

# EDUCATION | FOR A STRONGER NORTH CAROLINA



## HOLSHOUSER LEGISLATORS RETREAT

### PROGRAM BOOK



December 9-10, 2015

Grandover Conference Center  
Greensboro, NC





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# HOLSHOUSER LEGISLATORS RETREAT

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A part of the nation's first public university – The University of North Carolina at Chapel Hill  
– The Hunt Institute is a recognized leader in the movement to transform public education.  
Marshaling expertise from a nationwide partner network, The Institute brings together people  
and resources that help build and nurture visionary leadership and mobilize strategic action for  
greater educational outcomes and student success.

*Front cover photo of Governor Holshouser courtesy of the State Archives of North Carolina.*

## Welcome

It is my pleasure to welcome you to the December **2015 Holshouser Legislators Retreat**. We are excited about this year's theme: *Education for a Stronger North Carolina | Policy, Implementation, and Results*. You will have an opportunity to consider how state education policy can lead to effective implementation that produces better results for all North Carolina students. Good policy implemented by capable and invested educators and agencies can be our means to achieving great results for students.

During our time together at the Retreat, we will focus on key education issues, including the critical role of early childhood education, effective school leaders, digital learning innovation, quality assessments, and the impact of the *Elementary and Secondary Education Act* on state policy. We will feature breakout sessions to hone in on how to leverage teacher leaders, support school leaders, and maximize technology to deliver STEM education. In keeping with tradition, the Retreat will deliver the most up-to-date research and thinking from state and national experts as well as the opportunity to exchange ideas and strategies with them – and each other – on the trends and best practices pertinent to North Carolina. The highlight of our two days will be the keynote from Dr. Terry Holliday, former Kentucky Commissioner of Education, who will share how Kentucky transformed their education system through the creation and implementation of sound policies to drive improvements and results.

Our goal is to provide you with a program that empowers you to make informed decisions. We applaud you for your sincere dedication to education and leadership in support of all North Carolina students.

Best regards,



Judith A. Rizzo, Ed.D.  
Executive Director and CEO  
The Hunt Institute

**WEDNESDAY,  
DECEMBER 9, 2015**

**10:00 - 11:30 AM**

**REGISTRATION**

CARLISLE  
PRE-FUNCTION

**11:30 - 12:30 PM**

**LUNCH & KEYNOTE**

GRIFFIN  
ROOM

**Representative D. Craig Horn, Introduction**  
Chair, House Education Appropriations and House Education K-12  
**Dr. Terry Holliday**  
Former Commissioner, Kentucky Department of Education  
*Policy for Results: Transforming Education in Kentucky*

**12:30 - 12:45 PM**

**WELCOME & SETTING THE STAGE**

CARLISLE  
BALLROOM

**Governor James B. Hunt, Jr.**  
Chair, The Hunt Institute Foundation Board  
Governor of North Carolina (1977-1985; 1993-2001)  
**Dr. Judith A. Rizzo**  
Executive Director and CEO, The Hunt Institute

**12:45 - 1:45 PM**

**CRITICAL ROLE OF EARLY CHILDHOOD  
EDUCATION: RETURN ON INVESTMENT**

CARLISLE  
BALLROOM

**Dr. Jacqueline Jones**  
President and CEO, Foundation for Child Development  
**Susan Perry-Manning**  
Executive Director, Delaware Office of Early Learning  
**Cindy Watkins**  
President, Smart Start  
FACILITATOR: **Bruce Atchison**  
Executive Director of Policy and Operations and Director of Early Learning, Education  
Commission of the States (ECS)

**1:45 - 2:45 PM**

**LEADING THE WAY: RECRUITMENT, PREPARATION,  
AND RETENTION OF EFFECTIVE SCHOOL LEADERS**

CARLISLE  
BALLROOM

**Dr. Arthur Levine**  
President, Woodrow Wilson Foundation  
**Andrew Cole**  
Consultant, Educational Leadership, The Wallace Foundation  
**Dr. Bonnie Fusarelli**  
Director, Northeast Leadership Academy and Professor of Educational Leadership,  
North Carolina State University  
FACILITATOR: **Dr. Carolyn Jefferson-Jenkins**  
Director of Policy, Program and Communications, The Hunt Institute

WEDNESDAY,  
DECEMBER 9, 2015

2:45 - 3:00 PM

**BREAK/TRANSITION TO BREAKOUT SESSIONS**

3:00 - 4:00 PM

**BREAKOUT SESSIONS (FIRST BREAKOUT SELECTION)**

**LEVERAGING TEACHER LEADERS**

PROVINCIAL  
ROOM

**Dan Swartz**

Project L.I.F.T., Charlotte-Mecklenburg Schools

**Dr. Jason Van Heukelum**

Deputy Superintendent, Cabarrus County Schools

**Trey Ferguson**

Math Instructor, Wake County Public Schools

FACILITATOR: **Mike Martin**

Standards and Accountability Specialist, The Hunt Institute

**SUPPORTING SCHOOL LEADERS**

RENOIR  
ROOM

**Dr. Mary Ann Wolf**

Director of Digital Learning Programs, The Friday Institute for Educational Innovation

