


Thinking  
Forward ▶

Preparing Our Students for the Future

 **6th Annual**  
North Carolina Legislators Retreat

**DECEMBER 15-16, 2008**  
Carolina Hotel • Pinehurst, North Carolina

 **JAMES B HUNT, JR INSTITUTE**  
*for* EDUCATIONAL LEADERSHIP *and* POLICY

*Working at the intersection of policy and politics*



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.



## *Welcome to the 6<sup>th</sup> Annual North Carolina Legislators Retreat*

Across the world, other countries are dramatically increasing their workforce capacity, and those showing promise are doing so with a rigorous curriculum and investments in human capital. At no time is there a greater need to deeply examine education successes abroad and use what we learn to support our own needs at home.

With a better understanding of what the future will require of our education system, we can more effectively prepare for the changes ahead. At the same time, we must be keenly aware of the current challenges we face to develop the best ways to clear those hurdles. That means we must take a broad look at our education system to identify the gaps and take steps to train and support the next generation of teachers and principals and provide effective integrated services to support students in their academic pursuits.

This year's Retreat will require us to "think forward" with highly-respected educational experts and researchers who, we hope, will help you develop a roadmap that leads to success for all students in North Carolina.

Like the rest of the nation, the current economy presents our state with real challenges; we also face a crucial transition. Not only have we evolved from a manufacturing to high-tech state, but our Baby Boom generation is preparing to retire. As we face the departure of skilled, experienced professionals, we need well-educated students to fill the high-paying jobs the knowledge economy will produce.

While we can't predict where tomorrow's Dow will land, we can be assured that the key to our economic prosperity is education. Your commitment to education in North Carolina is laudable, and we encourage you to take all you can from this Retreat to bolster your efforts. We look to you to make that happen.

A handwritten signature in blue ink, appearing to read "James E. Holshouser, Jr.", written over a faint, light blue background.

James E. Holshouser, Jr.  
Governor of North Carolina  
(1973-1977)

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James B. Hunt, Jr.  
Governor of North Carolina  
(1977-1985, 1993-2001)

10:00 – 11:00 AM	<b>Registration</b>	Conference Center Foyer
11:00 – 12:00 PM	<p><b>Welcome &amp; Brunch</b></p> <p><b>Judith Rizzo</b> Executive Director, James B. Hunt, Jr. Institute for Educational Leadership and Policy</p> <p><b>Governor James E. Holshouser, Jr.</b> Governor of North Carolina (1973-1977)</p> <p><b>Governor James B. Hunt, Jr.</b> Chair, James B. Hunt, Jr. Institute for Educational Leadership and Policy Foundation Governor of North Carolina (1977-1985; 1993-2001)</p>	Olmsted
12:00 – 1:30	<p><b>Session I</b> <i>Bringing the Best Home: International Practices in Education</i></p> <p><b>Moderator</b> <b>Governor James B. Hunt, Jr.</b></p> <p><b>Resource Experts</b> <b>Andreas Schleicher</b>, Division Head, Directorate for Education Organisation for Economic Co-operation and Development <b>Sir Michael Barber</b>, Partner, McKinsey &amp; Company <b>John Doman</b>, Executive Director Public School Forum of North Carolina</p>	Ross/Tufts
1:30 – 1:45	<b>Transition &amp; Break</b>	Foyer
1:45 – 3:15	<p><b>Session II</b> <i>2018 and Beyond: What Will the Future Require of Our Education System?</i></p> <p><b>Moderator</b> <b>The Honorable Rick Glazier</b> North Carolina House of Representatives</p> <p><b>Resource Experts</b> <b>Stephen Heppell</b>, Professor, Bournemouth University (UK) <b>Michael Horn</b>, Co-author, <i>Disrupting Class: How Disruptive Innovation will Change the Way the World Learns</i></p>	Ross/Tufts
3:15 – 3:30	<b>Break</b>	Foyer

*All sessions are designed to provide ample time for legislators to discuss the issues in depth.*

3:30 – 4:30	<b>Session III</b> <i>Are We There Yet? The Road Ahead for North Carolina</i> <b>Moderator</b> <b>Governor James E. Holshouser, Jr.</b> <b>Featured Speaker</b> <b>Joe Freddoso</b> , President and CEO, MCNC	Ross/Tufts
5:45	<b>Depart for Dinner</b> Guests will be transported to an alternate location for a reception and dinner. A shuttle is available from the hotel lobby.	Lobby
6:00 – 6:30	<b>Reception</b>	Donald Ross Grill
6:30 – 8:30	<b>Dinner &amp; Discussion</b> <b>Governor James E. Holshouser, Jr.</b> <b>Governor James B. Hunt, Jr.</b>	

