

IN CONGRESS, JULY 4, 1776.

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EDUCATION COMMISSION OF THE STATES

NATIONAL FORUM ON EDUCATION POLICY

PHILADELPHIA

JULY 10-13, 2007



PHILADELPHIA



2007 JULY 10-13
THE NATIONAL FORUM ON
EDUCATION POLICY

Presiding:

The Honorable Kathleen Sebelius

Governor of Kansas and 2006-08 ECS Chair

Presented by the
Education Commission of the States

Dear Colleague:

With a sense of optimism and enthusiasm, I welcome you to the 2007 National Forum on Education Policy sponsored by the Education Commission of the States (ECS).

This annual gathering of political and education leaders convenes this year in Philadelphia, at a time when ECS... like education policy in America... is at a challenging but encouraging juncture in its journey.

The 2007 National Forum will offer governors, chief state school officers, higher education officials, and other federal, state and local leaders a timely opportunity to engage, debate and share transforming ideas for fostering excellence in American education.

My ECS Chair's Initiative, *Great Teachers for Tomorrow*, will focus on strategies for attracting, inspiring and equipping teachers for meaningful careers in education. Other topics and discussion themes at the Forum will include: the case for the redesign of our education system; P-16 data systems for tracking mobile students; success stories in high school reform; and the impact of school finance studies on state policy, to name a few.

ECS has assembled an impressive slate of speakers and panelists to address the demanding issues in education policy. We look forward to robust dialogue that can contribute to an enriched education experience for America's students.

I also encourage you to talk with Roger Sampson, the new ECS president who is a great addition and will help us to effectively serve and stimulate America's education system.

I thank you for joining us in Philadelphia this year for the National Forum. I am confident it will be an opportunity to renew and refresh our hearts and minds as education advocates!

Sincerely yours,



*Kathleen Sebelius
Governor of Kansas
2006-08 ECS Chair*



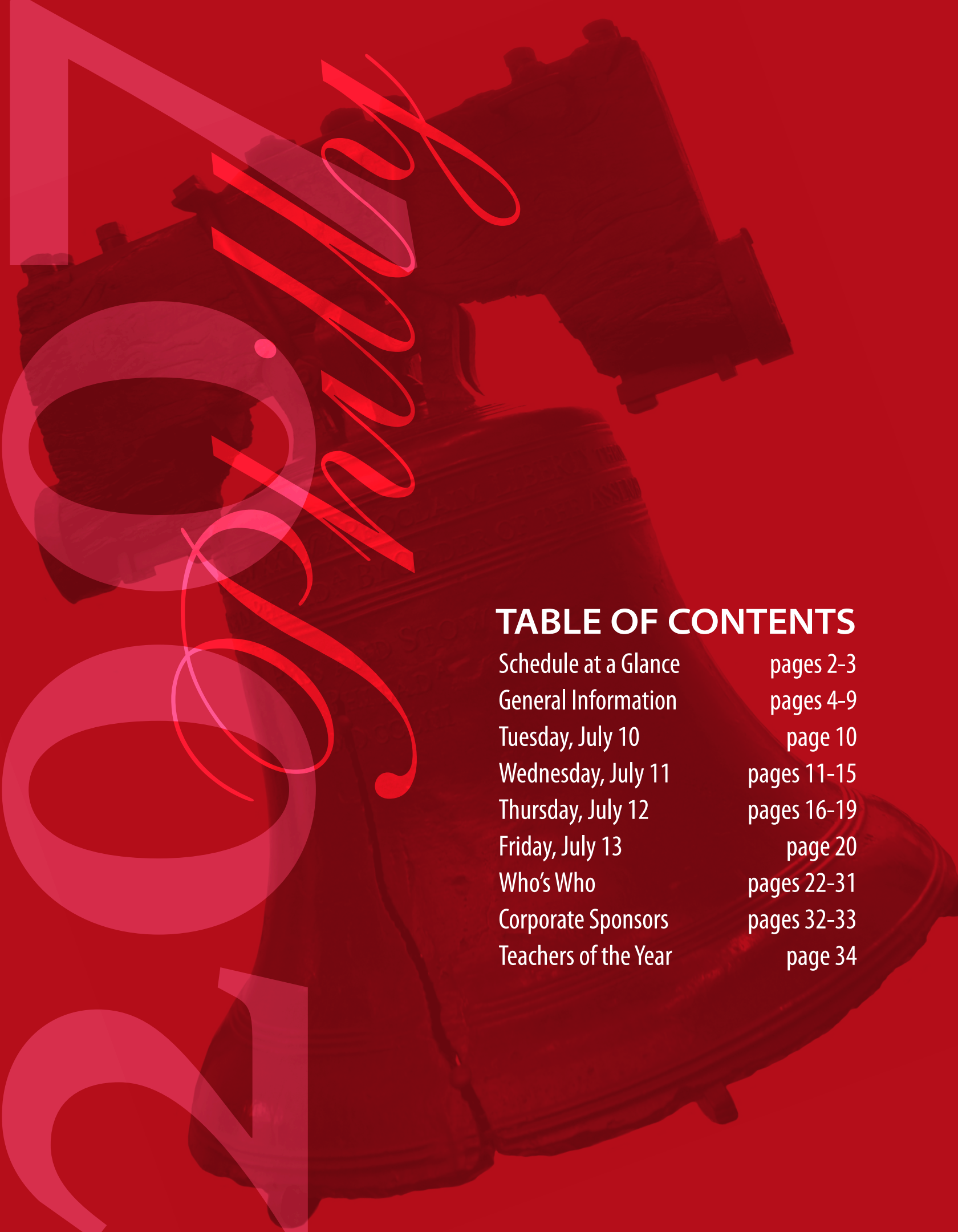


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The Education Commission of the States (ECS) is a nonprofit, nationwide interstate compact created in 1965 to improve education by facilitating the exchange of information, ideas, experiences and innovations among state policymakers and education leaders.

Forty-nine states, three territories and the District of Columbia constitute the commission's current membership. Seven commissioners represent each member state and territory. These commissioners include governors, state legislators, state and local

school board members, chief state school officers, state higher education executive officers, college presidents, superintendents, teachers, business leaders and others.

As a nonpartisan organization involving key leaders from all levels of the education system, ECS creates unique opportunities to serve state policymakers and education leaders. Some of the ways are through policy research and analysis; state, regional and national policy conferences; customized technical assistance; publications; networks and partnerships; and the ECS Clearinghouse.



2007 NATIONAL FORUM COMMITTEE

SPECIAL THANKS AND RECOGNITION GO TO THE FOLLOWING ECS COMMISSIONERS, WHO TOOK ON THE ADDITIONAL RESPONSIBILITY TO SERVE ON THIS COMMITTEE, FOR PLANNING THIS YEAR'S NATIONAL FORUM:

CHAIRMAN OF THE COMMITTEE

Hon. Jess Stairs

chairman

House Education Committee, Pennsylvania

COMMITTEE

Douglas Christensen

commissioner of education

Nebraska Department of Education

Thomas Horgan

president & CEO

New Hampshire College and University Council

Hon. Barbara Clark

assemblywoman

New York State Assembly

Robert Perry

executive director

South Dakota Board of Regents

Brenda Holmes

board member

Illinois State Board of Education

Hon. Norman Sakamoto

majority whip and chair

Senate Education Committee, Hawaii

SESSION SCHEDULE

	Plenary or Commissioner's Sessions	Accountability	Economic Workforce Development	Early Learning/ Kindergarten	Finance	High School	
WEDNESDAY, JULY 11							
7:30–10:00 A.M.	Session 315 Opening Plenary Breakfast <i>Tough Choices, Tough Times:</i> Does Our Education System Need To Be Rebuilt?						
10:15 A.M.–12:00 P.M. CONCURRENT SESSIONS	Session 330 Tough Choices, Tough Times: Moving From the Report to Results Session 331 Getting It Done – How To Institute Education Reform Politically And Philanthropically		Session 325 Educating Today's Adult Workforce	Session 326 Accountability for Pre-K: The Role of Assessments		Session 327 State Success Stories in High School Reform	
12:00–2:00 P.M.	Session 340 Plenary Luncheon Student Unit Records: New Elephant in the Room?						
2:15–3:45 P.M. CONCURRENT SESSIONS	Session 355 State Student Information Systems and Their Implications for K-12 Schools Session 356 Postsecondary Issues with Student Unit Record Data Systems				Session 350 The Impact of School Finance Studies on State Policy	Session 354 Student Engagement: Why Aren't We Listening?	
4:00–5:00 P.M.		Roundtable 10 Student Teacher Accountability Reporting System Roundtable 11 New Mexico's Student Data System		Roundtable 9 National Association for the Education of Young Children	Roundtable 13 School Finance: What's Happening in the States Roundtable 14 School Finance: The View from One State	Roundtable 1 The Impact of State Graduation Requirements Roundtable 2 Emerging Issues in High School Reform	
6:00–7:00 P.M.	<i>Reception</i>						
7:00–8:45 P.M.	<i>James Bryant Conant Award Dinner</i>						
THURSDAY, JULY 12							
7:30–9:30 A.M.	Session 410 Chair's Breakfast: Great Teachers for Tomorrow						
10:00–11:30 A.M. CONCURRENT SESSIONS				Session 425 First Steps into the P-16 Education Pipeline: P-3 – What it is and Why it's Important	Session 426 School Finance 101		
11:45–1:45 P.M.	Session 440 Plenary Luncheon: Annual Discussion With Today's Education Governors						
2:00–3:30 P.M. CONCURRENT SESSIONS		Session 450 Levers and Landmines of Restructuring Schools				Session 451 Early College High Schools: Promise and Perils	
4:00–5:30 P.M.	Session 460 ECS Commissioners' Business Session						
5:30 – 6:30 P.M.	<i>Commissioners' Reception</i>						
6:30 – 8:30 P.M.	<i>Invitation-only Dinners</i>						