**Dr. Freddie Williamson**

Superintendent, Hoke County Schools

**Kevin Wheat**

Principal, Allen Jay Preparatory Academy, Guilford County Schools

FACILITATOR: **Dr. Shirley B. Prince**

Executive Director, North Carolina Principals and Assistant Principals' Association

**MAXIMIZING TECHNOLOGY: DELIVERING A STEM EDUCATION**

RIVIERA  
ROOM

**Cindy Bullard**

Department Chair, The NC Leadership Academy Charter School

**José Garcia**

STEM Director, Greene County Schools

**Dr. Amanda Martyn**

Instructor of Biology, North Carolina School of Science and Mathematics

FACILITATOR: **Dr. Steven Hill**

Executive Director, STEM East Network

4:00 - 4:15 PM

**BREAK/TRANSITION TO BREAKOUT SESSIONS**

**WEDNESDAY,  
DECEMBER 9, 2015**

**4:15 - 5:15 PM**

**BREAKOUT SESSIONS (SECOND BREAKOUT SELECTION)**

**5:15 - 5:50 PM**

**BREAK**

**5:50 - 6:00 PM**

**GROUP PHOTO FOR ATTENDING LEGISLATORS**

GRANDVIEW  
FOYER

**6:00 - 6:30 PM**

**RECEPTION**

GRANDVIEW  
FOYER

**6:30 - 8:00 PM**

**DINNER**

GRANDVIEW  
BALLROOM

**THURSDAY,  
DECEMBER 10, 2015**

**7:00 - 8:15 AM**

**BREAKFAST**

DI VALLETTA  
RESTAURANT

**8:15 - 8:30 AM**

**WELCOME AND REFLECTION**

CARLISLE  
BALLROOM

**8:30 - 8:45 AM**

**ELEMENTARY AND SECONDARY EDUCATION ACT  
(ESEA) UPDATE**

CARLISLE  
BALLROOM

**Lucille E. Davy**  
Senior Advisor, The Hunt Institute

**8:45 - 9:45 AM**

**DIGITAL LEARNING INNOVATION**

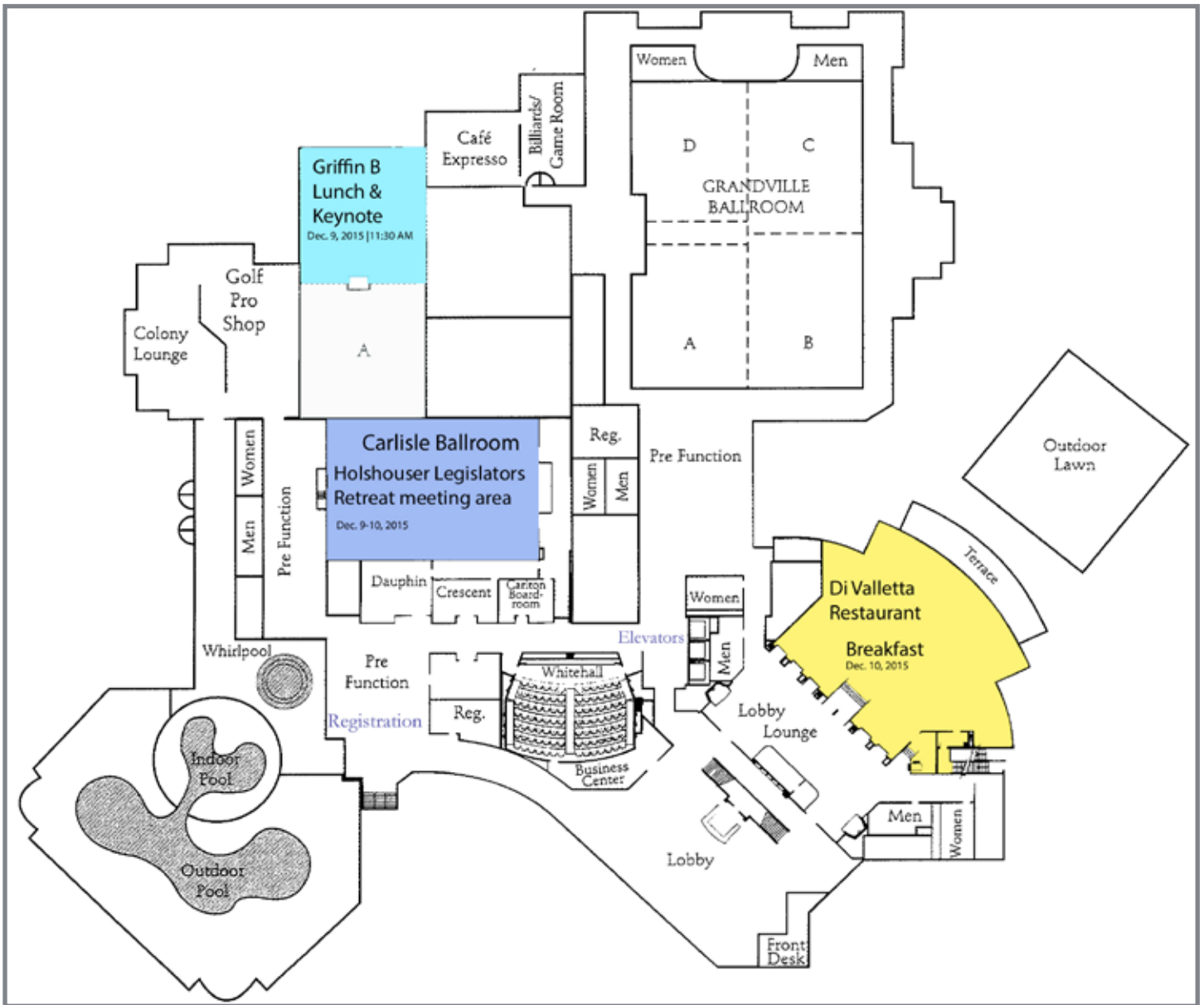
CARLISLE  
BALLROOM

**Dr. Melinda Maddox**  
Deputy State Superintendent, Office of Technology and Data,  
