



**RFA Summit & State Education Fellowship
Convening Agenda
October 2-4, 2019
Eaton Hotel, 1201 K Street, NW, Washington, DC**

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Convening At-A-Glance

Date	Agenda Item	Start Time	Location
Wednesday, October 2	Welcome Reception	5:30 PM	<i>Wild Days</i> Eaton Hotel Rooftop 1201 K Street NW Washington, DC 20005
Thursday, October 3	Breakfast	8:00 AM	<i>Salon (2nd Floor)</i> Eaton Hotel 1201 K Street NW Washington, DC 20005
	2019 Summit What Works to Advance Economic Mobility	8:45 AM	<i>Beverly Snow Ballroom (2nd Floor)</i> Eaton Hotel 1201 K Street NW Washington, DC 20005
	Lunch - The Story of Economic Mobility in America	12:00 PM	<i>Beverly Snow Ballroom (2nd Floor)</i> Eaton Hotel 1201 K Street NW Washington, DC 20005
	Concurrent Workshops	2:15 PM	<i>Various - See Summit Agenda</i>
	State Education Agency & Workforce Reception and Dinner	6:30 PM	<i>Ghibellina</i> 1610 14th St NW Washington, DC 20009
Friday, October 4	Breakfast & State Standard of Excellence Launch Event	8:00 AM	<i>Salon (2nd Floor)</i> Eaton Hotel 1201 K Street NW Washington, DC 20005
	State Education Agency Fellowship Convening	9:45 AM	<i>Crystal Room (1st Floor)</i> Eaton Hotel 1201 K Street NW Washington, DC 20005
	Adjourn	3:30 PM	<i>Travel to airport</i> Please see transportation details below

**Results for America Summit 2019
&
State Education Fellowship Convening
Agenda**

**October 2-4, 2019
Eaton Hotel, 1201 K Street, NW, Washington, DC 20005**

Wednesday, October 2, 2019

5:30 - 7:30 pm

**Welcome Reception
Eaton Hotel Rooftop - Wild Days**

Note: There will not be a formal Fellows dinner this evening. We encourage you to check out the many local dining options near the hotel, either on your own or with each other. RFA will reimburse your dinner expenses (up to \$35 per person). Please be sure to keep and submit your receipts.

Thursday, October 3, 2019

8:00 am

**Registration Opens
Hallway, Second Floor**

8:00 am

**Breakfast
Salon, Second Floor**

8:45 am

**Welcome Remarks
Beverly Snow Ballroom, 2nd floor**
Michele Jolin, CEO & Co-Founder, Results for America

9:00 am

Plenary #1 – Advancing Economic Mobility: The View from Cities

Moderator: **James Anderson**, Head, Government Innovation, Bloomberg Philanthropies

G.T. Bynum, Mayor, Tulsa

LaToya Cantrell, Mayor, New Orleans

Lovely Warren, Mayor, Rochester

9:55 am

Plenary #2 - Enlisting the Creative Sector as Part of the Solution

Ken Levit, Executive Director, George Kaiser Family Foundation
Rick Lowe, Featured Artist

10:25 am

Innovator Talk

Wes Moore, CEO, Robin Hood

10:40 am

Networking Break

11:00 am

**Video Message from Congressional What Works Caucus Co-Chairs
Representatives Ben McAdams (D-UT) and Jackie Walorski (R-IN)**

David Medina, COO & Co-Founder, Results for America

11:05 am

Plenary #3 – 2020 Ideas for Increasing Opportunity

Moderator: **Jim Shelton**, Blue Meridian Partners, Former Deputy
Secretary of Education (Obama)

Karen Finney, CNN Political Commentator, Former Senior Advisor for
Hillary Clinton's 2016 campaign

Kevin Madden, Arnold Ventures, Former Senior Advisor for Mitt
Romney's 2008 and 2012 campaigns, Results for America Senior Fellow

Bruce Reed, Former Chief of Staff to Vice President Joe Biden, Results
for America Senior Fellow

11:50 am

Innovator Talk

Terri Ludwig, President of Philanthropy, Ballmer Group

12:00 pm

Plenary #4 – LUNCH - The Story of Economic Mobility in America

Moderator: **Cecilia Muñoz**, Former White House Domestic Council
Director (Obama), Results for America Senior Fellow

Raj Chetty, Harvard University Economics Professor and Director,
Opportunity Insights

1:50 pm

Workshop Launch

David Medina, COO & Co-Founder, Results for America

2:15 pm

SESSION ONE: THREE CONCURRENT WORKSHOPS

**Workshop #1 - Local Strategies to Advance Economic Mobility for
Residents: Early Childhood Education, Career Readiness and
Employment**

Crystal A, B & C, 1st floor

Opening Remarks: Ryan Rippel, Director, U.S. Economic Mobility and Opportunity, Bill & Melinda Gates Foundation

Robyn Lightcap, Executive Director, Learn to Earn Dayton and Preschool Promise, Inc.