SESSION SCHEDULE

Leadership	No Child Left Behind	Postsecondary	Science and Mathematics	Student Achievement	Teaching Quality	P-16
WEDNESDAY, JULY 11						
				Session 328 Student Engagement – Policy, Pedagogy and Partnerships	Session 329 Understanding and Addressing the Equitable Teacher Distribution Challenge	
		Session 353 Increasing College Readiness: Reinventing the Role of Postsecondary Education	Session 351 Providing a Solid Foundation for STEM Education: K-12		Session 352 Evaluating Teachers Based on What They Do	
Roundtable 3 Involving Youth in State Policymaking Roundtable 8 Should Policymakers be Educators? Should Educators be Policymakers?	Roundtable 16 Strengthening NCLB's Teacher Quality Provisions: From "Highly Qualified" to "Highly Effective" Through New Educator Assessment and Support	Roundtable 7 Creating Lifetime Learning Accounts Roundtable 15 What's New at the College Board	Roundtable 6 National Action Plan for STEM Education	Roundtable 5 Simulations and Gaming in our Schools... Busting the Barrier	Roundtable 12 National Council on Teacher Quality (NCTQ) Database – Teacher Roles, Rules and Rights	Roundtable 4 K-12 and Postsecondary Collaboration for College Readiness
THURSDAY, JULY 12						
Session 427 Transforming Education through Leadership, Policy and Practice – Mississippi's Mission			Session 428 Helping to STEM Brain Drain and Spur Economic Growth: How Best Can State Policymakers Work with the Business and Philanthropic Communities?		Session 429 Improving Working Conditions for Teacher Retention and Student Success	Session 430 P-16 Partnerships: Are They Achieving Results?
Session 453 Cutting to the Core: Identifying the Real Frustrations With Education	Session 452 NCLB: Gearing Up for Reauthorization			Session 454 Changing Demographics, Changing Needs		

GENERAL INFORMATION

Transportation

PHILADELPHIA INTERNATIONAL AIRPORT

Philadelphia International Airport (PHL) is the only major airport serving one of the largest metropolitan areas in the United States. Owned by the City of Philadelphia, the Philadelphia Airport System (comprised of Philadelphia International Airport and Northeast Philadelphia Airport) is operated by the Department of Commerce's Division of Aviation.

Located seven (7) miles from downtown Philadelphia, the Airport is easily accessible from Interstates 76, 95 and 476. In addition, rail service to the Airport is available on SEPTA'S High Speed Rail Line (R1) train that operates from 5:25 AM until 11:25 PM daily, every 30 minutes, with easy connections to AMTRAK at 30th Street Station and regional rail lines at 30th Street, Suburban and Market East stations.

www.phl.org/index.html

Ground Transportation:

Taxi services can be picked up at Zone 5 on the Commercial Transportation Roadway. All Taxi rates are based per trip not per person. Most taxis can accommodate up to three passengers. In some cases certain vehicle types can accommodate four passengers.

\$25.00 Flat Rate from the Airport to the Central Philadelphia Area. This area encompasses: Fairmount Ave (most Northern point), South Street (most Southern point) Delaware River (most eastern point) and University City/ 38th Street (most Western point) Any destination that falls within these boundaries are eligible for the Center City flat rate.

\$10.00 minimum fare from the Airport to any destination. Other fares based on the meter which based upon entry (flag drop) is \$2.30 and \$2.10 per mile or portion thereof. In addition you will be charged an additional \$1.50 Airport fee. Should you need to pay by credit card please advise the dispatcher upon your arrival to the Taxi area as all companies do not accept credit cards or vouchers as a form of payment.

SEDAN, LIMOUSINE SERVICES AND SHARED RIDE VAN:

Sedan and Limousine services can be picked up at Zone 6 and shared ride van services can be picked up at Zone 7 on the Commercial Transportation Roadway.

For information regarding transportation please go to the Ground Transportation Information desk which is located in each baggage claim area. The Ground Transportation Information representative can assist you by providing you with a list of transportation providers that are authorized to travel to your desired destination. Please understand that our Ground Transportation representatives can not recommend specific services however they are there to provide you with transportation options. Our representatives will give you instructions on how to contact the provider of your choice. They will also alert you once your provider arrives to pick you up.

You should have your luggage prior to making your reservations.

GROUND TRANSPORTATION INFORMATION HOTLINE:

To speak with a Ground Transportation Information representative regarding any information not addressed previously please call (215) 937-6958.

Driving Directions:

If you plan to drive, you can print out a map from our Web site.

FROM PHILADELPHIA INTERNATIONAL AIRPORT:

1. Start out going northeast. Take the I-95 north ramp toward PA-291/Philadelphia/New Jersey.
2. Take Exit 13 toward I-76 West/Valley Forge/PA-291/Island Avenue.
3. Merge onto Penrose Avenue/PA-291 East toward I-76 West/Valley Forge.
4. Turn left onto South 26th Street/PA-291 East.
(South 26th Street/PA-291 East becomes I-76 West.)
5. Take the Market Street Exit 345 toward 30th Street Station.
6. Turn slight left onto ramp, straight onto Schuylkill Avenue/PA-3.
7. Turn right onto Market Street/PA-3 East.
8. Turn right onto South 17th Street.
9. Estimated driving time: 15 minutes; distance: 8.44 miles.

FROM EAST:

1. Take the New Jersey Turnpike to Exit 4.
2. Proceed on Highway 73 North to Highway 38 West.
3. Continue to Highway 30 West over the Benjamin Franklin Bridge.
4. After crossing the bridge, continue on Vine Street.
5. Turn left onto 17th Street.
6. The hotel is one block further on the left.

FROM INTERSTATE 95 SOUTH (NORTH/SOUTH):

1. Take Interstate 95 South to Exit 22.
2. Proceed on Highway 6786 West to the Broad Street Exit.
3. This will take you to 15th Street.
4. Continue 0.5 blocks to Spring Street and turn right.
5. Proceed one block and turn right onto 16th Street.
6. The hotel is 0.25 blocks further on the left.

FROM WEST:

1. Take the Pennsylvania Turnpike to Exit 24.
2. Proceed on Highway 76 East to Exit 344.
3. Continue to the Broad Street Central/Philadelphia Exit.
4. Turn right onto 15th Street and proceed one block to Spring Street.
5. Turn right onto Spring Street
6. Continue one block to 16th Street and turn right.
7. The hotel is 0.25 blocks on the left.

GENERAL INFORMATION

Hotel Reservations and Information

The meeting headquarters hotel is:

Sheraton Philadelphia City Center
17th and Race Streets
Philadelphia, PA 19103

(215) 448-2000 (direct to hotel)

(215) 448-2864 (fax)

(800) 325-3535 (toll free reservation number)

www.starwoodhotels.com/sheraton/index.html

Hotel Reservation Procedures:

- You are responsible for arranging all hotel accommodations or cancellations. Rooms at the National Forum rate are limited, so book as early as possible.
- Please call the Reservations Department directly at the main hotel number above, or National Reservations at 800.325.3535. Ask for the Education Commission of the States room block to ensure you get the group rate of \$149 + 14% tax for a single or double room.
- Check-in time is 3:00 p.m.; check-out time is 12:00 p.m.
- If you would like a confirmation number for your reservation, please ask the hotel reservations department for one when you make your reservation.
- Reservations will not be accepted without a credit card number or deposit. The Sheraton Philadelphia City Center Hotel requires a one-night deposit by credit card. Your reservation will be guaranteed for late arrival.
- Reservations must be made with the Sheraton Philadelphia City Center Hotel by **June 8, 2007** to get the ECS group rate.
- Reservations made after this date can only be accepted on a space-available basis and not necessarily at the ECS group rate.
- In the event the room block at the hotel fills up before June 8, 2007, please send an e-mail to nationalforum@ecs.org.

Hotel Room Cancellation Procedures:

- To cancel your reservation, please call the main hotel number at least 72 hours before arrival.
- If you fail to cancel your reservation within 72 hours of arrival, you will be charged for one night's room and tax.