*All sessions are designed to provide ample time for legislators to discuss the issues in depth.*

6:30 – 8:45 AM	<b>Buffet Breakfast</b>	Carolina Dining Room
9:00 – 9:15	<b>Welcome &amp; Introduction Governor James B. Hunt, Jr.</b>	Ross/Tufts
9:15 – 10:45	<b>Session IV</b> <i>Training and Supporting the Next Generation of Teachers and Principals</i> <b>Moderator</b> <b>Ann Denlinger</b> , President, Wake Education Partnership <b>Resource Experts</b> <b>Bill McDiarmid</b> , Professor, University of Washington <b>Sharon Nelson</b> , Midwest Regional Director, New Teacher Center <b>Sam Houston</b> , President and CEO, North Carolina Science, Mathematics, and Technology Education Center	Ross/Tufts
10:45 – 11:00	<b>Break</b>	Foyer
11:00 – 12:15 PM	<b>Session V</b> <i>A United Vision: Prioritizing Student Success</i> <b>Moderator</b> <b>Judith Rizzo</b> <b>Resource Experts</b> <b>Lieutenant Governor Diane Denish</b> , State of New Mexico <b>Irene Jacobs</b> , Executive Director, Arizona Governor's Cabinet for Children, Youth and Families <b>Jackie Williams Kaye</b> , The Atlantic Philanthropies	Ross/Tufts
12:15 – 12:30	<b>Closing Remarks</b> <b>Governor James B. Hunt, Jr.</b>	Ross/Tufts
12:30 – 1:30	<b>Lunch</b>	Olmsted

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## CO-CHAIRS

### **JAMES E. HOLSHOUSER, JR.**

Former Governor, North Carolina (1973-1977)

James E. Holshouser, Jr. is a native of Watauga County and a graduate of Davidson College. He served four terms in the North Carolina House of Representatives where he was Vice-Chairman of the House Judiciary Committee and House Rules Committee. He also served on the Study Commission on Reorganization of State Government and the Legislative Study Commission on Student Financial Aid.

During his term as governor, Holshouser was elected to the Executive Committee of the National Governors conference and chairman of the Southern Regional Education Board, co-chairman of the Coastal Plains Regional Commission, and chairman of the Southern Growth Policies Board.

Holshouser has served on the Board of Trustees of Davidson College and the Board of Advisors for Lees McRae College. He was chairman of the successful \$50 million capital fund-raising campaign for Davidson College and of the Board of Trustees of St. Andrews Presbyterian College. Holshouser served two eight-year terms on the Board of Governors of The University of North Carolina and continues to serve as a member emeritus.



### **JAMES B. HUNT, JR.**

Chair, James B. Hunt, Jr. Institute for Educational Leadership and Policy Foundation  
Former Governor, North Carolina (1977-1985; 1992-2001)

Former 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 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 board of the James B. Hunt, Jr. Institute for Educational Leadership and Policy Foundation. Established in 2001, the purpose of the Hunt Institute is to work with leaders to secure America’s future through quality education.

As governor, Hunt focused on early childhood development and improving the quality of teaching in America. His *Smart Start* program is a nonprofit, public-private partnership rooted in each of the state’s 100 counties, providing quality child care, health care, and family support for each child who needs it. It is funded primarily by the state but is also supported heavily by private corporations and individuals. *Smart Start* has been visited and studied by early childhood leaders from all 50 states and many foreign countries. It received the prestigious *Innovations in American Government Award* from the Ford Foundation and the John F. Kennedy School of Government at Harvard University.

Hunt has devoted much of the last 15 years of his life to excellence in teaching in the United States. He has co-chaired the “Committee of 50,” which led to the Carnegie Forum on Education and the Economy and eventually to the National Board for Professional Teaching Standards. He has also provided education leadership as the chairman of the National Commission on Teaching and America’s Future, chairman of the National Education Goals Panel, vice-chairman of the board of Achieve, Inc., chairman of the National Center for Public Policy and Higher Education, and a member of Secretary Spelling’s Commission on the Future of Higher Education. In 2006, Hunt 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*. He most recently received the Friday Medal for his lifetime contributions to public and higher education in North Carolina.