Karen Pennington, Executive Director, Tulsa Community WorkAdvance, Madison Strategies Group

Chelsea Powell, Deputy Director, Higher Expectations for Racine County

Cate Swinburn, President, YouthForce NOLA

Audrey Treasure, Vice President & Executive Director, Workforce Innovation Center, Cincinnati USA Regional Chamber

Moderator: **Maia Jachimowicz**, Vice President, Evidence-Based Policy Implementation, Results for America

Workshop #2 - More Equitable Education Opportunities and Outcomes Through Evidence

Barnett-Aden, 2nd floor

Lindsay Fryer, Vice President, Penn Hill Group and Former Senior Education Policy Advisor to Chairman Lamar Alexander (R-TN) on the U.S. Senate Health, Education, Labor, and Pensions (HELP) Committee

Dawn Hagness, Assistant Superintendent, Humboldt County School District

Karen Holley, Coordinator, State and Federal Programs, Nye Schools, Nevada

Lynn Jennings, Senior Director of National and State Partnerships, The Education Trust

Gabby Lamarre, Title I Director and Federal Liaison, Nevada Department of Education

Christopher Ruszkowski, Former New Mexico Secretary of Education

Moderator: **Sara Kerr**, Vice President of Education Policy, Results for America

Workshop #3 - Using Human-Centered Design to Build Evidence and Connect Residents to Better Jobs

Salon, 2nd floor

Sam Schaeffer, Executive Director and CEO, Center for Employment Opportunities

Lee Wheeler-Berliner, Managing Director at the Colorado Workforce Development Council Office

Brooke Valle, Vice President of Strategy, San Diego Workforce Partnership

Moderator: **Virginia Hamilton**, Senior Lead, Design Thinking and Innovation, American Institutes for Research, and Former West Coast Regional Administrator for the U.S. Department of Labor's Employment and Training Administration

3:30 pm

Networking Break

4:00 pm

SESSION 2: THREE CONCURRENT WORKSHOPS

Workshop #4 - Local Strategies to Advance Economic Mobility for Residents: Affordable Housing, Income Stability and Financial Empowerment

Crystal A, B & C, 1st floor

Opening Remarks: Jeff Edmondson, Executive Director, Community Mobilization, Ballmer Group

Andi Crawford, Chief Innovation Officer, Director of Neighborhoods + Citizen Engagement, City of Lansing

Keegan Mahoney, Program Director, Housing and Revitalization Department, City of Detroit

Natasha Rogers, Chief Operating Officer and Former Deputy Mayor, Economic & Housing Development, City of Newark

Brad Willows, Financial Empowerment Initiatives Coordinator, Mayor's Office of Community Wealth Building, City of Rochester

Moderator: **Zachary Markovits**, Director of City Progress at What Works Cities, Results for America

Workshop #5 - Investing in Results: The Promise of Evidence-Based Federal Policy to Fund What Works

Barnett, 2nd floor

Diana Epstein, Evidence Team Lead, White House Office of Management and Budget (OMB)

Dana Hyde, CEO African Leadership Finance Co., Former Chief Executive Officer of the Millennium Challenge Corporation, Former OMB Associate Director (Obama)

Robert Shea, Former Member, Commission on Evidence-Based Policy Making, Former OMB Associate Director

Moderator: **Melody Barnes**, Former White House Domestic Policy Council Director (Obama), Results for America Senior Fellow

Workshop #6: Results-Based Contracting: Delivering Better Outcomes in Early Childhood, Home Visiting Programs and Child Welfare

Salon, 2nd floor

Kristine Campagna, Chief of Staff Home Visiting and Newborn Screening, Division of Community Health, Rhode Island Department of Health

Linda Gibbs, Former Deputy Mayor of New York City for Health and Human Services, and Principal, Bloomberg Associates

Christian Soura, Vice President, Policy & Finance, South Carolina Hospital Association; Former Director, South Carolina Department of Health and Human Services

Moderator: **Jeffrey Liebman**, Director, Harvard Kennedy School Government Performance Lab; Former OMB Acting Deputy Director

5:15 pm

Summit Adjourns

6:30 - 9:30 pm

State Education & Workforce Fellows' Reception and Dinner Ghibellina

RFA staff will be in the lobby of Mason & Rook and the Eaton to walk to Ghibellina as a group. Please meet in the Mason & Rook lobby at 6:15pm or in the Eaton lobby at 6:00pm if you'd like to walk as a group. If traveling on your own, please plan to arrive by 6:30pm.