What To Wear

Casual business attire is acceptable for most events; please dress comfortably. In July, average temperatures in Philadelphia are around 85-90° during the day and 65° in the evening. Business attire is requested for the James Bryant Conant Award banquet dinner Wednesday evening. Also, because room temperature and personal comfort zones vary widely, we recommend you bring a sweater or jacket to meeting sessions and outdoor functions.

Area Attractions:

The nation's fifth-largest city has become a hot destination thanks to stellar art exhibitions, new theaters, exciting nightlife, fantastic festivals and some of the country's finest restaurants. Philadelphia has experienced an explosion of entertainment and nightlife possibilities, as well as what some critics have called a "restaurant renaissance," which The New York Times claims "... has put Philadelphia on the food map." This culturally and ethnically diverse city boasts spectacular five-star restaurants in addition to dozens of outstanding eateries to suit every taste and pocketbook.

There are also big and small pleasures to be found in Philadelphia, including The Kimmel Center for Performing Arts, the gem of Philadelphia's premier arts district. The Philadelphia Museum of Art is among the largest museums in America and offers an impressive collection of art from around the world. During your visit, learn more about Philadelphia's place in history by visiting the Independence Visitor Center, the Liberty Bell, Independence Hall, where the U.S. Constitution was signed, and the National Constitution Center.

- **Tutankhamun and the Golden Age of the Pharaohs at The Franklin Institute Science Museum**
(advised to purchase tickets in advance).
This is the first U.S. tour of the treasures of Tutankhamun in 26 years.
- **The Academy of Natural Sciences**
One of the world's foremost natural history museums
- **The Atwater Kent Museum**
Philadelphia's history museum, and Norman Rockwell, too
- **Awbury Arboretum**
A wee bit of England transplanted to Germantown
- **Bartram's Garden**
America's birthplace of gardening
- **The Betsy Ross House**
Home and burial place of Betsy Ross
- **Carpenters' Hall**
Meeting Place of the First Continental Congress
- **Civil War and Underground Railroad Museum of Philadelphia**
Interpreting the struggle for freedom, equality and national unity
- **Congress Hall**
Home of the U.S. Congress from 1790-1800
- **Franklin Square**
Mini-golf, a carousel, storytelling and more
- **Historic Green**
The roots of our nation
- **Independence Hall**
Birthplace of both the Declaration of Independence and the Constitution
- **The Liberty Bell Center**
Dramatic new home of the internationally known symbol of freedom
- **National Constitution Center**
The world's only museum dedicated to the U.S. Constitution
- **United States Mint**
Where pocket change and commemorative coins are made

GENERAL INFORMATION

Sheraton Philadelphia City Center Hotel

17th and Race Streets
Philadelphia, PA 19103

(215) 448-2000 (direct to hotel)

(215) 448-2864 (fax)

(800) 325-3535 (toll free reservation number)

Meeting Events

All National Forum sessions and events will take place at the Sheraton Philadelphia City Center Hotel unless otherwise noted in this program. For assistance during the meeting, please stop by the ECS Registration Desk, located in the Liberty Ballroom Coat Check, Ballroom Level.

Registration Desk Hours:

Located in the Liberty Ballroom Coat Check, Ballroom Level

Tuesday, July 10 10:00 a.m. – 5:30 p.m.

Wednesday, July 11 7:00 a.m. – 5:30 p.m.

Thursday, July 12 7:00 a.m. – 5:30 p.m.

Friday, July 13 7:00 a.m. – 12:00 p.m.

ECS Media and Press Office Hours:

Located in Salon 2, Mezzanine Level

Tuesday, July 10 10:00 a.m. – 5:30 p.m.

Wednesday, July 11 7:00 a.m. – 5:30 p.m.

Thursday, July 12 7:00 a.m. – 5:30 p.m.

ECS Products/Web Site

Please stop by the ECS products table in the Liberty Ballroom Foyer to see copies of our publications. A list of recently published materials is in your registration packet.

Cyber Café

Be sure to visit the Cyber Café located in the Franklin Room, Mezzanine Level, to see what's new on ECS' Web site.

Tuesday, July 10 10:00 a.m. – 5:30 p.m.

Wednesday, July 11 7:00 a.m. – 5:30 p.m.

Thursday, July 12 7:00 a.m. – 5:30 p.m.

Friday, July 13 7:00 a.m. – 12:00 p.m.

Badges

Your name badge is required for admission to all sessions, meal functions and social events.

Special Dietary Needs

If you indicated on your registration form any special dietary needs such as vegetarian, diabetic, etc., you will receive a colored card in your registration materials. Please place this card on your plate at each meal to alert the wait staff to your special needs. They will do their best to accommodate you.

Smoking Policy

Smoking is not permitted at any ECS function. This includes all meeting rooms and outside event locations involving sessions, workshops, banquets, luncheons and receptions.

Photocopying/Faxing

Services are available through the hotel's business center located on the Mezzanine Level, across from the Franklin meeting room (see page 9). The hotel's Business Center is open 24 hours a day, 7 days a week.

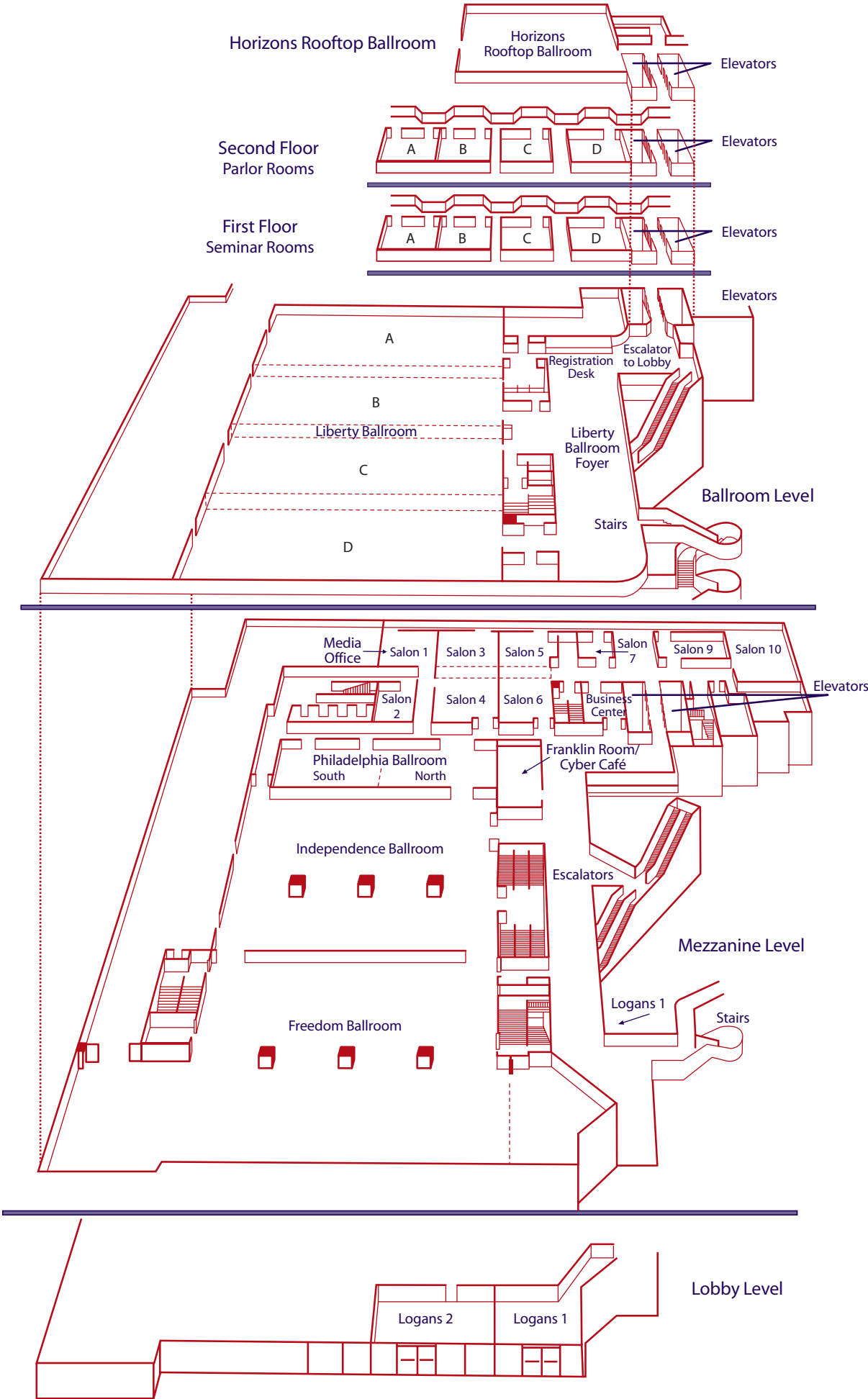
Electronic Devices/Cell Phones

Before entering any session, please turn off or adjust to a quiet setting all noise-producing electronic equipment.