Alabama Department of Education  
**Dr. Glenn Kleiman**  
Executive Director, The Friday Institute for Educational Innovation  
**Michael West**  
Technology Facilitator, Wendell Middle School, Wake County Public  
Schools  
FACILITATOR: **André Peek**  
Chair-Emeritus, NC Business Committee for Education

THURSDAY,  
DECEMBER 10, 2015

<p>9:45 - 10:00 AM</p>	<p><b>BREAK</b></p>	
<p>10:00 - 11:00 AM</p>	<p><b>QUALITY ASSESSMENTS: EFFECTIVE STATE POLICY</b></p> <p><b>Dr. Brian Gong</b> Senior Associate, National Center for the Improvement of Educational Assessment</p> <p><b>Dr. Amber Northern</b> Senior Vice President for Research, Thomas B. Fordham Institute</p> <p><b>Dr. Gregory Cizek</b> Professor of Educational Measurement and Evaluation, UNC-Chapel Hill School of Education</p> <p>FACILITATOR: <b>Lucille E. Davy</b> Senior Advisor, The Hunt Institute</p>	<p>CARLISLE BALLROOM</p>
<p>11:00 - 12:15 PM</p>	<p><b>REFLECTION AND RESPONSE: IMPLICATIONS FOR DISTRICT LEADERS</b></p> <p><b>Dr. Patrick C. Miller</b> Superintendent, Greene County Schools</p> <p><b>Dr. Janet Mason</b> Superintendent, Rutherford County Schools</p> <p><b>Dr. Tony Jackson</b> Superintendent, Vance County Schools</p> <p>FACILITATOR: <b>Dr. Michael Priddy</b> Board Chair, Public School Forum of North Carolina</p>	<p>CARLISLE BALLROOM</p>
<p>12:15 - 12:30 PM</p>	<p><b>CLOSING REMARKS</b></p> <p>Governor James B. Hunt, Jr.</p>	<p>CARLISLE BALLROOM</p>
<p>12:30 - 1:30 PM</p>	<p><b>OPTIONAL LUNCH</b></p>	<p>CARLISLE BALLROOM</p>