Friday, October 4, 2019

8:00 am

Breakfast Available

8:15 am

2019 RFA State Standard of Excellence Launch Event (co-hosted by Results for America and National Governors Association)

We will be spotlighting and celebrating state government leaders from across the country featured in RFA's newly-released 2019 State Government Standard of Excellence, including representatives from State Education Agencies

9:30 am

Break & Transition into State Education Fellows' Convening Room

9:45 am

Welcome and Overview of Learning Objectives

Sara Kerr, Vice President of Education Policy Implementation, Results for America

- 10:00 am Making Evidence the New Normal in Education: A Conversation with Current and Former State Education Chiefs
- Bethany Little**, Principal, EducationCounsel (Moderator)
Hanseul Kang, State Superintendent of Education, District of Columbia Office of the State Superintendent of Education
Candice McQueen, CEO, National Institute for Excellence in Teaching and Former State Chief, Tennessee Department of Education
Christopher Ruskowski, Distinguished Policy Fellow, Stanford University and Former State Chief, New Mexico Department of Education
- 11:00 am Break
- 11:15 am Peer Consultancy: Mississippi Department of Education
- Yan Li**, Director, Research and Development, Mississippi Department of Education
Sonja Robertson, Director, Office of School Improvement, Mississippi Department of Education
Dan Gordon, Senior Legal and Policy Advisor, EducationCounsel
- 12:00 pm Brown Bag Lunch: Collaborative Evidence Use Across Sectors on Behalf of Children and Families, Featuring the Lab at DC
- Kate Tromble**, Vice President, Federal Policy, Results for America
Sam Quinney, Director of The Lab @ DC, Executive Office of the Mayor
- Boxed Lunches and Beverages Available Outside Meeting Room***
- 1:15 pm Flex Time for Peer Networking and/or Break
- 1:45 pm Driving the Evidence Train: Building Support and Capacity for Evidence-Based Policymaking
- Nick Rodriguez**, Director, Delivery Associates
- 3:15 pm - 3:30 pm Closing and Adjourn

Accommodations

We have reserved a room in your name at [Mason & Rook Hotel](#), located at 1430 Rhode Island Ave NW, Washington, DC 20005.

Please note that Results for America is covering your room costs and tax only. Upon check in, the hotel concierge will ask you to provide a credit card to cover any costs beyond room costs and tax.

On Friday, October 4, please check out of your Mason & Rook hotel room before traveling to the Eaton hotel. Our agenda will not allow time for traveling back to Mason & Rook prior to adjourning at 4:00 pm, so please bring your luggage for storage at the Eaton.

Locations

Hotel Accommodations

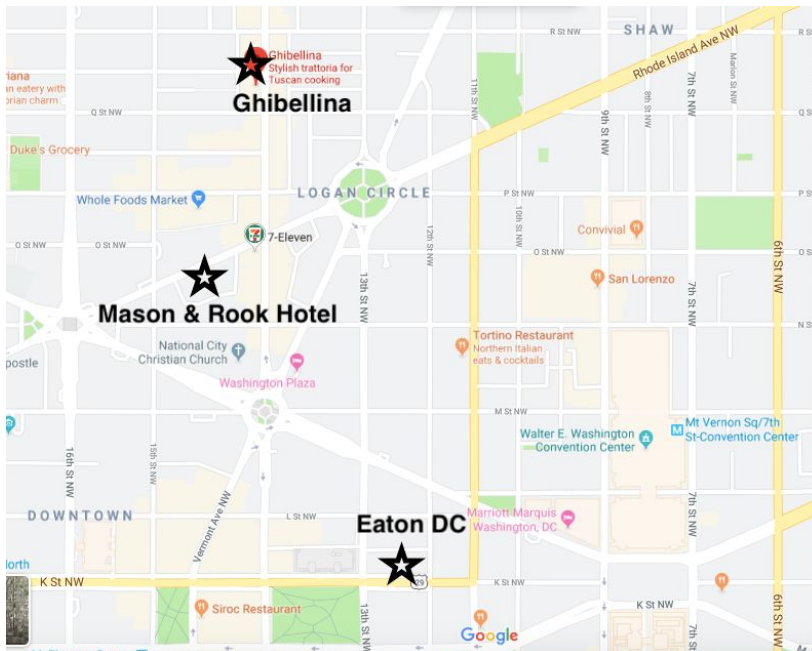
- Mason & Rook Hotel - 1430 Rhode Island Ave NW, Washington, DC 20005

Reception, Summit, and Convening

- Eaton DC - 1201 K St NW, Washington, DC 20009

Thursday Reception and Dinner

- Ghibellina - 1610 14th St NW, Washington, DC 20009



Ground Transportation

All locations on the agenda are walkable. You can choose to travel via taxi, ride share or public transit. Results for America will reimburse you for your transportation costs; however, receipts must be provided. Please see public transit directions below from the airport to the hotel. Metro times can be confirmed at www.wmata.com.