## HUNT INSTITUTE LEADERSHIP



### **JUDITH A. RIZZO, Ed.D.**

Executive Director and CEO

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

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In 2002, Dr. Judith A. Rizzo became the first Executive Director of the James B. Hunt, Jr. Institute for Educational Leadership and Policy. Prior to joining the Institute, she served as the Deputy Chancellor for Instruction at the New York City Board of Education. One of Rizzo's primary innovations as the chief educational officer for the nation's largest school system was the Chancellor's District, created to provide direct oversight of the city's lowest-performing elementary and middle schools and remove them from control of community school districts. She created the Extended Time School (ETS) model for those schools. Additionally, Rizzo led the efforts to introduce high academic standards for all grade levels, and designed and implemented new assessment tools to align with those standards. She helped design and implement the Early Childhood Language Assessment System (ECLAS), the first comprehensive early childhood standards system in New York State.

Rizzo has been on the front lines of public education reform efforts in cities across the country. Prior to joining the New York City Board of Education in 1995, Rizzo served as Deputy Superintendent for the Tacoma, WA public school system where she championed school-based management and oversaw curriculum and instruction, management of federal funds, and the implementation of school accountability protocols. She also served as the Deputy Superintendent for Curriculum and Instruction and the Bilingual Coordinator for Boston Public Schools. Prior to her work in administration, Rizzo was a public school principal and middle school teacher in Massachusetts.



### **LYNDA K. McCULLOCH**

Associate Director and Chief of Staff

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

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An education professional with 35 years of Pre-K-12 and university service at the state, regional, and national level, McCulloch served as Senior Education Advisor to Governor James B. Hunt, Jr. During her tenure, as Senior Education Advisor – a cabinet level position in the Hunt Administration – she served as chair of the North Carolina Education Research Council and on the executive committees of the Public School Forum of North Carolina Board, the North Carolina School Improvement Panel, and the Southeastern Vision for Education (SERVE). McCulloch is a founding member and current secretary of Governor Hunt's North Carolina First in America Foundation.

Prior to joining the Governor's Office in 1993, McCulloch completed her 20th year at the North Carolina Department of Public Instruction as a K-12 director of curriculum. After her service in the Governor's Office, she was the North Carolina President for Voyager Learning, Inc. and senior advisor to the Hunt Institute. In addition to her education career, she has worked as a private consultant with private and not-for-profit businesses on creating and managing high-performing organizations. In 2005, McCulloch joined the Hunt Institute as Associate Director and Chief of Staff.



## RESOURCE EXPERTS

### SIR MICHAEL BARBER

Partner

McKinsey & Company

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Sir Michael Barber is a Partner at McKinsey & Company, and leads its global education practice. He has been working on major challenges of performance, organization and reform in government and the public services, especially education, in the USA, UK and other countries.

From 2001-2005 he was the Founder and first Head of the Prime Minister's Delivery Unit where he was responsible for the oversight of implementation of the British Prime Minister, Tony Blair's priority programs including education among others.

From 1997-2001, Barber was Chief Adviser to the UK Secretary of State for Education on School Standards, responsible for the implementation of the government's school reform programs.

Prior to joining government Michael Barber was a Professor at the Institute of Education, University of London. He is the author of *Instruction to Deliver* (recently published) and numerous other books and articles.



### LIEUTENANT GOVERNOR DIANE DENISH

Chair, New Mexico Children's Cabinet

State of New Mexico

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Diane Denish is the first woman to be elected Lieutenant Governor in New Mexico. A lifelong New Mexican, Denish is the former chair of the Democratic Party of New Mexico and for 12 years owned a successful small business. Named one of the Top 100 New Mexicans in honor of her community leadership, the lieutenant governor has served as Chair of New Mexico First, New Mexico Community Foundation, the state's Commission on the Status of Women, and the New Mexico Tech Board of Regents.

During her time in office, she has fought to improve education by expanding pre-Kindergarten programs across the state and getting state agencies to band together to prepare the "Educonomy" of our future workforce. She signed into law bills creating the Children's Cabinet and the Next Generation Fund to support positive after-school activities. She led the Health Coverage for All New Mexicans Committee and pushed to extend insurance to all of New Mexico's 400,000 uninsured in the 2008 session.