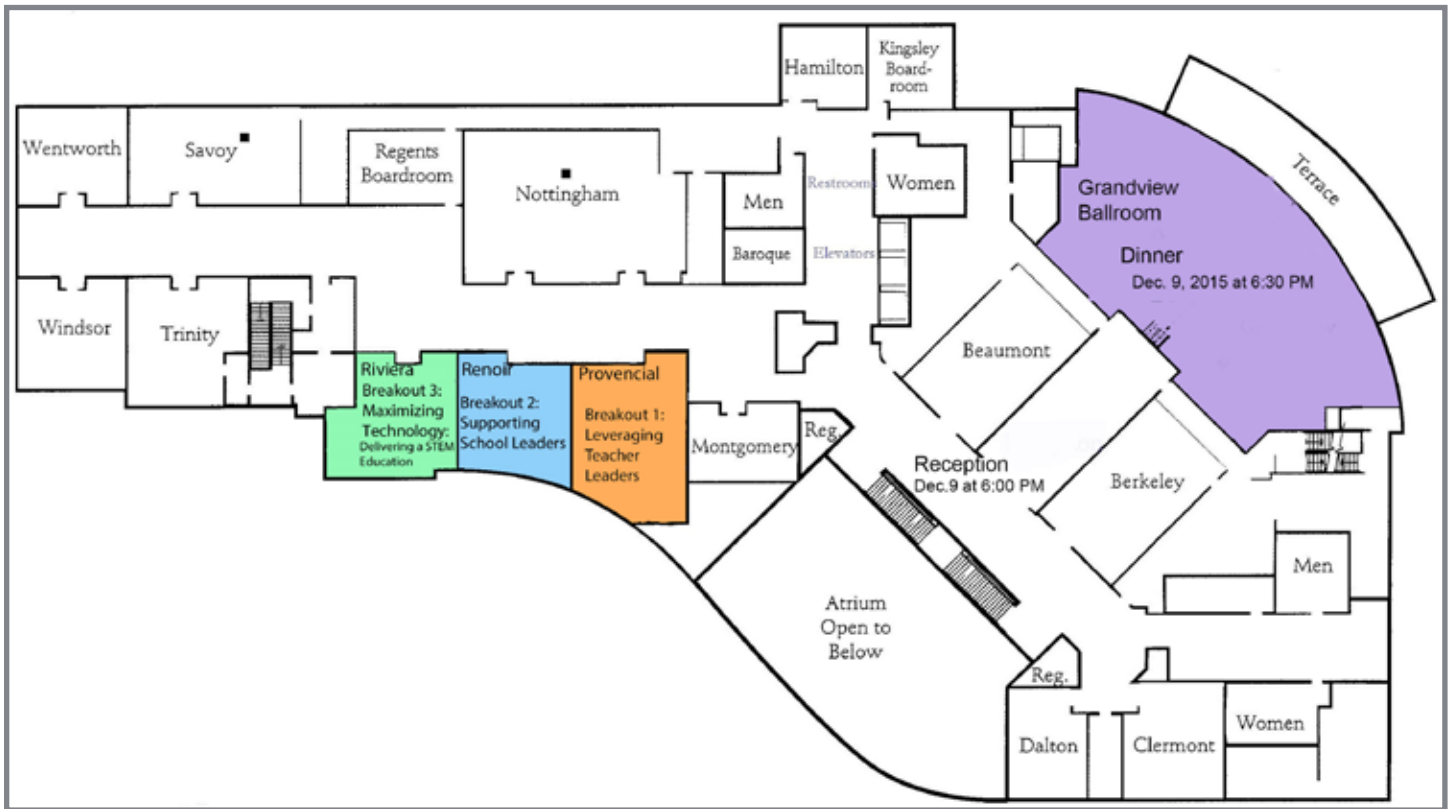
# Grandover 1<sup>st</sup> Floor



- Griffin Room** Lunch and Keynote  
December 9, 2015
- Carlisle Ballroom** Holshouser Legislators Retreat meeting area
- Di Valletta Restaurant** Breakfast  
December 10, 2015



## Grandover 2<sup>nd</sup> Floor



- Provencial Room** Breakout Session 1: Leveraging Teacher Leaders  
December 9, 2015
- Renoir Room** Breakout Session 2: Supporting School Leaders  
December 9, 2015
- Riviera Room** Breakout Session 3: Maximizing Technology: Delivering a STEM Education  
December 9, 2015
- Grandview Ballroom** Dinner  
December 9, 2015

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

*Chair, The Hunt Institute Foundation Board  
Governor of North Carolina (1977-1985; 1993-2001)*

Recognized nationally as a leader in education, Governor Jim Hunt led his state through 20 years of dramatic economic change. Serving a historic four terms as governor, he has been at the forefront of education reform in North Carolina and in the nation. As governor, Hunt focused on early childhood development and improving the quality of teaching in America. His Smart Start program received the prestigious *Innovations in American Government Award* from the Ford Foundation and the John F. Kennedy School of Government at Harvard University. Under his leadership, North Carolina public schools improved test scores more than any other state in the 1990s, according to the Rand Corporation. 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, Gov. Hunt 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.

**Dr. Judith A. Rizzo**

*Executive Director and CEO, The Hunt Institute*

Judith A. Rizzo has been on the front lines of public education reform efforts in cities across the country. As the executive director and CEO, she has grown The Hunt Institute into a national resource for governors, legislators, and other political, business, and education leaders, supporting their development and implementation of effective education policies and programs. Prior to The Institute, Dr. Rizzo served as deputy chancellor for instruction for the New York City Public Schools. There, she implemented well-respected reforms, including the creation of the Chancellor's District to provide direct oversight of the city's lowest-performing schools. These schools outperformed schools with similar demographics and challenges and have become an often-imitated turnaround model for failing schools. Under her leadership, the Extended Time School (ETS) model and the Early Childhood Language Assessment System (ECIAS) were designed and implemented. During her tenure, Rizzo introduced a comprehensive system of content standards, aligned assessments, and teacher development.