Travel to/from the Hotel/Airport

Reagan National Airport to Mason & Rook Hotel

- **Blue Line:** Take the Blue Line from Ronald Reagan Washington National Airport Metro Station toward Largo Town Center. Exit at McPherson Square. Mason & Rook is then a 12 minute walk by heading north on 15th Street and then turning left on Rhode Island Avenue. Trip cost is \$2.40 and takes approximately 35 minutes.
- **Yellow Line:** Take the Yellow Line from Ronald Reagan Washington National Airport Metro Station toward Greenbelt. Exit at U St/African American Civil War Memorial Metro Station.. Mason & Rook is then a 14 minute walk by heading south on 13th Street and then turning right on Rhode Island Avenue. Trip cost is \$2.40 and takes approximately 40 minutes.

Reagan National Airport to Eaton DC

- **Blue Line:** Take the Blue Line from Ronald Reagan Washington National Airport Metro Station toward Largo Town Center. Exit at Metro Center (12th & G). The Eaton is 3 blocks north at 1201 K Street NW. Trip cost is \$2.40 and takes approximately 35 minutes.
- **Yellow Line:** Take the Yellow Line from Ronald Reagan Washington National Airport Metro Station toward Greenbelt. Exit at Gallery Place/Chinatown (9th & G, Galleries). The Eaton is 6 blocks northwest at 1201 K Street NW. Trip cost is \$2.30 and takes approximately 40 minutes.

Eaton DC to Reagan National Airport

- Take the Blue Line from Metro Center Station toward Franconia. Exit at Reagan Washington National Airport Metro Station. Cross the skybridge to enter the airport. Trip cost is \$2.40 and takes approximately 35 minutes.
- Take the Yellow Line from Gallery Place/Chinatown Metro Station toward Huntington. Exit at Reagan Washington National Airport Metro Station. Cross the skybridge to enter the airport. Trip cost is \$2.30 and takes approximately 40 minutes.

Travel to/from hotel/event

Mason & Rook Hotel to Eaton DC

- This is an approximately 14 minute walk. Head northeast on Rhode Island Ave NW toward 14th St NW. Turn right after 7-Eleven. At the traffic circle, take the 2nd exit onto Massachusetts Ave NW. Turn right onto 13th St NW. Turn left onto K St NW. Eaton DC is located on the left side of the street at 1201 K St NW, Washington, DC 20009.

Mason & Rook Hotel to Ghibellina

- Ghibellina is within walking distance of both the Eaton DC (16 minutes) and Mason & Rook Hotel (5 minutes). RFA staff will be in the lobby of Mason & Rook and the Eaton to walk to Ghibellina as a group. Please meet in the Mason & Rook lobby at 6:15pm or in the Eaton lobby at 6:00pm if you'd like to walk as a group. If traveling on your own, please plan to arrive by 6:30pm.

Dress Code

The dress code is business casual for the entire convening. No suits or jackets required.

Expense Reimbursement

Results for America reimburses eligible transportation costs (see expense reimbursement policy on page 12). To receive reimbursement, please submit reimbursable receipts within 14 days of the conclusion of the event to events@results4america.org.

External Reimbursement Policy

To receive reimbursement, please submit reimbursable receipts by Friday, October 18, 2019 to events@results4america.org. Results for America (RFA) will cover the following expenses for invited guests for the 2019 Summit event:

Air/Rail Travel

- Direct travel to and from RFA Summit events at the lowest logical economy fares.
- For unexpected travel changes, please notify RFA and Altour immediately so the appropriate staff can assist with the request. This is to ensure that costs associated with the changes are properly covered by RFA or the traveler.

Ground Transportation

- Airport parking fees and other ground transportation (including Metro trains, taxis, Uber/Lyft, and shuttles).
- Tips of no more than \$10 or 20%, whichever is less, on ground transportation costs incurred.
- Gas mileage for those who travel to/from events via their privately-owned vehicle at the current fiscal year rate provided by U.S. General Services Administration (GSA). A map of the driving route (with total mileage noted) must be provided.

Hotel Accommodation

- Hotel room rate and tax for the duration of the event at RFA's group hotel.

Important Notes

- Rental cars and baggage fees are not reimbursable without advance approval.
- Please do not attempt to change reservations without notifying RFA.
- Any travel change fees will not be incurred by RFA without advance approval.
- Guests are responsible for any personal expenses upon their hotel check-out.
- While RFA may provide meals at its events, other food expenses are not reimbursable.
- RFA cannot accept credit card and bank statements as receipts.

Meals

- All Thursday meals, Friday Breakfast and Friday Lunch will be offered by RFA.
- There will not be a formal Fellows dinner on Wednesday, October 2. We encourage you to check out the many local dining options near the hotel as listed on page 13, either on your own or with each other. RFA will reimburse your dinner expenses (up to \$35 per person). Please be sure to keep and submit your receipts.