Denish has held 25 small business forums throughout the state to connect businesses with public and private programs. She has successfully pushed for programs that provide microloans and other forms of capital to businesses. She brokered an agreement on new payday lending regulations and reform of the Regional Housing Authority. And she led the effort to provide home loan protection that has helped New Mexico consumers avoid high-cost mortgages. She has also cracked down on criminals who endanger children and successfully lobbied for Katie's Law, requiring DNA samples from anyone arrested for a crime.

Her numerous honors include the University of New Mexico's James F. Zimmerman Award for outstanding alumni (2008); PNM's Entrepreneur Advocate of the Year (2006); WesstCorp's New Mexico Entrepreneurial Advocate of the year (2006); Leadership New Mexico's Distinguished Alumnus Award (2006); the Rev. Martin Luther King, Jr. Community Service Award (2005); Albuquerque Chamber of Commerce's Excellence in Education Award (2005); the Women Impacting Public Policy New Mexico Legislative Leadership Award (2004); and the American Academy of Pediatrics' Child Health Advocate Award (2004).



## RESOURCE EXPERTS



### **ANN DENLINGER, Ed.D.**

President  
Wake Education Partnership

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Ann Denlinger, president of the Wake Education Partnership, is a former classroom teacher, principal and superintendent who worked in Wake, Wilson, and Durham counties.

She was named North Carolina Superintendent of the Year in 2000 during her tenure as top administrator of Durham Public Schools from 1997 to 2006. She then worked briefly as a senior associate at the Schlechty Center for Leadership and School Reform before joining the Partnership in May, 2007.

Denlinger received the Jay Robinson Leadership Award in 2006, given by the Public School Forum of North Carolina, in recognition of her deep commitment to helping all children. She was also the first school superintendent to receive the prestigious Durham Chamber of Commerce Civic Honor Award in 2003. From 1992 to 1997, she served as superintendent of Wilson County Schools, and before that time worked in the Wake County Public School District, where she started her career. During her time with Wake County she was an assistant superintendent for curriculum and instruction, a principal and a teacher.

She earned her associate of arts degree from Peace College, as well as doctorate and master's degrees in education administration from Campbell University. Denlinger grew up in Fuquay-Varina where she attended public schools.



### **JOHN DORNAN**

Executive Director  
Public School Forum of North Carolina

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John Dornan has served as the Executive Director of the North Carolina Public School Forum since 1986. The Forum's work in the public policy arena has laid the foundation for several major legislative initiatives, including the establishment of the nation's largest prospective teacher scholarship program, *North Carolina Teaching Fellows*. In addition to his work in research, public policy, and advocacy, Dornan has provided leadership to the Forum as it has moved into areas as diverse as leadership training, teacher preparation, technology planning, and providing support for school/business partnerships. The Forum's work has expanded to a six-state area in the Southeast.

Dornan began his career as a high school English teacher. He left the classroom in 1969 and worked for 17 years with educational associations in Pennsylvania, California, Indiana, Washington, DC, New York, and North Carolina. In New York and North Carolina, he has been an adjunct professor, teaching courses in educational leadership and labor relations. Dornan has served on North Carolina's School Improvement Panel and Workforce Preparedness Commission and serves on the boards of the Center for International Understanding, North Carolina in the World, and the North Carolina Science, Mathematics and Technology Education Center.

## RESOURCE EXPERTS

### **JOSEPH A. (JOE) FREDDOSO**

President and CEO  
MCNC

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In his role as President and CEO of the MCNC, Joe Freddoso works with the MCNC Board of Directors (BOD), the MCNC Advisory Committee (MAC) and MCNC staff to meet the organization's mission of employing advanced Internet Protocol (IP) networking technologies and systems to continuously improve learning, research, and collaboration throughout North Carolina's K-20 education community. He is responsible for coordination with the MCNC BOD to define the overall strategic direction for the organization. He works with the MAC and the MCNC staff to devise and implement plans to fulfill this strategic direction in a manner that positively impacts all of North Carolina's students and meets the fiscal goals defined by the MCNC BOD.

