

---

## K-12 EDUCATION LEADERSHIP, CREATIVITY, POLICY & PROGRAM

### Master's in Public Policy, LBJ School of Public Affairs

Successful high-impact career over three decades in multi-faceted senior leadership and creative director roles at national, state, local and community level in key public education organizations and programs.

### RELEVANT LEADERSHIP ROLES

#### *Director of Teaching, Leading and Learning, National Association of State Boards of Education, 2017-18:*

- **Leadership Development.** Provided technical assistance and capacity-building in critical issues: research-based policymaking, how students learn (e.g. Aspen Institute/CASEL SEL; Hewlett deeper learning); standards- and equity-based school leadership; and pipelines and career progressions of greater mastery, leadership and impact for effective, diverse teaching profession.

#### *Senior Policy Director, Campaign for High School Equity, D.C. 2013-2014:*

- **Collaboration/Consensus-Building/Advocacy.** Strengthened the leadership, engagement and impact of a coalition of 10 civil rights organizations, working with state affiliates, Congress, and Administration through strategy, policy, and research for college, career, civic readiness for each and every student.

#### *Senior Director, State Collaboratives, Council of Chief State School Officers, D.C., 2005-08:*

- **Program Management.** Directed prominent K-12 national portfolio of collaborative networks in research, policy development, technical assistance and leadership development; excelled in convening and building relationships among state education leaders, researchers and business partners, developing high impact new research, policies, tools, and other materials.

### PROVEN LEADERSHIP, STRENGTHS AND ACCOMPLISHMENTS

#### *Systems-Thinking, Synthesis, Creativity and Pragmatic Innovation:*

- **NASBE:** Authored with state policy leaders (e.g. Board, SEA) comprehensive toolkit for sustaining state collective leadership for achieving systemic statewide equity (i.e. equal access to deeper learning).
- **CCSSO:** Created and led innovative high-impact K-12 education national initiative for coherent standards, accountability and assessment systems based on formative assessment, inc. all states, multiple projects and networks of over 300 state education leaders, researchers and policy-makers.

#### *Relational Leadership, Capacity-Building, Collaboration and Convenings:*

- **Campaign for High School Equity:** Strengthened capacity and influence of coalition of civil rights organizations for ensuring equitable, full and effective implementation of CCCR standards.
- **CCSSO:** Increased program membership and revenue by 20 percent; led portfolio of state collaboratives in cutting-edge policy and implementation issues encompassing 14 staff and over 250 members.

#### *Research, Analysis, Writing and Communications:*

- **All:** Researched and wrote a variety of materials for multiple audiences to advance meaningful engagement of policymakers and stakeholders on equity issues—university- and practitioner-based research reports, op-eds, policy briefs, legislative/regulatory analysis, newsletters, etc.
- **NASBE and CCSSO:** Planned, organized and led meetings, convenings, online communities and webinars, inc. innovative two-day online learning event across 10 states on career readiness and 8-day prominent national 50-state convening of 350 policy leaders, practitioners and researchers.

---

## PROFESSIONAL EXPERIENCE

**Director of Teaching, Leading and Learning**  
**National Association of State Boards of Education, Alexandria, D.C.**

**2017 – 2018**

- Researched and developed publications, communications and webinars related to deeper learning, social-emotional learning, school leadership, and teacher quality, centered on equity issues and closing achievement, graduation, and college readiness gaps.
- Led network of states and partners, and developed comprehensive toolkit, with DC, VA, and WA state boards) for state leaders in aligned and coherent approach for achieving statewide equity.

**Consultant, K-12 Education, Vienna, VA**

**2015 – 2016**

- Created own consulting business, grant proposals and website, and researched and developed strategies for classroom-based formative assessment with proven gains for low-performing students.
- **Broader, Bolder Approach to Education, Economic Policy Institute:** Researched, developed and promoted comprehensive, community-based strategies for closing “opportunity gaps” by addressing school- and non-school-based student needs. Issue areas included early childhood education, after-school programs, and full-service community schools.

**Senior Policy Director**

**2013 – 2014**

**Campaign for High School Equity, Gates Foundation, Rockefeller Philanthropy Advisors, Washington D.C.**

- Led and created convenings, strategies, policy briefs, public comment, research papers, legislative analysis, communications and correspondence for successful impact on Congress and Administration.
- Influenced ESEA implementation with advocacy and research-reports on: subgroup accountability for school improvement; effective, diverse teachers for all students; and full-service community schools.

**Director, Operations and Strategic Planning**

**2009 – 2010**

**Department of Special Programs, Fairfax County Public Schools, Fairfax, VA**

- Supervised complex operations (five direct reports & staff of over 100) in budget, data management, communications, and translation for large urban school district of over 180,000 students & 200 schools.

**Program Director, State Collaboratives for Assessment and Student Standards (SCASS)**

**2005 – 2008**

**Council of Chief State School Officers (CCSSO), Washington D.C.**

- Directed strategic planning, innovation, partnerships, capacity-building, research, policy, budget, operations, communications, convenings and membership for prominent state-led program (annual budget: \$5 million), focused on client-centered R&D, policy, technical assistance and collaboration.

**Manager, Strategic Planning and Initiatives, Planning & Evaluation**

**1999 – 2004**

**Chief of Staff for Testing Director, Student Assessment**

**Texas Education Agency (TEA), Austin, TX**

- Served on Division Director’s Council, responsible for general oversight, budget, legislative analysis, policy, operations, and administration of largest and most established K-12 assessment program.
- Led implementation of Texas Student Success Initiative as model program of comprehensive support for grade advancement: teacher training and support, diagnostic testing, research-based intervention, individualized planning and progress monitoring, parental involvement, multiple measures, etc.

**Research Associate, Ray Marshall Center for the Study of Human Resources**

**1994 – 1998**

**Lyndon Baines Johnson School of Public Affairs, University of Texas at Austin, Austin, TX**

- Co-Author of “Public Labor Market Policies for the 21<sup>st</sup> Century,” in *Back-to-Shared Prosperity* (Ray Marshall Ed., 1999. M.E. Sharpe). Sponsored by the Carnegie Corporation of New York

**EDUCATION**

Master’s of Public Affairs, Lyndon Baines Johnson School of Public Affairs, University of Texas at Austin.

B.A. with Distinction, University of Virginia.

Wesley Theological Seminary part-time