Benjamin Franklin Bridge

HOTEL INFORMATION AND MAPS



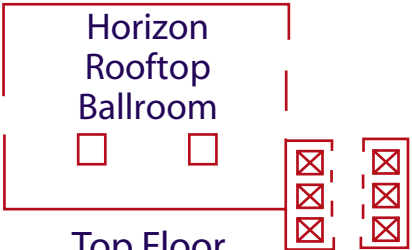
HOTEL INFORMATION AND MAPS

general information

Conference/Meeting Rooms



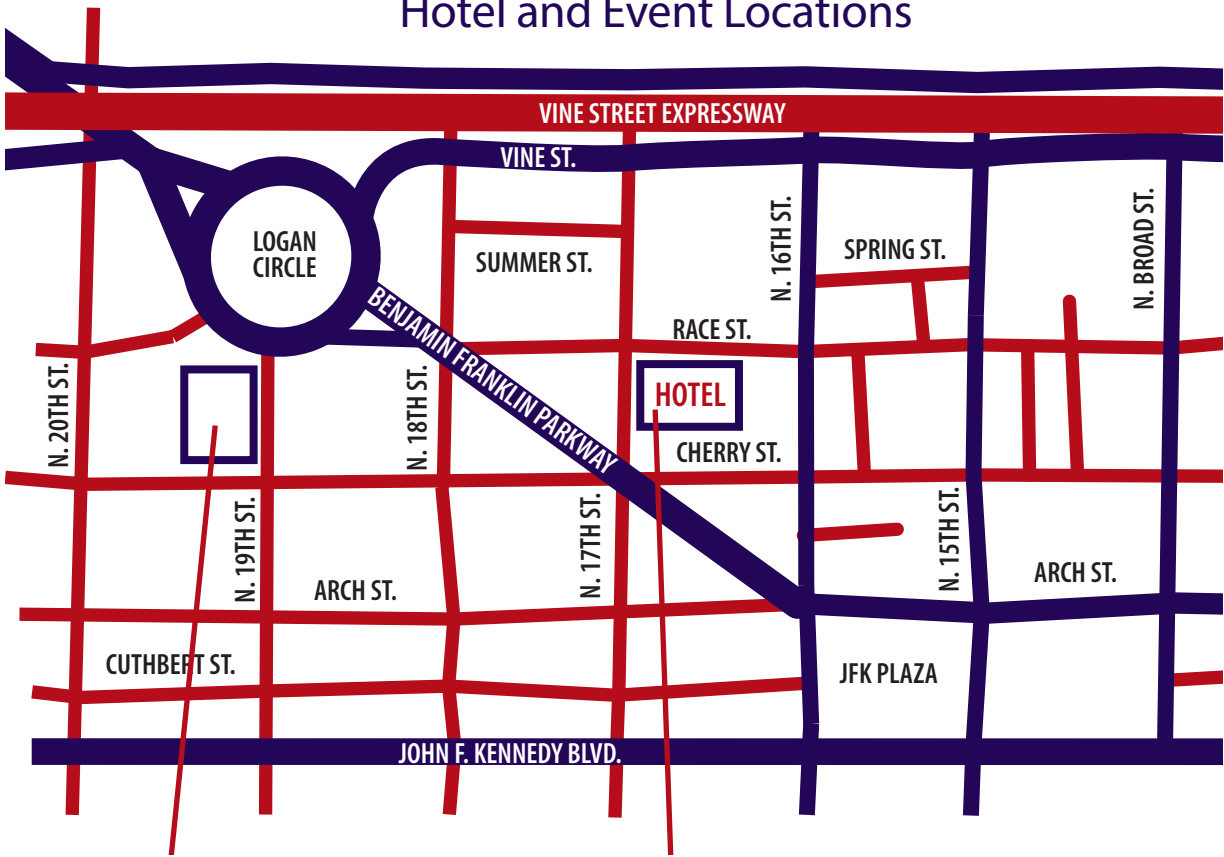
Lobby Level



Top Floor



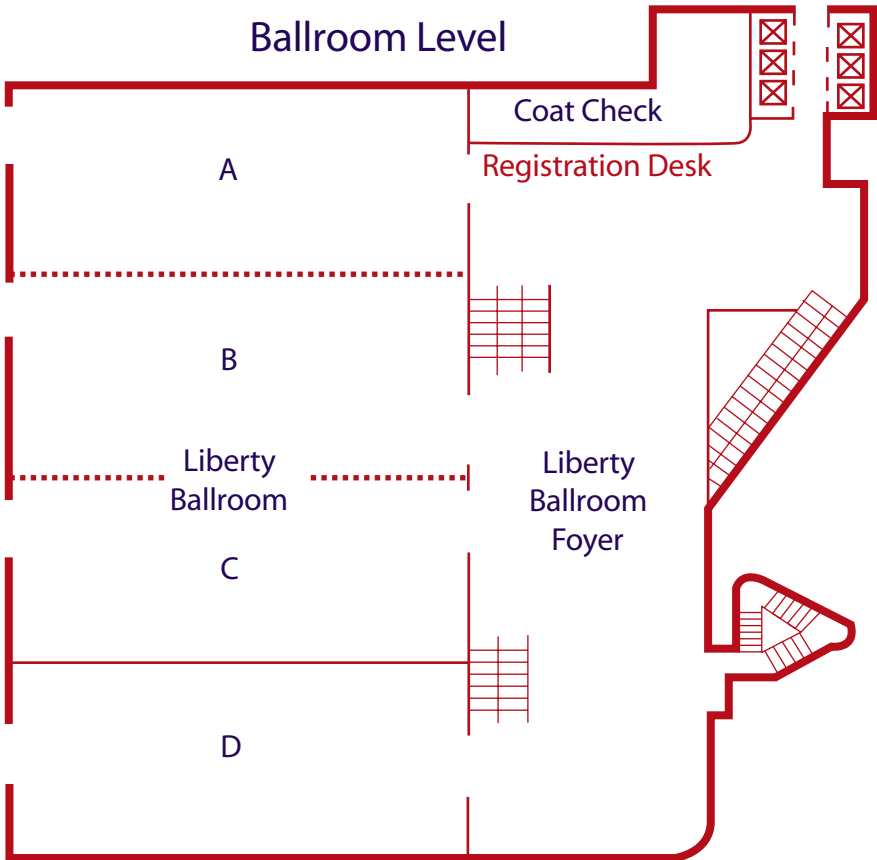
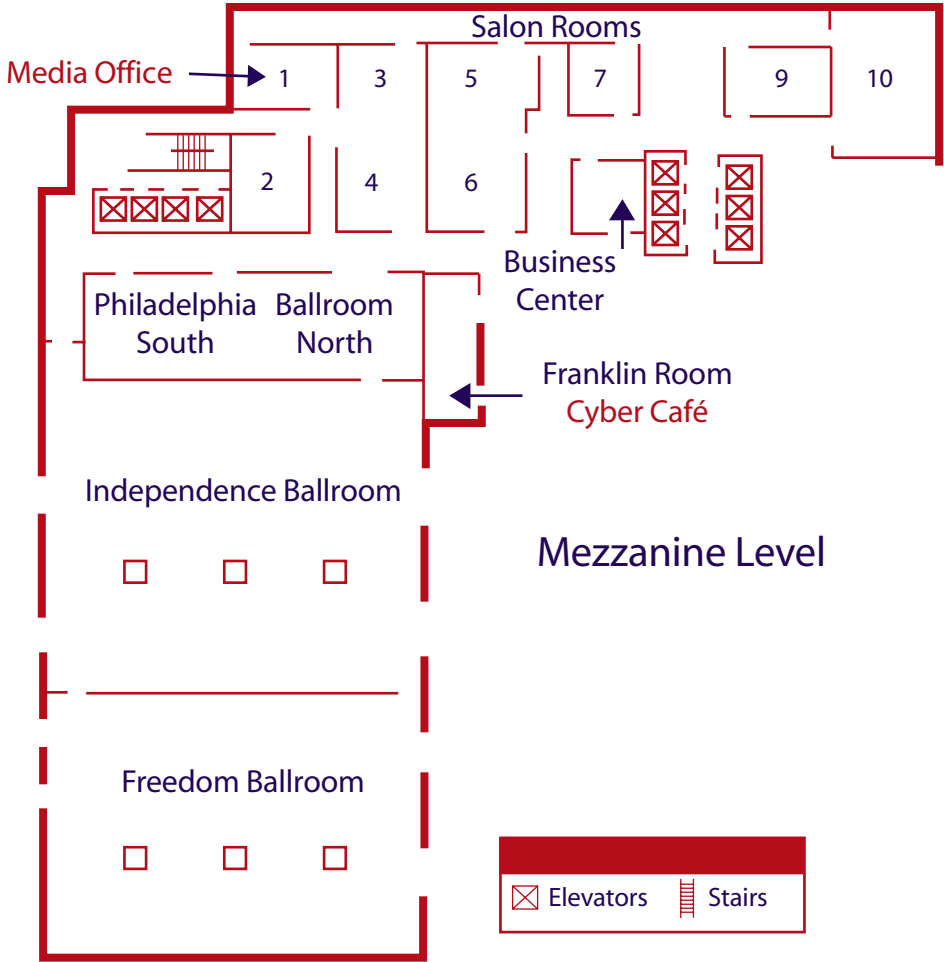
Hotel and Event Locations