He is also active in the local RTP community, serving on the board of directors of the State of North Carolina eLearning Commission, the Public School Forum of North Carolina, the North Carolina New Schools Project, the Kenan Fellows Program, the Emily Krzyzewski Family Life Center, and the Council for Entrepreneurial Development. In January 2008, he was appointed by the Wake County Commissioners to serve on the Triangle Transit (formerly Triangle Transit Authority) Board of Directors. He also serves an ongoing role on the Blue Ribbon Commission for the Future of Wake County.

Freddoso came to MCNC after more than seven years with Cisco, where he served as Director of Cisco's Research Triangle Park site operations for six years. In this role, he oversaw public and media relations, government affairs, and Cisco's philanthropic outreach in the RTP region. During this period, he held several leadership roles with statewide and regional economic development, education, transportation, and advocacy organizations.



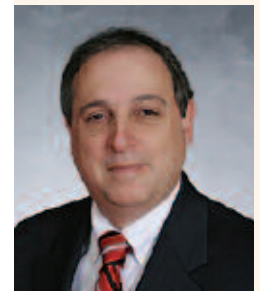
### **THE HONORABLE RICK GLAZIER**

North Carolina House of Representatives

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Representative Rick Glazier is serving his third term as a member of the North Carolina House of Representatives, representing District 45 in Cumberland County. He currently serves as Co-chair of the Joint Legislative Ethics Committee, the House Appropriations Subcommittee on Education, and the Joint Select Committee on Public School Funding Formulas. He is also the Vice-Chair of the Committee on Rules, Calendar and Operations of the House, the Joint Select Committee on Emergency Preparedness and Disaster Management and the Judiciary II Committee, and serves as a member of several other standing and interim committees.

Glazier is also an employment and labor law attorney with a personal background of neighborhood involvement and extensive public service. Glazier received his JD from Wake Forest University in 1981 and served in the Cumberland County public defender's office and as an Assistant Public Defender before two federal clerkships and a private practice career. He is a visiting professor in Criminal Justice at Fayetteville State University and has been teaching pre-trial law at the Campbell University School of Law for 13 years. He has previously taught criminal justice as an adjunct professor at Fayetteville Technical Community College and North Carolina State University. Glazier is also a six-year veteran board member of the Cumberland County School Board, serving two years as Chairman.



## RESOURCE EXPERTS



### STEPHEN HEPPELL

CEO, Heppell.net

Professor and Chair in New Media Environments, Bournemouth University

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Stephen Heppell founded Ultralab in the 1980s, moving there from the UK Government's groundbreaking Microelectronics Education Programme. Over a score of years Ultralab grew to become Europe's leading learning technology research center with projects that pioneered multimedia CD ROMs and on-line communities in the 1980s before the web.

Once called "Europe's leading online education expert" by Microsoft, Heppell was the guiding "father" of a number of social networking projects including ESW (1980s); Schools OnLine for the Department of Trade and industry (1995-1996); Tesco Schoolnet (1999-2000); and Think.com (1999).

He left Ultralab to found his own flourishing policy and learning consultancy *Heppell.net* which now has a portfolio of international projects including: *Learnometer* and *HorizonTAL*. Stephen chairs the charity *Inclusion Trust* with its flagship project for children excluded from school by behavior or circumstances, *Notschool.net*, and is a board member of *Teachers.TV* – a UK public service TV and broadband channel for professional development of teachers.

In June 2006, Heppell was awarded the *Royal Television Society's Judges Award* for Lifelong Services to Educational Broadcasting. Stephen is retained by a number of organizations to help with future policy and direction, including the BBC and the UK government, and he is an associate of KPMG.



### MICHAEL HORN

Co-founder and Executive Director of Education

Innosight Institute

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Michael Horn is the co-founder and Executive Director of Education of Innosight Institute, a non-profit think tank devoted to applying the theories of disruptive innovation to problems in the social sector. He is the co-author of *Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns* (McGraw-Hill: June 2008) with Harvard Business School Professor and best-selling author Clayton M. Christensen and Curtis W. Johnson, president of the Citistates Group.

The book uses the theories of disruptive innovation to identify the root causes of schools' struggles and suggests a path forward to customize an education for every child in the way he or she learns. Horn has been featured as a speaker at many education conferences, including the National Evaluation Systems' conference, the Virtual School Symposium, and the Grantmakers for Education conference.

Prior to this, Horn worked at America Online during its aol.com re-launch, and before that he served as David Gergen's research assistant, where he tracked and wrote about politics and public policy. Horn has written articles for numerous publications, including *Education Week*, *Forbes*, the *Boston Globe*, and *U.S. News & World Report*.

