that directly serves the nation's governors by developing innovative solutions to today's most pressing public policy challenges.

### **James B. Hunt, Jr. Institute for Educational Leadership and 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 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.