ACADEMY OF NATURAL SCIENCES
19th Street and the
Benjamin Franklin Parkway

SHERATON PHILADELPHIA CITY CENTER
17th and Race Streets

HOTEL INFORMATION AND MAPS



THE 2007 NATIONAL FORUM ON EDUCATION POLICY

Presented by the Education Commission of the States

July 10-13, 2007

Philadelphia, Pennsylvania



TUESDAY

JULY 10

tuesday

10:00 a.m.-5:30 p.m. Liberty Ballroom Coat Check, Ballroom Level

Registration Desk Open

10:00 a.m.-5:30 p.m. Salon 1, Mezzanine Level

Media Office Open

10:00 a.m.-5:30 p.m. Franklin Room, Mezzanine Level

Cyber Café Open

1:00-3:30

Session # 245

Tour Philadelphia's School of the Future

Come take a tour of the state-of-the-art School of the Future. The school is the result of a unique collaboration between the Microsoft Corporation and the Philadelphia Public Schools to provide an innovative, technology-based learning environment for Philadelphia high school students. In addition to a tour of the facility, attendees will be able to interact with school staff and members of the team that helped make the school a reality. Meet in the hotel lobby at 1:00 to board the bus. Transportation provided courtesy of Microsoft. *(Space is limited.)*

3:30-4:30 p.m. Freedom Ballroom, Mezzanine Level

Session # 250

Optimizing Your ECS Experience

Learn how to optimize your experience with your Interstate Compact for Education. This session will help you understand your role in ECS, let you know what you can get from ECS, and introduce you to a new network of friends and colleagues.

5:30-7:30 p.m.

Academy of Natural Sciences

Session # 265

Off-Site Welcome Reception

Come join us to kick off the 2007 National Forum on Education Policy at the Academy of Natural Sciences. The Academy of Natural Sciences is America's oldest natural sciences museum. ECS will host a two-hour reception in the newly renovated Dinosaur Hall.

The Academy of Natural Sciences is approximately three blocks from the Sheraton Philadelphia Center hotel and is located at the corner of 19th Street and the Benjamin Franklin Parkway. It faces Logan Circle. *(See the map on page 8 for directions.)*

Welcome Remarks:

KATHLEEN SEBELIUS

*governor, State of Kansas; 2006-08 ECS chair;
member, ECS Steering and Executive Committees*



Elfreh's Alley



WEDNESDAY

JULY 11

7:00 a.m.-5:30 p.m. Liberty Ballroom Coat Check, Ballroom Level

Registration Desk Open

7:00 a.m.-5:30 p.m. Salon 1, Mezzanine Level

Media Office Open

7:00 a.m.-5:30 p.m. Franklin Room, Mezzanine Level

Cyber Cafe Open

7:30-10:00 a.m. Liberty AB, Ballroom Level

Session # 315

Opening Plenary Session

Welcome Remarks and Introduction of the New ECS President:

KATHLEEN SEBELIUS

governor, State of Kansas; 2006-08 ECS chair; member, ECS Steering and Executive Committees

ROGER SAMPSON

commissioner of education, Alaska Department of Education and Early Development; ECS Commissioner; New ECS President

L. Jay Lemons, president of Susquehanna University will present the Frank Newman Student Leadership Award to Roslynn Almas, Brookhaven College, Texas; and Douglas Finley of Georgetown University, Washington D.C.

Presentation of the Frank Newman Award for State Innovation to the State of Alaska

Accepting the award on behalf of Alaska:

CON BUNDE

vice-chair, Finance Committee, Alaska State Senate; member, ECS Steering and Finance Committees

Presentation: Tough Choices, Tough Times:

Does Our Education System Need to be Rebuilt?

The New Commission on Skills for the American Workforce makes the case for a wholesale redesign of the education system to meet the competitive challenges from countries whose residents will be better educated and willing to do the work of Americans at a much lower cost. The Commission offers a comprehensive set of recommendations to include redistributing education funding to pay for early childhood education, offering board exams in 10th grade to determine eligibility for higher education and shifting the burden for funding education completely to the state. This session will consider the Commission's ambitious vision and explore its viability among policymakers as a useful blueprint for increasing the educational achievement of Americans.

Participants include:

JEANNE SHAHEEN – MODERATOR

director, Institute of Politics, John F. Kennedy School of Government, Harvard University, Massachusetts; former governor of New Hampshire

MARC S. TUCKER

president and founder, National Center on Education and the Economy, District of Columbia

TIM KAINE

governor, Commonwealth of Virginia; member, ECS Executive and Steering Committees

SCOTT PALMER

partner, Holland & Knight, LLP, District of Columbia

10:00-10:15 a.m.

Liberty Ballroom Foyer, Ballroom Level

Break

10:15 a.m.-12:00 p.m. Philadelphia Ballroom South, Mezzanine Level

Session # 325

Educating Today's Adult Workforce

The driving force behind U.S. competitiveness in the global economy for the next 10 to 15 years are those individuals who are already in the workforce. Unfortunately, many states have not created aligned adult education systems that move individuals from adult basic education, through postsecondary education onto a career ladder. This session will present first-of-its-kind research tracking various adult education indicators in states to determine the extent these systems are successfully educating adult students for the workforce. The session will explore the policy implications from the research and strategies for how states can better align their adult education systems.

Participants include:

THOMAS HORGAN – MODERATOR

president and CEO, New Hampshire College and University Council; member, ECS Steering and National Forum Committees

CHERYL D. BLANCO

vice president for lifelong learning policy and research, Council for Adult and Experiential Learning, Illinois

PATRICK KELLY

senior associate, NCHEMS and director, National Information Center, Colorado

CHARLES MCGREW

director of information and research, Kentucky Council on Postsecondary Education

“An investment in knowledge always pays the best interest.”

Benjamin Franklin

wednesday

10:15 a.m.-12:00 p.m.

Salon 5/6, Mezzanine Level

Session # 326

Accountability for Pre-K: The Role of Assessments

As states have increased their investment in early childhood programs, policymakers are seeking evidence that their programs are producing tangible benefits in terms of helping children learn. The National Early Childhood Accountability Task Force, a 15-member panel of early childhood experts and policy leaders, chaired by Sharon Lynn Kagan, was convened in late 2004 to address the accountability/assessment issue. The task force was charged with providing recommendations to states on how to effectively assess young children and early childhood programs — and on ways to use assessment data to guide and motivate program improvement efforts. This session will summarize the recommendations of the Task Force's recently completed report and share a variety of examples of state assessment, evaluation and program accountability initiatives.

Participants include:**CAROLINE SMITH — MODERATOR***policy specialist, National Conference of State Legislatures, Colorado***HARRIET DICHTER***deputy secretary, Office of Child Development and Early Learning, Pennsylvania Departments of Education and Public Welfare***SHARON LYNN KAGAN***Marx professor of early childhood and family policy, Teachers College, Columbia University, Connecticut***THOMAS SCHULTZ***project director, Early Education Accountability, PEW Charitable Trusts, Pennsylvania*

10:15 a.m.-12:00 p.m.

Freedom Ballroom, Mezzanine Level

Session # 327

State Success Stories in High School Reform

High school reform, one of the most pressing issues in the education policy arena in recent years, is raising the same questions in states across the nation: What strategies are states using to keep high school students in school (or integrate them back into the system after dropping out)? What approaches are most successful in ensuring high school graduates are work- and college-ready? What obstacles have states faced in implementing high school reforms, and how did they overcome them? And, perhaps most importantly — what does the research say on practices that best prepare students for the world after high school? Come to this session for answers to these questions, and more.

Participants include:**TODD D. FLAHERTY — MODERATOR***deputy commissioner, Department of Elementary and Secondary Education, State of Rhode Island***CLIFFORD ADELMAN***senior associate, The Institute for Higher Education Policy, District of Columbia***DANE LINN***director, Education Division, National Governors Association, District of Columbia***LYNN L. LUPOLD***high school redesign coordinator, Indiana Department of Education*

10:15 a.m.-12:00 p.m.

Philadelphia Ballroom North, Mezzanine Level

Session # 328

Student Engagement – Policy, Pedagogy and Partnerships

There is evidence, over the past decades, that young Americans are not engaging in policymaking, legislative action and voting. However the past two elections have shown an upturn among 18–24-year-old voters, and teaching and learning strategies are showing favorable results in engaging youth in community improvement and development. This session will focus on specific strategies to assist policymakers and education leaders to authentically engage students in decisions and policies that impact them and their communities, and demonstrate effective ways schools can focus on their civic mission with positive impacts on student academic, social and career development.

Participants include:**LYLA B. BERG — MODERATOR***vice-chair, House Education Committee, Hawaii House of Representatives***DOUGLAS FINLEY***student, Georgetown University, District of Columbia***TREY GRAYSON***secretary of state, Commonwealth of Kentucky***L. JAY LEMONS***president, Susquehanna University, Pennsylvania***BRENDA LILIENTHAL WELBURN***executive director, National Association of State Boards of Education, Virginia*

10:15 a.m.-12:00 p.m.