Horn earned his MBA from Harvard Business School and an AB from Yale University, where he graduated with distinction in History.

## RESOURCE EXPERTS

### **SAMUEL H. HOUSTON, Ed.D.**

President and CEO

North Carolina Science, Mathematics, and Technology Education Center

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Sam Houston is President and Chief Executive Officer of the North Carolina Science, Mathematics, and Technology Education Center. The Center is dedicated to the advancement of science, mathematics, and technology in the schools of North Carolina and around the nation. Prior to this appointment, Dr. Houston served as Vice President for Program and Policy of EdGate, Inc. and was the first executive director of the University of North Carolina Center for School Leadership Development. In that post, he helped focus and align all university resources on professional development for teachers, administrators, and other education leaders. A former public school teacher and veteran educational administrator, Houston also previously served as executive director of the North Carolina Education Standards and Accountability Commission, which was charged with defining the skills that North Carolina's students must master to compete successfully in the information economy. In 2007, he was named Chair of the NC Blue Ribbon Commission on Testing and Accountability and published a report to the General Assembly and State Board of Education stating the findings of the Commission.

Dr. Houston has written and lectured widely on such topics as strategic planning, student performance and accountability, meeting the needs of the 21st century workforce, social promotion, and building educational partnerships. Active in an array of civic and educational organizations, Houston earned the RJR-Nabisco Foundation's 1993 China Breaker Award for implementing educational change and was named North Carolina's Outstanding Community Educator in 1992. More recently, Dr. Houston has been appointed to the National Science Resources Center Advisory Board and has served on the Microsoft School of the Future World Summit 2007 Advisory Board. He serves on the James B. Hunt, Jr. Institute for Educational Leadership and Policy Board of Directors and recently was presented a Distinguished Career Award from the University of North Carolina at Greensboro School of Education.

Dr. Houston holds undergraduate and master's degrees from Appalachian State University, an Educational Specialist Degree for East Carolina University, and his Doctorate in Education from the University of North Carolina at Greensboro.



### **IRENE JACOBS**

Director

Governor's Office for Children, Youth and Families, State of Arizona

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Irene Jacobs is committed to creating a world where all children have the opportunity to achieve their full potential. She serves on Governor Janet Napolitano's Executive Team as Senior Policy Advisor and Director of the Office of Children, Youth and Families.

Through her leadership, the Office has evolved into eight highly empowered integrated divisions that serve the community on the issues of early childhood education, substance abuse prevention and treatment, youth development, juvenile justice, domestic violence, and women and children's health. The Office provides approximately \$25 million in grants to organizations throughout Arizona and involves hundreds of citizens through 17 Boards and Commissions, including the Governor's Children's Cabinet. It provides statewide training and is the lead on special projects such as the Governor's Book Program.

Jacobs served as director of the State School Readiness Board – helping to guide the governor's actions pertaining to early education and lay a foundation for a citizen's initiative to improve the development and health of children. She subsequently led the creation of similar frameworks that guide statewide policy and program improvements in the areas of substance abuse prevention, youth development, and benchmarks of child well-being.

Previously, Jacobs worked with Phoenix Children's Hospital, Save the Children, and Children's Action Alliance. She has a master's degree in social work and is on the Boards of the United Healthcare Children's Foundation, the Interagency Council on Homelessness, and the Arizona Grantmaker's Forum.



## RESOURCE EXPERTS



### **JACKIE WILLIAMS KAYE**

Strategic Learning and Evaluation Executive  
The Atlantic Philanthropies

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Jackie Williams Kaye joined The Atlantic Philanthropies in January 2004. She provides evaluation-related support to four program working in the USA, Bermuda and Vietnam—Disadvantaged Children and Youth; Ageing; Human Rights; and Public Health. The Strategic Learning and Evaluation team facilitates grantee evaluation, has direct responsibility for Atlantic’s program evaluation, and works to build the evaluation capacity and “mindset” within the foundation.

A public health background led to research and evaluation interests in reproductive health and adolescent pregnancy. Her work as an external evaluator with grantees of the Robin Hood Foundation in New York focused on a range of efforts to address poverty and improve the lives of disadvantaged children and families. Just prior to joining Atlantic, Kaye spent three years at The Edna McConnell Foundation as part of its evaluation team and moved into philanthropy as a social scientist looking to use her research and evaluation skills in a new way.