## KEYNOTE ADDRESS

**Representative D. Craig Horn**

*Chair, House Education Appropriations and House Education K-12, North Carolina General Assembly*

Representative Horn is serving his third term in the North Carolina General Assembly. A former Russian linguist for the U.S. Air Force Security Service, he is a retired food broker and businessman. Horn chairs the House Appropriations Committee for Education and the House Committee on K-12 Education Policy. He has taken a leading role in promoting the digital education environment in North Carolina schools. He was the chair of the House Committee on Education Innovation. Recently characterized as the “Education Legislator” by *edNC* magazine, Horn is a frequent guest speaker on panels and committees to provide the legislative perspective on the future of education in North Carolina and across the country.

**Terry Holliday, Ph.D.**

*Former Commissioner, Kentucky Department of Education*

Dr. Holliday was Kentucky’s fifth commissioner of education from 2009 to 2015. Previously, he served as superintendent of the Iredell-Statesville School District in North Carolina from 2002-2009. Under his leadership, the school district received the 2008 *Malcolm Baldrige National Quality Award*. In December 2010, he was named to the board of directors of the Council of Chief State School Officers (CCSSO) and served as the president. Holliday also served on the National Assessment Governing Board (NAGB), and is currently a Malcom Baldrige Board of Overseers. He is the co-author of *Running All the Red Lights: A Journey of System-Wide Educational Reform*.

## CRITICAL ROLE OF EARLY CHILDHOOD EDUCATION

**Bruce Atchison**

*Executive Director of Policy Operations and Director of Early Learning, Education Commission of the States*

Atchison brings more than 30 years of experience in early education. He has served as chief of staff for a lieutenant governor, a member of the governors cabinet and senior leadership team, executive vice president of a child advocacy organization, the Head Start State Collaboration Director, executive director of Denver Public Schools Family Resource Schools, director of the City of Boulder’s Children’s Services, and president and CEO of a nonprofit childcare center. Atchinson was also on the faculty of the University of Denver and the University of Colorado, Boulder, as a child development specialist.

**Jacqueline Jones, Ph.D.**

*President and CEO, Foundation for Child Development*

Dr. Jones has served as senior advisor on early learning to Secretary of Education Arne Duncan and as the country’s first deputy assistant secretary for policy and early learning in the U.S. Department of Education. Prior to federal service, Jones was the assistant commissioner for the division of early childhood education in the New Jersey State Department of Education. For more than 15 years, she served as a senior research scientist at the Educational Testing Service in Princeton. Jones has been a visiting faculty member at the Harvard Graduate School of Education and a full-time faculty member at the City University of New York.



### **Susan Perry-Manning**

*Executive Director, Delaware Office of Early Learning*

Perry-Manning has more than two decades of experience in early childhood issues and nonprofit management. She has served as the vice president and senior director for policy and programs at The North Carolina Partnership for Children, Inc. and was a part of the core writing team that developed North Carolina's winning \$70 million, four-year federal *Race to the Top Early Learning Challenge Grant* application. She currently serves as secretary of the National Association for the Education of Young Children (NAEYC) Governing Board.



### **Cindy Watkins**

*President, Smart Start*

Watkins brings nearly 30 years of experience working with children, families and communities to focus energy and attention on improving the lives of young children. She has more than 14 years of nonprofit management experience, serving as the executive director of three Smart Start Partnerships, including the Person Partnership for Children, the Alamance Partnership for Children, and the president and CEO of the Guilford Partnership for Children. She also served as the organizational advancement director at The North Carolina Partnership for Children, Inc., where she developed and implemented organizational strengthening and capacity building initiatives with local partnerships, including board and staff leadership development. Additionally, Watkins worked in the public school system in Virginia and North Carolina, both as a teacher and a counselor.

## LEADING THE WAY: RECRUITMENT, PREPARATION, AND RETENTION OF EFFECTIVE SCHOOL LEADERS



### **Carolyn Jefferson-Jenkins, Ph.D.**

*Director of Policy, Program and Communications, The Hunt Institute*

Dr. Jefferson-Jenkins has enjoyed a meaningful and diverse multi-decade career in PK-12 schools, higher education and the nonprofit sector. Her emphasis has been on education and policy, with a particular focus on equity, education reform, and urban education leadership. In her various roles, she has been a teacher, instructional coach, department chair, assistant principal, high school principal, director of curriculum, professional development coordinator and chief academic officer. Additionally, she has provided technical assistance and professional development to local school districts and state education agencies throughout the U.S. She was a two-term president of the League of Women Voters of the United States and chair of the League of Women Voters Education Fund.



### **Arthur Levine, Ph.D.**

*President, Woodrow Wilson Foundation*

Dr. Levine is the sixth president of the Woodrow Wilson Foundation. Before his appointment at Woodrow Wilson, he was president and professor of education at Teachers College, Columbia University. He previously served as chair of the higher education program, chair of the Institute for Educational Management, and senior lecturer at the Harvard Graduate School of Education. Levine was also president of Bradford College (1982-1989) and senior fellow at the Carnegie Foundation and Carnegie Council for Policy Studies in Higher Education.