Salon 3/4, Mezzanine Level

Session # 329

Understanding and Addressing the Equitable Teacher Distribution Challenge

The promise of America's education system is to ensure all students meet their academic potential. However, many students in our most challenging schools do not have the high-quality teachers they need for this nation to keep that promise. The National Comprehensive Center for Teacher Quality has been working with regional comprehensive centers, states and districts across the nation that are implementing various strategies to address the issue of inequitable distribution. This session will include a review of research on differences in resource allocation that contribute to this disparity and highlight a comprehensive state-level system established to address inequitable teacher distribution.

Participants include:**CORTNEY ROWLAND — MODERATOR***program associate, Teacher Quality, Learning Point Associates, Illinois***BETHENY GROSS***researcher, Center on Reinventing Public Education, University of Washington***WESLEY G. WILLIAMS, II***director, Office of Educator Equity, Ohio Department of Education*

10:15 a.m. - 12:00 p.m.

Salon 10, Mezzanine Level

Session # 330

Plenary Dialogue Breakout: Tough Choices, Tough Times: Moving From the Report to Results

This facilitated discussion focuses on how the recommendations from *Tough Choices, Tough Times* can be implemented in states. The facilitated discussion format allows participants to ask further questions, deepen knowledge and raise state policy issues focused on political levers and landmines that the *Tough Choices* report will likely encounter as it is considered in states. **Marc Tucker** (National Center on Education and the Economy) will be available to offer insights. (*Space is limited.*)

10:15 a.m. - 12:00 p.m.

Logans 1, Lobby Level

Session # 331

Plenary Dialogue Breakout: Getting It Done – How to Institute Education Reform Politically and Philanthropically

This facilitated discussion focuses on how the political and philanthropic process can effectively impact systemic change in education. The facilitated discussion format will focus on the levers, landmines and elephants in the room in education and how they can be addressed or utilized to create meaningful change. **Scott Palmer** (Holland & Knight) and **Jeanne Shaheen** (Harvard University) will be available to offer insights. (*Space is limited.*)

12:00 - 2:00

Liberty AB, Ballroom Level

Session # 340

Plenary Luncheon

Presiding:

KATHLEEN SEBELIUS

*governor, State of Kansas; 2006-08 ECS chair;
member, ECS Steering and Executive Committees*

Presentation of the ECS Corporate Award to Pearson Education

Accepting the award on behalf of Pearson:

MARK NIEKER

president, Pearson Foundation

JEFF TAYLOR

president, Pearson Inc.

Presentation: Student Unit Records: New Elephant in the Room?

Establishing a national student unit record database system would allow students — no matter how mobile — to be followed for research and accountability purposes from preschool through postsecondary education. Currently, 44 states assign (or plan to assign) unique student identifiers that allow this, at least at the K-12 level. But the identifiers are unique only within each state — not across states. What would happen to state data systems if unique IDs followed students both across state boundaries and across the K-12 and postsecondary divide? Is the sought-after access to student data for transfer, admissions and statewide analysis worth the trade-offs? What are the implications for existing state data systems? What are the privacy issues?

Participants include:

HANS L'ORANGE – MODERATOR

*vice president for research and information resources
and director, SHEEO/NCES Network, State Higher Education
Executive Officers, Colorado*

CLIFFORD ADELMAN

*senior associate, The Institute for Higher Education Policy,
District of Columbia*

AIMEE R. GUIDERA

director, Data Quality Campaign, Minnesota

2:00-2:15 p.m.

Liberty Ballroom Foyer, Ballroom Level

Break

2:15-3:45 p.m.

Salon 3/4, Mezzanine Level

Session # 350

The Impact of School Finance Studies on State Policy

In the past five years the majority of state school finance systems have been the subject of internal or external studies. This session will examine what impact, if any, these studies have had on shaping state policy.

Participants include:

MOLLY A HUNTER

*managing director, National Access Network,
Teachers College, New York*

LAWRENCE O. PICUS

*professor, Rossier School of Education,
University of Southern California*

2:15-3:45 p.m.

Salon 5/6, Mezzanine Level

Session # 351

Providing a Solid Foundation for STEM Education: K-12

If the nation is to graduate more students with degrees in the science, technology, engineering and mathematics (STEM) fields, it is crucial that students in grades K-12 receive a solid preparation. What works for K-12 students? Panelists will discuss research, experience and proposed state actions.

Participants include:

JEWEL D. SCOTT – MODERATOR

*executive director, Civic Council of Greater Kansas City, Missouri;
member, ECS Steering Committee*

RICHARD A. DUSCHL

*professor, Graduate School of Education,
Rutgers University, New Jersey*

ELIZABETH LODAL

*former principal, Thomas Jefferson High School for
Science and Technology, Virginia; ECS commissioner*

wednesday

2:15-3:45 p.m.

Freedom Ballroom, Mezzanine Level

Session # 352

Evaluating Teachers Based on What They Do

The issue of teacher effectiveness is of increasing importance as the federal government decides the next step in qualifications and assessment of teacher quality. What systems are in place, however, to determine the effectiveness of a teacher, and how is that information used to improve his/her skills and abilities? The National Comprehensive Center for Teacher Quality is looking into this issue and exploring systems states and districts have created and implemented for determining teacher effectiveness based on outcome measures including student achievement, teacher evaluation through observation and other strategies. This session will review and discuss these types of systems, the policy and practice ramifications of their implementation, and the importance of matching teachers to context and using these systems for formative, rather than summative, evaluation.

Participants include:**LAURA GOE**

senior researcher, NCCTQ; associate research scientist,
Educational Testing Service, New Jersey

JULIA INDALECIO

teacher evaluation system specialist and entry year coordinator,
Cincinnati Public Schools, Ohio

THOMAS J. KANE

professor of education and economics,
Harvard Graduate School of Education, Massachusetts

2:15-3:45 p.m.

Philadelphia Ballroom North, Mezzanine Level

Session # 353

Increasing College Readiness: Reinventing the Role of Postsecondary Education

In a new pre-K through postsecondary education world, college readiness is no longer the strict purview of high schools. Postsecondary education institutions must be far more active in ensuring that students have college-ready skills. The old model of providing remedial education to students after they enroll at postsecondary institutions is proving to be both financially and politically unsustainable. As a result, postsecondary institutions must find more effective and efficient strategies for ensuring students are college ready. This session will look at how the Tennessee Board of Regents is using the highly regarded Program in Course Redesign system developed by the National Center for Academic Transformation, early assessment, dual enrollment and other early intervention strategies to improve college readiness at far less cost than the current system.

Participants include:**THOMAS C. MEREDITH – MODERATOR**

commissioner of higher education, Board of Trustees, Mississippi
State Institutions of Higher Learning; ECS commissioner

HOUSTON D. DAVIS

associate vice chancellor for academic affairs,
Tennessee Board of Regents

CAROLYN JARMON

senior associate, National Center for
Academic Transformation, Texas

2:15-3:45 p.m.

Philadelphia Ballroom South, Mezzanine Level

Session # 354

Student Engagement: Why Aren't We Listening?

New survey results from Indiana University, Bloomington complement standardized test scores by providing data on the experiences that influence high school students' academic performance. The High School Survey of Student Engagement (HSSSE) — administered in 110 high schools across 26 states — identifies student behaviors and school characteristics that can be changed to enhance learning. Results have been used by principals and superintendents, but these results have not necessarily been given the level of attention needed from governors, legislators, state boards and state superintendents — those key leaders who have the ability to address more broadly the important issues raised. This session will discuss the policy implications of the latest in student survey results.

Participants include:**HOWARD N. LEE – MODERATOR**

chairman, North Carolina State Board of Education;
member, ECS Steering and Executive Committees

GLEN MILLER

manager, School Improvement and Instructional Support,
Chesterfield County Public Schools, Virginia

ETHAN YAZZIE-MINTZ

project director, High School Survey of Student Engagement,
Center for Evaluation & Education Policy, Indiana University

2:15-3:45 p.m.

Salon 10, Mezzanine Level

Session # 355

Plenary Dialogue Breakout: State Student Information Systems and Their Implications for K-12 Schools

This facilitated discussion provides an opportunity to discuss more deeply the implications of the student unit record plenary session, but particularly for the K-12 level. The facilitated discussion format engages participants in discussion on specific policy issues and questions such as, how can state data systems allow for interstate collaboration and coordination? **Aimee Guidera** (Data Quality Campaign) will be available to offer insights. *(Space is limited.)*

2:15-3:45 p.m.

Logans 1, Lobby Level

Session # 356

Plenary Dialogue Breakout: Postsecondary Issues with Student Unit Record Data Systems

This facilitated discussion will concentrate on the postsecondary aspects of the student unit record session. The facilitated discussion format allows participants to ask further questions, deepen knowledge and raise issues that might impact state student information systems. **Clifford Adelman** (IHEP) and **Hans L'Orange** (SHEEO) will be available to offer insights. *(Space is limited.)*

4:00-5:00 p.m.