### **BILL McDIARMID, Ph.D.**

Professor, University of Washington  
Incoming Dean, School of Education, University of North Carolina at Chapel Hill

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Dr. G. Williamson (Bill) McDiarmid, Boeing Professor of Teacher Education at the University of Washington at Seattle is the newly appointed dean of the University of North Carolina at Chapel Hill School of Education.

He is a senior fellow with the Washington Center for Teaching and Learning and Teachers for a New Era, a national initiative designed to enhance K-12 teaching. With funding from the Carnegie Corporation of New York, Teachers for a New Era works to renew pre-service teacher preparation, create residencies for education graduates, and track their classroom performance.

McDiarmid also helped create the Teaching/Learning Partnership program, working in conjunction with the University of Washington’s College of Arts and Sciences, the Seattle Public Schools, and the Seattle Education Association. The program prepares people in mid-career transition to teach math and science in Seattle’s high-need middle schools.

A native of Raeford, NC, McDiarmid previously served on the faculties of the University of Alaska-Anchorage, the University of Alaska-Fairbanks, and Michigan State University. In Anchorage, he was director of the Institute of Social and Economic Research and professor of educational policy, where his research focused on Alaska Native educational issues.

In 2007, he was a visiting professor at Hebei Normal University in Shijiazhuang, China. His honors include being named a National Academy of Education Spencer Fellow and receiving the Outstanding Contribution to Interpretative Research Award from the American Educational Research Association.

He received a bachelor of arts degree with highest honors in American studies from the University of North Carolina at Chapel Hill in 1969 and earned his doctor of education degree in administration, planning, and social policy from Harvard University’s Graduate School of Education in 1984.

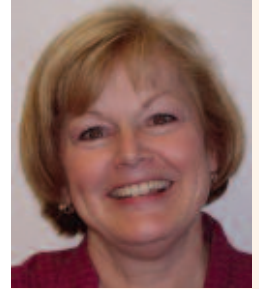
## RESOURCE EXPERTS

### **SHARON NELSON**

Midwest Regional Director  
New Teacher Center, University of California, Santa Cruz

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Sharon Nelson is the Midwest Regional Director for the New Teacher Center at the University of California, Santa Cruz and is housed in her “home” school district in Waunakee, Wisconsin. Her educational experience includes 24 years as a high school science teacher, a Teacher-in-Residence at the US Department of Education, Office of the Secretary with Richard Riley and Rod Paige, and much work at the local, state, and national level regarding science education, teacher leadership, and advocacy. She has been with the New Teacher Center since August 2001.



### **ANDREAS SCHLEICHER**

Head of the Indicators and Analysis Division (Directorate for Education),  
Organisation for Economic Co-operation and Development (OECD)

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As Division Head, Andreas Schleicher’s responsibilities include directing the OECD Programme for International Student Assessment (PISA) and the OECD Indicators of Education Systems programme (INES) and steering the development of new projects such as the OECD Teaching and Learning International Survey (TALIS) and the OECD Programme for the International Assessment of Adult Competencies (PIAAC). Since 1994, he has held several other positions within the OECD.

Before joining the OECD, Schleicher served as Director for Analysis at the International Association for Educational Achievement (IEA) within the Institute for Educational Research in the Netherlands (1993-1994) and International Co-ordinator for the IEA Reading Literacy Study, at the University of Hamburg, Germany (1989-1992). Originally a graduate in physics, he subsequently studied mathematics at Deakin University in Australia, where his master’s thesis received the Bruce Choppin Award.

In 2003, Schleicher was awarded the “Theodor Heuss” prize, named after the first president of the German Federal Republic of Germany, for “exemplary democratic engagement” in association with the public debate on PISA. He also holds an honorary professorship at the University of Heidelberg in Germany. In 2002, he was awarded the “educación y libertad en el ámbito educativo” prize by the Spanish national association of private schools.



## RESOURCE EXPERTS

### **Sir Michael Barber**

McKinsey & Company  
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### **Lieutenant Governor Diane Denish**

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A header image showing a view of Earth from space, with a bright sun or star in the upper left corner, creating a lens flare effect. The text 'HUNT INSTITUTE STAFF' is centered over this image.

## HUNT INSTITUTE STAFF

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