### Andrew Cole

*Consultant, Educational Leadership, The Wallace Foundation*

Cole has served in various leadership roles, including as a lead reviewer for The Wallace Foundation's national leadership pipeline grant program and a learning community facilitator with the New York City Leadership Academy. For more than 22 years, Cole served within Fairfax County Virginia Public Schools as a director of employee performance and development, director of LEAD Fairfax and director of leadership development. He currently serves as a reviewer for Quality Measures.



### Bonnie Fusarelli, Ph.D.

*Director, Northeast Leadership Academy and Professor of Educational Leadership, North Carolina State University*

Dr. Fusarelli is a professor of educational leadership and a faculty scholar at NC State University (NCSU). Her current work is primarily focused on her role as principal investigator and director of the Northeast Leadership Academy. She is also the program coordinator for NCSU's educational leadership degree programs. Fusarelli is the recipient of numerous teaching awards at both the K-12 and university level, including being an inductee into NCSU's *Academy of Outstanding Teachers*.

## BREAKOUT 1: LEVERAGING TEACHER LEADERS



### Mike Martin

*Standards and Accountability Specialist, The Hunt Institute*

Martin serves as The Hunt Institute's Standards and Accountability Specialist. He taught high school for five years, first in rural Mississippi and then in Washington, D.C. He has coached new teachers at public schools in Arkansas and Mississippi and worked on the staff of Teach for America in teacher coaching, regional leadership and national design capacities. Martin's work in teaching and learning led him to a position as a senior policy analyst in the NC Department of Instruction's Office of Policy and Strategic Planning, where he worked across agency divisions on many initiatives with a focus on academic services, communications, and performance management.



### Dan Swartz

*Project L.I.F.T., Charlotte-Mecklenburg Schools*

Swartz is the managing director for Resolve Talent Consulting and supports the talent efforts of Project L.I.F.T. Since its inception in 2012, Swartz served as the human capital strategy specialist of Project L.I.F.T. Under his leadership, it has experienced tremendous success in recruiting, retaining and rewarding excellent teachers. Swartz originally began his career in corporate America, but longed to make a more meaningful difference. Through his wife, a school teacher, he saw the critical need for all students to have access to an excellent teacher, so he decided to make it his mission to ensure the neediest students had the best teachers possible and joined Charlotte-Mecklenburg Schools in 2008 to work with the Achievement Zone. He also served the strategic staffing schools prior to joining Project L.I.F.T.



### Jason Van Heukelum, Ed.D.

*Deputy Superintendent, Cabarrus County Schools*

Dr. Van Heukelum oversees the curriculum and instruction department in Cabarrus County Schools. Prior to his current position, he was a teacher, school level administrator, and district director. Most recently, Van Heukelum was the principal of Mount Mourne School, an International Baccalaureate World School with the Iredell-Statesville Schools. In addition to public education, Van Heukelum spent three years in South America as the director of Highlands International School in La Paz, Bolivia.



### **Trey Ferguson**

*Math Instructor, Wake County Public Schools*

Ferguson is a high school math teacher at Leesville Road High School in Raleigh. He is the co-founder of the Beginning Teacher Network, a North Carolina Public School Forum support program for novice teachers to engage in educational policy and instruction practice discussions. He is also a North Carolina Teacher Voice Network Fellow through the Hope Street Group, a member of Professional Educators of North Carolina, and a *WakeEd Partnership Teacher Innovation Grant* recipient for digital literacy in mathematics.

## BREAKOUT 2: SUPPORTING SCHOOL LEADERS



### **Shirley B. Prince, Ed.D.**

*Executive Director, North Carolina Principals and Assistant Principals' Association*

Prior to Dr. Prince's role as the executive director for the NC Principals and Assistant Principals' Association, she served as superintendent of schools in Scotland County for 10 years and superintendent advisor for the State Board of Education for two years. In her current position, Prince has designed the year-long leadership development program for principals, Distinguished Leadership in Practice, and coordinated the development of its curriculum.



### **Mary Ann Wolf, Ph.D.**

*Director of Digital Learning Programs, The Friday Institute for Educational Innovation*

Dr. Wolf has 15 years of experience in education and education technology. She has developed and co-facilitated the Digital Learning Transition MOOC for Educators through the Friday Institute at NC State University and the Alliance for Excellent Education. She is also the lead researcher on the National Science Foundation (NSF) and Project Tomorrow Teachers' Readiness to Adopt and Adapt Content (TRAAC) project. Wolf studied education leadership and conducted extensive research on teacher time and professionalism at the University of Virginia.