Independence Ballroom, Mezzanine Level

Selected Roundtable Sessions:

- Roundtable #1:** *The Impact of State Graduation Requirements*
Roundtable #2: *Emerging Issues in High School Reform*
Roundtable #3: *Involving Youth in State Policymaking*
Roundtable #4: *K-12 and Postsecondary Collaboration for College Readiness*
Roundtable #5: *Simulations and Gaming in our Schools... Busting the Barrier*
Roundtable #6: *National Action Plan for STEM Education*
Roundtable #7: *Creating Lifetime Learning Accounts*
Roundtable #8: *Should Policymakers be Educators? Should Educators be Policymakers?*
Roundtable #9: *National Association for the Education of Young Children*
Roundtable #10: *Student Teacher Accountability Reporting System*
Roundtable #11: *New Mexico's Student Data System*
(Roundtable #11 will be in the Cyber Café Franklin Room, Mezzanine Level)
Roundtable #12: *National Council on Teacher Quality (NCTQ) Database – Teacher Roles, Rules and Rights*
Roundtable #13: *School Finance: What's Happening in the States*
Roundtable #14: *School Finance: The View from One State*
Roundtable #15: *What's New at the College Board*
Roundtable #16: *Strengthening NCLB's Teacher Quality Provisions: From "Highly Qualified" to "Highly Effective" Through New Educator Assessment and Support*

**To see a full list of roundtable sessions and descriptions, please see the program addendum. **

6:00-7:00 p.m.

Liberty Ballroom Foyer, Ballroom Level

General Reception

7:00-8:45 p.m.

Liberty AB, Ballroom Level

James Bryant Conant Award Banquet

Presiding:

KATHLEEN SEBELIUS

*governor, State of Kansas; 2006-08 ECS chair;
member, ECS Steering and Executive Committees*

Screening of the James Bryant Conant Award Video, courtesy of Pearson Education

Presentation of the 2007 James Bryant Conant Award to Gaston Caperton, president of the College Board and former governor of West Virginia. Named in memory of ECS' co-founder, the award is given to an individual who has made outstanding contributions to American Education.



Roundtable sessions at the 2006 National Forum in Minneapolis

wednesday



THURSDAY

JULY 12

7:00 a.m.-5:30 p.m. Liberty Ballroom Coat Check, Ballroom Level

Registration Desk Open

7:00 a.m.-5:30 p.m. Salon 1, Mezzanine Level

Media Office Open

7:00 a.m.-5:30 p.m. Franklin Room, Mezzanine Level

Cyber Café Open

7:30-9:30 a.m. Liberty AB, Ballroom Level

Session # 410

Chair's Breakfast

Presiding:

KATHLEEN SEBELIUS

*governor, State of Kansas; 2006-08 ECS chair;
member, ECS Steering and Executive Committees*

Presentation of ECS Chair's Award to members of the philanthropic community.

Accepting the award are representatives from the following foundations: the Ford Foundation, the Bill and Melinda Gates Foundation, the Ewing Marion Kauffman Foundation, The Wallace Foundation and The William and Flora Hewlett Foundation.

Acknowledgement of the 2007 State Teachers of the Year

Presentation: Great Teachers for Tomorrow

The ability to educate all students is the key to our future internationally and domestically. Quality learning requires effective teachers and leaders working together in schools focused on student success. Every year, however, we lose too many teachers from our nation's classrooms due to dissatisfaction with working conditions in schools. This is a problem that can be changed through the work of dedicated state policymakers and education leaders. ECS' chair, Governor Kathleen Sebelius, has chosen the improvement and maintenance of teacher working conditions as the focus of her initiative, *Great Teachers for Tomorrow*, which is designed to provide state policymakers and education leaders with the tools, resources and opportunities they need to create and maintain the type of positive working conditions that will contribute to teacher retention and student success. This session will provide attendees with information on the Initiative and the opportunity to hear from the Kansas State Teacher of the Year about how this issue affects teachers and students in the classroom — and how policymakers and education leaders can take action.

Participants include:

JOSH ANDERSON

2007 Kansas Teacher of the Year, Olathe Northwest High School

KATHLEEN SEBELIUS

*governor, State of Kansas; 2006-08 ECS chair;
member, ECS Steering and Executive Committees*

9:30-10:00 a.m.

Liberty Ballroom Foyer, Ballroom Level

Break

10:00-11:30 a.m.

Logans 1, Lobby Level

Session # 425

First Steps into the P-16 Education Pipeline: P-3 – What it is and Why it's Important

Creating a continuum of teaching and learning that spans the early childhood years through grade 3 is gaining the attention of policymakers as a viable strategy for addressing the "education flatline" and a persistent achievement gap. This session takes a two-pronged approach to addressing P-3 as the first phase of the education pipeline. David Lawrence will provide highlights of the Supporting Partnerships to Assure Ready Kids (SPARK) initiative in Miami-Dade County, Florida where a P-3 approach is being implemented district-wide. Community leadership and strong public-private partnerships have helped drive the success of this effort and Lawrence will provide insight and information on how those partnerships have worked successfully to scale up a P-3 approach from pilot sites to an entire district. Kristie Kauerz will provide an overview of the research-based evidence supporting the viability of a P-3 approach as well as present tangible examples of state policies that support the implementation of P-3 practices in districts and schools.

Participants include:

ANN REALE – MODERATOR

*Massachusetts Department of Early Education and Care;
ECS commissioner*

KRISTI KAUERZ

*early childhood/P-3 policy director,
Office of Lt. Governor Barbara O'Brien, Colorado*

DAVID LAWRENCE, JR.

president, Early Childhood Initiative Foundation, Florida

10:00-11:30 a.m.

Salon 5/6, Mezzanine Level

Session # 426

School Finance 101

This session is designed to provide participants with an overview of the current issues in school finance. The session will focus on the condition of state budgets, an update on school finance litigation and a review of states that have made major changes to their funding systems in the past year.

Participants include:

LAWRENCE O. PICUS

*professor, Rossier School of Education,
University of Southern California*

thursday

10:00-11:30 a.m.

Salon 3/4, Mezzanine Level

Session # 427

Transforming Education through Leadership, Policy and Practice – Mississippi's Mission

Mississippi policymakers and education leaders designed a comprehensive K-12 education transformation as a result of the devastation of Hurricanes Katrina and Rita. This session will examine the rationale and strategies to increase student achievement and reduce the current dropout rate. The strategies include teacher quantity and quality, leader quality, curriculum and assessment, community engagement and capacity-building.

Participants include:**HANK M. BOUNDS**

superintendent of education, Mississippi Department of Education; ECS commissioner

MICHAEL FERNANDEZ

vice president, Public Affairs, State Farm Insurance, Illinois

JOHNNY FRANKLIN

education policy advisor, Office of Governor Haley Barbour, Mississippi

GRAY TOLLISON

state senator, Mississippi

10:00-11:30 a.m.

Freedom Ballroom, Mezzanine Level

Session # 428

Helping to STEM Brain Drain and Spur Economic Growth: How Can State Policymakers Work with the Business and Philanthropic Communities?

Developing workers proficient in science, technology, engineering and mathematics (STEM) subjects is crucial for the nation's future economic competitiveness. Recent years have seen much action in this arena by state policymakers and members of the business and philanthropic communities, with each striving to ensure the workforce of the future is adequately skilled. How best can the differing strengths of these stakeholders be utilized to achieve meaningful results in states?

Participants include:**RODGER W. BYBEE – MODERATOR**

executive director, Biological Sciences Curriculum Study, Colorado

DENNIS CHEEK

vice president of education, Ewing Marion Kauffman Foundation, Missouri

JAY COLE

education policy advisor, Office of Governor Joe Manchin III, West Virginia; member, ECS Steering and Nominating Committees

JEWEL D. SCOTT

executive director, Civic Council of Greater Kansas City, Missouri; member, ECS Steering Committee

10:00-11:30 a.m.

Philadelphia Ballroom South, Mezzanine Level

Session # 429

Improving Working Conditions for Teacher Retention and Student Success

Teacher attrition is a costly problem for schools, both financially and in terms of lost student achievement through high teacher turnover. In order to effectively address this challenge, policymakers and practitioners must address the reasons behind it. Primary among these is dissatisfaction with the school working environment. ECS will be providing tools and resources on this issue through the initiative, *Great Teacher for Tomorrow*, chosen by our chair, Kansas Governor Kathleen Sebelius. This session will review findings of surveys on teacher working conditions that have been completed in several states and will highlight how one district with extreme need for teachers is using these data to inform policy and practice.

Participants include:**KATHLEEN SEBELIUS – MODERATOR**

governor, State of Kansas; 2006-08 ECS chair; member, ECS Steering and Executive Committees (invited)

ERIC HIRSCH

New Teacher Center, University of California Santa Cruz

GEORGE ANN RICE

associate superintendent (retired), Clark County School District, Nevada

10:00-11:30 a.m.

Philadelphia Ballroom North, Mezzanine Level

Session # 430

P-16 Partnerships: Are They Achieving Results?