Restaurant Options Near Mason & Rook:

- [The Radiator](#)
- [Shake Shack](#)
- [Jinya Ramen Bar](#)
- [Hando Medo](#)
- [The Pig](#)
- [Birch & Barley](#)
- [Sweetgreen](#)
- [Chipotle](#)
- [Pappe](#)
- [Baan Thai](#)
- [Popeyes](#)

Restaurant Options Near Eaton DC:

- [Bolt Burger](#)
- [Sakina Halel Grill](#)
- [So Ho Cafe Market](#)
- [&Pizza](#)
- [Subway](#)
- [Five Guys](#)
- [Buredo](#)
- [Bobby Van's Grill](#)
- [Sfoglina](#)
- [Momofuku](#)
- [Haad Thai](#)

Contact Information

Results for America

1875 Connecticut Ave, NW
10th Floor
Washington, DC 20009
Twitter: @Results4America
Facebook: Results for America

<u>Results for America Primary Contacts:</u>	<u>EducationCounsel Contacts:</u>
<p>Sara Kerr Title: Vice President, Education Policy Implementation Phone: (301) 520-3552 Email: Sara@results4america.org Twitter: @educhicdc</p>	<p>Bethany Little Title: Principal, EducationCounsel Email: bethany.little@educationcounsel.com</p>
<p>Laney Umland Title: Associate, Education and Workforce Development Phone: (253) 797-3088 Email: Laney@results4america.org</p>	<p>Dan Gordon Title: Senior Legal and Policy Advisor, EducationCounsel Phone: (202) 744-1162 Email: dan.gordon@educationcounsel.com Twitter: @DanGordonDC</p>
<p>Quinn Stevenson Title: Program Assistant Phone: (818) 497-5807 Email: Quinn@results4america.org</p>	<p>Candice Nelson Title: Policy Assistant, EducationCounsel Email: candice.nelson@educationcounsel.com</p>
<p>Kate Tromble Title: Vice President, Federal Policy Email: Kate@results4america.org</p>	

**Results for America State Education Fellows’
October 2019 Convening Participants**
*(For a complete list of RFA State Education Fellows,
please see our [website](#))*

Colorado

Lindsey Jaeckel

Title: Director, School Turnaround Support, School Quality and Support Division
Agency: Colorado Department of Education
RFA Fellow Role: Program Fellow
Address: 201 East Colfax Ave.
Denver, CO 80203
Phone: (303) 335-5731
Email: Jaeckel_L@cde.state.co.us

Kentucky

Matthew Courtney

Title: Education Administration Program Consultant
Agency: Kentucky Department of Education
RFA Fellow Role: Research & Evaluation Fellow
Address: 300 Sower Boulevard
Frankfort, KY 40601
Phone: (502) 564-2116 Ext. 4016
Email: matthew.courtney@education.ky.gov

Natasha Napier

Title: Program Manager, Division of School and Program Improvement
Office of Continuous Improvement and Support
Agency: Kentucky Department of Education
Address: 300 Sower Boulevard
Frankfort, KY 40601
Email: natasha.napier@education.ky.gov

Massachusetts

Erica Champagne

Title: Director, Office of Effective Practices in Turnaround, Center for District Support
Agency: Massachusetts Department of Elementary and Secondary Education
RFA Fellow Role: Program Fellow
Address: 75 Pleasant Street
Malden, MA 02148
Phone: (781) 338-3521
Email: echampagne@doe.mass.edu

Kendra Winner

Title: Research and Evaluation Coordinator, Office of Planning and Research
Agency: Massachusetts Department of Elementary and Secondary Education
RFA Fellow Role: Research & Evaluation Fellow
Address: 75 Pleasant Street
Malden, MA 02148
Phone: (781) 338-3129
Email: kwinner@doe.mass.edu

Minnesota

Dennis Duffy

Title: English Learner Education Specialist - LEAPS Implementation
Agency: Minnesota Department of Education
RFA Fellow Role: Research & Evaluation Fellow
Address: 1500 Highway 36 West
Roseville, MN 55113
Phone: (651) 582-8316
Email: dennis.duffy@state.mn.us

Stephanie Graff

Title: Director, Office of Equity and Opportunity
Agency: Minnesota Department of Education
RFA Fellow Role: Program Fellow
Address: 1500 Highway 36 West
Roseville, MN 55113
Phone: (641) 582-8242
Email: stephanie.graff@state.mn.us

Mississippi

Yan Li

Title: Director, Research and Development
Agency: Mississippi Department of Education
RFA Fellow Role: Research & Evaluation Fellow
Address: P.O. Box 771
Jackson, MS 39205-0771
Phone: (601) 359-3431
Email: YLi@mdek12.org

Sonja Robertson

Title: Director, Office of School Improvement
Agency: Mississippi Department of Education
RFA Fellow Role: Program Fellow
Address: P.O. Box 771
Jackson, MS 39205-0771
Phone: (601) 359-3487
Email: srobertson@mdek12.org

Nevada

Patrick Bell

Title: Accountability Supervisor
Agency: State of Nevada Department of Education
RFA Fellow Role: Program Fellow
Address: 700 E. Fifth Street
Carson City, NV 89701
Phone: 775.687.9182
Email: pbell@doe.nv.gov