### **Freddie Williamson, Ed.D.**

*Superintendent, Hoke County Schools*

Dr. Williamson has more than 30 years of service in public education, with the past nine years as superintendent of Hoke County Schools. He is known for his transformational leadership, no-excuses philosophy, and innovativeness. Williamson began his journey in public education as a classroom teacher. In 2010, he was named the *Regional Superintendent of the Year* for outstanding leadership in public education by Sandhills Regional Education Consortium.



### **Kevin Wheat**

*Principal, Allen Jay Preparatory Academy, Guilford County Schools*

Wheat began his career as a middle school science teacher and coach before leaving the classroom to become a school administrator. In 2013, he chaired the Guilford County Schools Project Team to create a unique and innovative magnet middle school, designed to offer families a leadership development and college preparation option. Now in its third year, Allen Jay Preparatory Academy is a public magnet school that is exceeding expected growth, while gaining state and national acclaim for its work in extended learning.

### BREAKOUT 3: MAXIMIZING TECHNOLOGY: DELIVERING A STEM EDUCATION



#### **Steven Hill, Ed.D.**

*Executive Director, STEM East Network*

Dr. Hill directs the STEM East Network, a private-public workforce education initiative guided by the Eastern North Carolina Employers and Superintendents Council. Prior to working with STEM East, Hill built his career within an entrepreneur business and the North Carolina governmental system. A key part of his work has been in the education system, serving as a teacher, principal, secondary education director, and as a regional associate superintendent. Recent accolades include being named as a U.S. Delegate for the international Beijing science competition, serving on the North Carolina representative team for the national STEM Funders Network, and receiving the International Association for STEM Leaders international leadership award for economic and community engagement.



#### **Cindy Bullard**

*Department Chair, The NC Leadership Academy Charter School*

Bullard teaches high school English at the NC Leadership Academy and serves as their science department chair. She is an award-winning educator with 14 years of teaching experience. Bullard is also a 2015 Vaya Unsung Heroes Awardee, the 2015 NC Science, Mathematics, and Technology Education Center's Outstanding K-8 Educator in Science, Mathematics and Technology, and a 2014 Kenan Fellow. Bullard is a current NC Science Leadership Association Fellow and the district five director for the NC Science Teachers Association, where she also serves as their publications editor. She holds a Masters of Education, National Board Certification, and is a NC Certified Environmental Educator.



#### **José Garcia**

*STEM Director, Greene County Schools*

In addition to serving as STEM director, Garcia is a digital learning advisor to The Friday Institute for Educational Innovation at NC State University, a member of the Science, Technology, and Mathematics (SMT) Board of Directors, an industrial engineering technology committee advisor at Lenoir Community College, and a faculty member at the Smithsonian Science Education Center. He also leads a North Carolina "Model" STEM Academy 2015. Garcia has been a science instructor for all grades 6-12, and has served as an instructional technologist in grades 6-8. He is a graduate from East Carolina University with a Bachelor of Science in science education and from the University of North Carolina at Chapel Hill with a Masters of Science in science education.



#### **Amanda Martyn, Ph.D.**

*Instructor of Biology, NC School of Science and Mathematics*

As an instructor of biology, Dr. Martyn teaches genetics and forensic science through interactive videoconferencing (IVC) in the distance education and extended programs department. A graduate of the University of Guelph, she holds Bachelor and Master of Science degrees, specialized in molecular biology and genetics, and a doctorate specialized in stress response and molecular neuropsychology. Additionally, she pursued a post-doctoral fellowship at the Robarts Research Institute at Western University in London, Ontario, Canada, and a second post-doctoral fellowship at Duke University, studying post-traumatic stress disorder.

## DIGITAL LEARNING INNOVATION

**André Peek**

*Chair-Emeritus, NC Business Committee for Education*

In addition to chair-emeritus for the NC Business Committee for Education, Peek serves as the co-chair of the North Carolina Academic Standards Review Commission, which reviews the implementation process of the Common Core State Standards and makes recommendations to the State Board of Education on improving standards and assessment systems. Peek is a retired IBM Global Technology Services business executive, where he spent 35 years in product development, marketing and sales.

**Melinda Maddox, Ed.D.**

*Deputy State Superintendent, Office of Technology and Data, Alabama Department of Education*

Prior to being named deputy state superintendent of education, Dr. Maddox was the director of technology initiatives. She has served two terms at the national level on the State Technology Directors Association Board of Directors (SETDA), and was recognized by SETDA as the *2006 National Educational Technology Leader of the Year*. She received a commendation from Governor Bob Riley, and the Alabama State Board of Education passed a resolution recognizing her for receiving this prestigious national award, as well as her leadership in Alabama in educational technology and ACCESS Distance Learning.

**Glenn Kleiman, Ph.D.**

*Executive Director, The Friday Institute for Educational Innovation*

In addition to his position as the executive director of the Friday Institute for Educational Innovation, Dr. Kleiman is a professor at NC State University (NCSU) College of Education. Prior to joining NCSU, he was vice president and senior research scientist at Education Development Center, Inc. (EDC) in Massachusetts, where he directed the Center for Online Professional Education and was co-directed the Northeast and Islands Regional Education Lab. He was also on the faculty of the Harvard Graduate School of Education and was education chair of the Harvard/EDC Leadership and the New Technologies Institutes.

**Michael West**

*Technology Facilitator, Wendell Middle School, Wake County Public Schools*

West serves as both a technology facilitator and an instructional resource teacher in the Wake County Public School System. In addition, he serves as a social studies professional learning community (PLC) facilitator for Teach for America in Eastern North Carolina. Previously, he taught social studies in Vance County at Eaton-Johnson Middle School, where he was named *2013 Teacher of the Year*.



## QUALITY ASSESSMENTS: EFFECTIVE STATE POLICY

**Lucille E. Davy**

*Senior Advisor, The Hunt Institute*

Davy started her career as a lawyer and adjunct professor of mathematics, a subject for which she received a bachelor's degree and K-12 teacher certification in New Jersey. Her experience led her to serve as special counsel for education policy for the New Jersey Governor's Office and as an education policy advisor for several entities, including the state's Committee for Working Families. From 2005 to 2010, Davy served as New Jersey's Commissioner of Education, overseeing more than 2,400 schools in 600 districts that served 1.4 million children. Davy currently serves on the National Assessment Governing Board.

**Brian Gong, Ph.D.**

*Senior Associate, National Center for the Improvement of Educational Assessment*

Dr. Gong is a senior associate and past executive director of the National Center for the Improvement of Educational Assessment (Center for Assessment), which provides policy-sensitive, context-specific technical assistance to improve assessment and accountability systems. The Center for Assessment currently has contracts with more than 60 states and several school districts. Gong has frequently been invited to consult with the U.S. Department of Education, the Council of Chief State School Officers, and other educational agencies. Prior to co-founding the Center for Assessment, he worked at the Kentucky Department of Education and Educational Testing Service.

**Amber Northern, Ph.D.**

*Senior Vice President for Research, Thomas B. Fordham Institute*

As senior vice president for research at the Fordham Institute, Dr. Northern supervises the Institute's studies and research staff. Prior to joining Fordham, she served as senior study director at Westat. Her work and commentary has been featured in various print and broadcast media, including Fox News, HuffPost Live, NPR, National Review, and Education Next. Northern serves on the board of trustees for Somerset Prep, a charter school in Washington, D.C.

**Gregory Cizek, Ph.D.**

*Professor of Educational Measurement and Evaluation  
University of North Carolina Chapel Hill School of Education*

A member and past president of the National Council on Measurement in Education, Dr. Cizek teaches courses in applied measurement and evaluation at the University of North Carolina - Chapel Hill. He has also managed national licensure and certification testing programs, worked on state and national K-12 assessment programs, and served as vice president of a local school board. Cizek began his career as an elementary school teacher.

## REFLECTION AND RESPONSE: IMPLICATIONS FOR DISTRICT LEADERS



**Michael D. Priddy, Ed.D.**

*Board Chair, Public School Forum of North Carolina*

Dr. Priddy retired in 2005 from a 36-year career in education, which began as a math teacher in Northampton County and culminated as superintendent of Pitt County Schools in Greenville. In 2003, he was a leader in the creation of North Carolina's first Business-Education Compact in partnership with the Greenville/Pitt Chamber of Commerce. He also spearheaded the Health Sciences Academy in conjunction with partners from the medical community and higher education, while serving as superintendent. During the past 10 years, he led an initiative to encourage regional math and science high schools with the support of the Golden LEAF Foundation, and he consulted on technology education funding. Priddy currently serves as chair of the Public School Forum of North Carolina, a 30-year-old think tank focused on North Carolina education policy.



**Patrick C. Miller, Ed.D.**

*Superintendent, Greene County Schools*

Dr. Miller has been the superintendent of Greene County Schools since 2008. Previously, he was principal at West Greene Elementary School in Snow Hill, and taught choral music and theater arts at Greene Central High School for 10 years before accepting the NC Principal Fellows Scholarship. Miller serves on numerous boards of directors and committees at the local, state and national levels.



**Janet Mason, Ed.D.**

*Superintendent, Rutherford County Schools*

Dr. Mason began her career in Rutherford County Schools as a high school math teacher. Her previous positions include a middle school assistant principal, a high school principal, director of secondary curriculum, and assistant superintendent. Mason currently serves on the board of trustees for the Robert and Janice McNair Educational Foundation and the steering committee of Western Carolina's P-16 Education Consortium. She also represents Region 8 on the executive board of the North Carolina Association of School Superintendents.



**Tony Jackson, Ed.D.**

*Superintendent, Vance County Schools*

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