Gabby Lamarre

Title: Title I Director and Federal Liaison
Agency: State of Nevada Department of Education
RFA Fellow Role: Program Fellow
Address: 700 E. Fifth Street
Carson City, NV 89701
Phone: 702-668-4309
Email: gpingue@doe.nv.gov

Ohio

Heather Boughton

Title: Director, Office of Research, Evaluation & Advanced Analytics
Agency: Ohio Department of Education
RFA Fellow Role: Research & Evaluation Fellow
Address: 25 S. Front Street
Columbus, OH 43215
Phone: (614) 752-1402
Email: Heather.boughton@education.ohio.gov
Assistant: Jackie Seward, Jackie.seward@education.ohio.gov

Christopher Woolard

Title: Senior Executive Director, Center for Accountability and Continuous Improvement
Agency: Ohio Department of Education
RFA Fellow Role: Program Fellow
Address: 25 S. Front Street
Columbus, OH 43215
Phone: (614) 752-1402
Email: Christopher.woolard@education.ohio.gov
Assistant: Jackie Seward, Jackie.seward@education.ohio.gov

Oklahoma

Dawn Irons

Title: Excel Project Director
Agency: Oklahoma State Department of Education
RFA Fellow Role: Program Fellow
Address: 2500 N Lincoln Boulevard Suite #315
Oklahoma City, OK 73105
Phone: (405) 522-2407
Email: Dawn.Irons@sde.ok.gov

Brook Meiller

Title: Executive Director of School Support & Improvement, School Support & Improvement
Agency: Oklahoma State Department of Education
RFA Fellow Role: Research & Evaluation Fellow
Address: 2500 N Lincoln Boulevard Suite #213
Oklahoma City, OK 73105
Phone: (405) 522-0285
Email: Brook.Meiller@sde.ok.gov

Rhode Island

Krystafer Redden

Title: Transformation Specialist, Division of the Deputy Commissioner
RFA Fellow Role: Program Fellow
Agency: Rhode Island Department of Education
Address: 255 Westminster Street
Providence, RI 02903
Phone: (401) 222-2537
Email: Krystafer.Redden@ride.ri.gov

Tennessee

Cheryl Hyland

Title: Senior Director of Strategy; Whole Child Division
Agency: Tennessee Department of Education
RFA Fellow Role: Program Fellow
Address: 710 James Robertson Parkway
Nashville, TN 37243
Email: cheryl.hyland@tn.gov

Zachary Stone

Title: Senior Research Analyst
Agency: Tennessee Department of Education
RFA Fellow Role: Program Fellow
Address: 710 James Robertson Parkway
Nashville, TN 37243
Email: Zachary.Stone@tn.gov

Additional Convening Participants

Hanseul Kang

Title: State Superintendent of Education

Organization: District of Columbia

Office of the State Superintendent of Education and Former State Chief, Tennessee Department of Education

Email: Hanseul.Kang@dc.gov

Bethany Little

Title: Principal

Organization: Education Counsel

Email: bethany.little@educationcounsel.com

Candice McQueen

Title: CEO

Organization: National Institute for Excellence in Teaching, and former Chief State School Officer, Tennessee Department of Education

Email: cmcqueen@niet.org

Sam Quinney

Title: Director of The Lab @ DC

Organization: Executive Office of the Mayor

Email: sam.quinney@dc.gov

Nick Rodriguez

Title: Director

Organization: Delivery Associates

Email: nick.rodriquez@deliveryassociates.com

Christopher Ruskowski

Title: Distinguished Policy Fellow

Organization: Stanford University and Former Chief State School Officer, New Mexico Department of Education

Email: cruskowski@stanford.edu

Speaker Biographies (in alphabetical order)

Hanseul Kang, State Superintendent of Education, District of Columbia Office of the State Superintendent of Education

Hanseul Kang has led the Office of the State Superintendent of Education (OSSE), the District of Columbia's state education agency, since 2015. Under Kang's leadership, the District of Columbia has continued to make major strides in student achievement outcomes and OSSE has taken important steps to sustain, accelerate, and deepen this progress across DC. OSSE has made multimillion-dollar investments in and launched significant new supports for early childhood education that have led to improved quality and expanded access for children and families across the District. Kang spearheaded work to develop DC's Every Student Succeeds Act plan and new DC School Report Card. The report card will, for the first time, give families the opportunity to learn about the performance of every public school and public charter school in the District of Columbia. Kang also launched a Start of School Campaign to transform the way local education agencies and schools experience the start of the school year, and better equip them with information and resources to get off to a great start with their students.

Kang previously served as chief of staff for the Tennessee Department of Education from 2011 to 2015, as the state implemented major policies and programs under Race to the Top and made significant gains in student achievement outcomes. Before that, Kang worked as a managing director of program in Teach For America's DC regional office, managing a team of instructional coaches supporting teachers across DCPS and DC public charter schools. She started her career as a high school social studies teacher in rural New Mexico. Kang holds a Bachelor's Degree in international politics from Georgetown University and a J.D. from Harvard Law School, and was a Jack Kent Cooke Foundation Graduate Scholar.

Bethany Little, Principal, Education Counsel

Bethany Little is a Principal at EducationCounsel, LLC where she supports foundations, education associations and other nonprofits with support in advancing improvements in education outcomes from early childhood through higher education. Little has spent twenty years working in government and non-profit organizations, including the White House, where she was education advisor to President Clinton and Vice President Gore on the Domestic Policy Council, and the U.S. Department of Education. In the U.S. Senate, she served as Chief Education Counsel to the Health, Education, Labor, and Pensions (HELP) Committee under two chairmen, Senators Edward Kennedy and Tom Harkin, and as a legislative aide to Senator Patty Murray. In the non-profit arena, Little was Managing Partner at America Achieves, where she led many of the organization's most critical priorities, including their support for state and local superintendents, the Global Learning Network and their parent engagement initiative. She has also served as an advocate for disadvantaged children as the vice president for policy and advocacy at the Alliance for Excellent Education and the director of government relations for the Children's Defense Fund. She serves on the boards of the National Center for Teacher Residencies, Veterans Education Success, and Cesar Chavez Public Charter Schools for Public Policy.

Candice McQueen, CEO, National Institute for Excellence in Teaching

Dr. Candice McQueen has been NIET's chief executive officer since mid-January 2019. In her inaugural year at NIET, McQueen is leading a comprehensive and collaborative vision-setting and strategic planning process focused on ensuring that NIET continues to successfully partner with states, districts, schools and universities to enhance educator excellence. McQueen is also seeking to expand NIET's reach and services with attention to innovative practices that provide equitable opportunities for all students.

McQueen has been a lifelong educator, and prior to her role at NIET, she was Tennessee's commissioner of education from January 2015 to January 2019. During her time at the state department of education, McQueen led the creation of a new, educator-informed strategic plan, called Tennessee Succeeds, which later became the department's plan to transition to the Every Student Succeeds Act (ESSA). The comprehensive plan provided aligned goals, priorities, and strategies focused on increasing college and career readiness for Tennessee's 1 million students. At each step of her work, McQueen opened lines of communication between the department and external stakeholders, ultimately connecting with tens of thousands of Tennessee teachers in every county in the state throughout her time as commissioner.

McQueen also undertook a number of initiatives to strengthen areas that support students' long-term success. In February 2016, she launched Read to be Ready, a bold and multi-faceted initiative centered on a goal of having 75% of Tennessee third-graders reading on grade level by 2025. Through statewide Read to be Ready summer camps, thousands of students have showed statistically significant gains in their learning and reading skills and thousands of teachers have increased their knowledge of how to teach reading to all students. Additionally, as part of Tennessee Succeeds, Tennessee has been a leading state in ensuring all high school students have access to a variety of college, career and technical education pathways. This has included offering all high school students the opportunity to take and retake the ACT for free—making Tennessee the first state in the country to do so—and supporting early postsecondary coursework and industry credentials in high school.

Under McQueen's leadership, the department also increased transparency by working with families and community members to create new, user-friendly score reports for the state assessment and a new state report card website with user-friendly dashboard metrics and ratings. Similarly, the department and state board of education partnered to increase transparency in education preparation to clearly highlight the outcomes for education preparation providers as they prepare first-year teachers, as well as strengthen the review process for those programs. Further, McQueen worked with state leaders and the Tennessee General Assembly to pass the largest investment in K-12 education without a tax increase in Tennessee history and advocated for historic increases in teacher salaries.

McQueen has been a staunch advocate for focusing on human capital as the primary lever for change. In 2018, while McQueen was commissioner, researchers at Georgetown University pointed to Tennessee's teacher evaluation and professional development model, which incorporates the NIET rubric and is supported by NIET, as laying the foundation for substantial, career-long improvement in the state's teachers and resulting gains in student achievement. In addition to being recognized as one of the fastest-improving states in the country over the past decade through its results on the National Assessment of Educational Progress (NAEP), Tennessee has earned recognition from national researchers at Stanford University for its

growth compared to other states. Additionally, Education Next noted the quality of Tennessee's academic standards moved from an "F" to an "A" over the past decade, with Tennessee also being the only state to both raise expectations and improve student performance simultaneously.

Before her role as Tennessee commissioner of education, McQueen served as senior vice president and dean of the college of education at Lipscomb University. She also served as a higher education faculty member and department chair before being named dean in 2008.

While at Lipscomb, McQueen served as a member of the university's executive leadership team and oversaw both her college and the 1,300 pre-K-12 grade students in three schools at Lipscomb Academy. Under her leadership, Lipscomb's college of education and teacher preparation program were consistently highlighted as one of the top teacher training programs in the state of Tennessee for quality and effectiveness based on the Tennessee Report Card on the Effectiveness of Teacher Training Programs and was pointed out as the second-highest ranking program in the nation by the National Council on Teacher Quality. Candice also founded the Ayers Institute for Teacher Learning and Innovation at Lipscomb. The institute has a focus on improving professional learning for teachers by focusing on embedded professional development, coaching and new approaches to leadership training and support.

Prior to joining Lipscomb University, McQueen was awarded multiple awards for both her teaching and the curriculum design of a new magnet school. McQueen has a bachelor's degree from Lipscomb, a master's degree from Vanderbilt University, and a Ph.D. from the University of Texas. She started her education career as a classroom teacher, teaching in both public and private elementary and middle schools in Tennessee and Texas.

Sam Quinney, Director of The Lab @ DC, Executive Office of the Mayor

Sam Quinney is the Director of The Lab @ DC. Under his leadership, The Lab works to generate timely, relevant, and high-quality evidence to improve lives in the District.

Quinney joined the Lab in January 2016 as its first full-time employee. Prior to joining The Lab @ DC, Quinney worked at the US Department of Education (ED) and White House Social and Behavioral Sciences Team. In behavioral science, Quinney worked to embed behavioral insights and rigorous testing within the department's outreach to struggling student borrowers. In K-12 education, Quinney contributed to the development and evaluation of many ED initiatives related to school turnaround, high school graduation, teacher preparation, and college choice.

Quinney previously worked as a Fellow under Chicago Mayor Rahm Emanuel, where he helped design a more cost-effective use of commercial loading zones and a 311 data tool used to predict and prevent outbreaks of rodent activity across the city. Prior to living in Chicago, Quinney was a 7th Grade U.S. History teacher in Philadelphia and a Coordinator for a college readiness program serving low-income youth from neighborhood high schools.

Quinney was a 2013 Presidential Management Fellow and a 2007 Teach For America Corps Member. Quinney holds a B.A. in political science and writing from Villanova University, a

secondary teaching certification from the University of Pennsylvania, and a Masters of Public Policy from the University of Chicago.

Nick Rodriguez, Director, Delivery Associates

Nick Rodriguez is the Director of Delivery Associates who brings nearly two decades of experience in K-12 sector reform and change management. Prior to his current role, he was a co-founder and K-12 Director at the Education Delivery Institute (EDI), a nonprofit that focuses on helping education leaders to improve the implementation of their reforms at scale. In this role, Rodriguez was responsible for growing and maintaining a network of school, district, state, and nonprofit/philanthropic leaders who are changing the way they work to serve students through better practices in planning, performance management, and organizational change. He is the author of “Deliverology in Practice,” a field guide for education leaders which is the basis for DeliverEd’s approach to implementation.

Christopher Ruskowski, Distinguished Policy Fellow, Stanford University and Former State Chief, New Mexico Department of Education

Christopher N. Ruskowski is a Distinguished Policy Fellow at Stanford University. Ruskowski served as New Mexico’s education secretary under Governor Susana Martinez (R) during a time of unprecedented growth in student outcomes. He joined the administration as deputy secretary, policy and program, under Secretary Hanna Skandera.

Under Governor Martinez, New Mexico achieved record-high graduation rates and record-low college remediation rates while increasing standards for earning a diploma. The state doubled access to AP and dual-credit coursework, created personalized College Board/Khan Academy learning accounts, expanded broadband access, quintupled pre-K enrollment, strengthened the charter sector, implemented America’s most rigorous teacher effectiveness system, launched a statewide teacher-leader network, and developed the nation’s top-rated state plan under the Every Student Succeeds Act. Since 2015, with the advent of more rigorous assessments, 13,000 more students are reading on grade level and 11,000 more students are on grade level in math—with the state’s Native American students amongst the fastest-growing groups in the country in these areas.

Previously, Ruskowski co-led implementation of President Obama’s Race to the Top initiative in Delaware under Governor Jack Markell (D), first serving under Secretary Lillian Lowery. He is a member of the bipartisan Chiefs for Change as well as the State Advisory Board at Results for America, and is senior advisor at Harvard University’s Center for Education Policy Research. His writings have appeared in *The 74*, the *Albuquerque Journal*, and *The Line* (Frontline Research & Learning Institute).

Ruskowski began his career as a middle-school social studies teacher in Miami-Dade County through Teach for America. He taught at a Boston charter school before working in teacher recruitment and pre-service training with TNTP. Born in Chicago, Ruskowski (“CR”) is a first-generation American who started working as golf caddie at the age of 13. He ultimately logged 500+ “loops,” leading to an Evans Scholarship and BA from the University of Minnesota. He holds an MA in education policy, organizational, and leadership studies from Stanford University.