P-16 councils have become one of the most pervasive education reforms in the nation. While most P-16 councils bring together the various constituent groups across the education spectrum, their structures and goals are often very different from state to state. This session will look at the phenomenon of P-16 councils and ask the question, "Are P-16 councils achieving results?" The discussion will focus on the various landmines and policy levers that P-16 councils are encountering, as well as discuss best practices on how to effectively sustain effective collaboration among diverse education interests.

Participants include:**DAVID P. SOKOLA – MODERATOR**

chairman, Senate Education Committee, Delaware; member, ECS Steering and Nominating Committees

LAURA EMBERTON OWENS

secretary, Governor's Education Cabinet, Kentucky; ECS commissioner

JACK WARNER

commissioner of higher education, Rhode Island Office of Higher Education

thursday

11:30-11:45 a.m.

Liberty Ballroom Foyer, Ballroom Level

Break

11:45 a.m.-1:45 p.m.

Liberty AB, Ballroom Level

Session # 440

Plenary Luncheon**Presiding:****KATHLEEN SEBELIUS***governor, State of Kansas; 2006-08 ECS chair;
member, ECS Steering and Executive Committees***Presentation: Annual Conversation with
Today's Education Governors**

Recent reports such as Education Week's *Quality Counts*, Achieve, Inc.'s *American Diploma Project* and the National Center for Higher Education and Public Policy's *Measuring Up*, have tracked state education policies and initiatives which are viewed as the building blocks to a more seamless education system from pre-K through postsecondary. These reports have developed various indicators for measuring student "readiness" as they transition from one stage to the next along the education pipeline. During this session, governors from four states will discuss the opportunities and challenges they face as they develop policies which intend to positively impact academic achievement from early learning through adult education.

Participants include:**JIM GERINGER – MODERATOR***director, Public Sector Policy, Environmental Systems Research
Institute; former governor, Wyoming***DONALD CARCIERI***governor, Rhode Island; ECS commissioner***EDWARD RENDELL***governor, Pennsylvania; ECS commissioner***KATHLEEN SEBELIUS***governor, State of Kansas; 2006-08 ECS chair;
member, ECS Steering and Executive Committees*

1:45-2:00 p.m.

Liberty Ballroom Foyer, Ballroom Level

Session # 445

Break

2:00-3:30 p.m.

Logans 1, Lobby Level

Session # 450

Levers and Landmines of Restructuring Schools

State policymakers are struggling with how to develop a common framework to guide corrective action and reconstitution. They frequently are challenged by: (1) the issues surrounding implementation; and (2) how, with limited resources, to broker the intense changes that are necessary in the lowest-performing schools. Policy is one of many levers, but without careful crafting, it can create compliance instead of real change. What do policymakers need to know about what we've learned from the research and other states?

Participants include:**BILL O. WAGNON – MODERATOR***chairman, Kansas State Board of Education;
member, ECS Steering and Finance Committees***DANIEL L. DUKE***professor and research director, Partnership for Leaders
in Education, University of Virginia***LAUREN MORANDO RHIM***senior consultant, Public Impact, Maryland*

2:00-3:30 p.m.

Freedom Ballroom, Mezzanine Level

Session # 451

Early College High Schools: Promise and Perils

Early college high schools allow students to complete high school with a substantial number of credits toward an associate's degree. Though local high school/college partnerships have been in place for some time, states are beginning to get into the action. Can it really work, and what do policymakers need to know about the potential challenges of such programs?

Participants include:**NANCY TAYLOR – MODERATOR***senior policy officer, KnowledgeWorks Foundation, Ohio***RASHEED BROWN***student, Josephine Dobbs Clement Early College High School,
North Carolina***JOEL VARGAS***senior project manager, Early College High School Initiative,
Jobs for the Future, Massachusetts***CAROLYN WHITE***director, Learn and Earn, North Carolina New Schools Project,*

"Energy and persistence conquer all things."

Benjamin Franklin

2:00-3:30 p.m.

Philadelphia Ballroom North, Mezzanine Level

Session # 452**NCLB: Gearing Up for Reauthorization**

States face several challenges to meet No Child Left Behind's (NCLB) current goals and the law's pending reauthorization could add more requirements, but also provide additional flexibility and support. Nearly every education organization, as well as the U.S. Department of Education, is weighing in on ways to revise the sweeping law. This session will identify the most critical aspects of the law that must be altered and/or emphasized to turn around low performing schools, improve individual student performance, and ensure all classrooms are taught by qualified, effective teachers. The conversation will incorporate ECS' synthesis of recommendations issued by national organizations to improve NCLB.

Participants include:**CON BUNDE – MODERATOR**

*vice-chair, Finance Committee, Alaska State Senate;
member, ECS Steering and Finance Committees*

DANA K. BOYD

*2007 Texas Teacher of the Year,
Dolphin Terrace Elementary School (invited)*

DOUGLAS D. CHRISTENSEN

*commissioner of education, Nebraska Department of Education;
member, ECS Steering and National Forum Committees*

2:00-3:30 p.m.

Salon 3/4, Mezzanine Level

Session # 453**Cutting to the Core: Identifying the Real Frustrations With Education**

You can't fix it until you know where it's broken. Lee Jenkins, author of *Permission to Forget: And Nine Other Root Causes of America's Frustration with Education*, will work with participants on improving skills related to identifying real problems – those that lie beneath the ones we commonly see on the surface or seem to hear about from constituents. This is not a session aimed at coming up with solutions. It's about getting better at identifying each problem we're trying to solve.

Participants include:**LEE JENKINS**

president, From L to J Consulting Group, Inc., Arizona

2:00-3:30 p.m.

Philadelphia Ballroom South, Mezzanine Level

Session # 454**Changing Demographics, Changing Needs**

Many states are moving aggressively to address the rapidly changing demographics in their schools which find increasing numbers of students from low-income and culturally diverse backgrounds. The recognition by states that their future economic well-being is closely tied to the educational achievement of all their residents, regardless of background and circumstance, has been the impetus for broad and sometimes controversial education reform. This session will explore the different approaches states are taking to meet the needs of their changing student populations and whether these efforts will be sufficient to ensure educational opportunity for all their residents.

Participants include:**ROB LIPPINCOTT – MODERATOR**

*senior vice president, Education, Public Broadcasting Service,
Virginia*

VERONICA C. GARCIA

*secretary of education, New Mexico Public Education
Department; ECS commissioner*

MICHAEL T. NETTLES

*vice president, ETS Policy Studies and Research Center,
Educational Testing Service, New Jersey*

4:00-5:30 p.m.

Horizons Rooftop Ballroom

Session # 460**ECS Commissioners' Business Session**

Join your colleagues and represent your state at the annual business meeting of the Commission. Each ECS commissioner is entitled to one vote on matters brought before the Commission to direct the work and activities of the organization. Make yours count.

Participants include:**KATHLEEN SEBELIUS**

*governor, State of Kansas; 2006-08 ECS chair;
member, ECS Steering and Executive Committees*

LUTHER OLSEN

*member, Senate Education Committee, Wisconsin; ECS vice chair;
member, ECS Executive and Steering Committees*

RICHARD RHODA

*executive director of the Tennessee Higher Education Commission;
ECS treasurer; member, ECS Executive and Steering Committees*

RODERICK G. W. CHU

ECS interim president; former chancellor, Ohio Board of Regents

5:30-6:30 p.m.

Horizons Rooftop Ballroom

Commissioners' Reception

thursday



FRIDAY

JULY 13

7:00 a.m. - 12:00 p.m. Liberty Ballroom Coat Check, Ballroom Level

Registration Desk Open

7:00 a.m. - 12:00 p.m. Franklin Room, Mezzanine Level

Cyber Café Open

8:00 a.m. - 9:30 p.m. Logans 1, Lobby Level

National Forum Committee Meeting

8:00 a.m. - 12:30 p.m. Salon 5/6, Mezzanine Level

Session # 510

Aligning P-16 Education

This post-forum session will provide an opportunity for forum participants to learn and discuss how states are successfully aligning their education systems to ensure smooth transitions and student success.

Participants include:

SUSAN T. ZELMAN – MODERATOR
superintendent of public instruction, Ohio Department of Education; ECS commissioner

8:00-8:10 a.m.

Welcome and Continental Breakfast

8:10-8:30

P-16 Partnerships in the States: An Overview

ECS will soon launch a database of state-level P-16 councils across the country. This short presentation will provide attendees information on the membership and policy achievements of P-16 councils nationwide.

8:30-10:30

Perspectives on P-16 Work in the States

This highly interactive session will invite attendees to discuss four key areas of P-16 reform: early learning, high school, postsecondary and teaching quality. Attendees will share what their states are doing as well as the “inside baseball” of P-16 – breaking down institutional barriers, buy-in and implementation issues, and how these have been or are being overcome.

10:30-11:30

From 30,000 Feet and the Ground Up

Panelists representing a national organization and a state P-16 council will provide their relative experiences in P-16: the national organization working with numerous diverse P-16 councils and the issues states are addressing; and the state P-16 council relating the experience of rolling up one’s sleeves to do the hard work of P-16 reform.

Participants include:

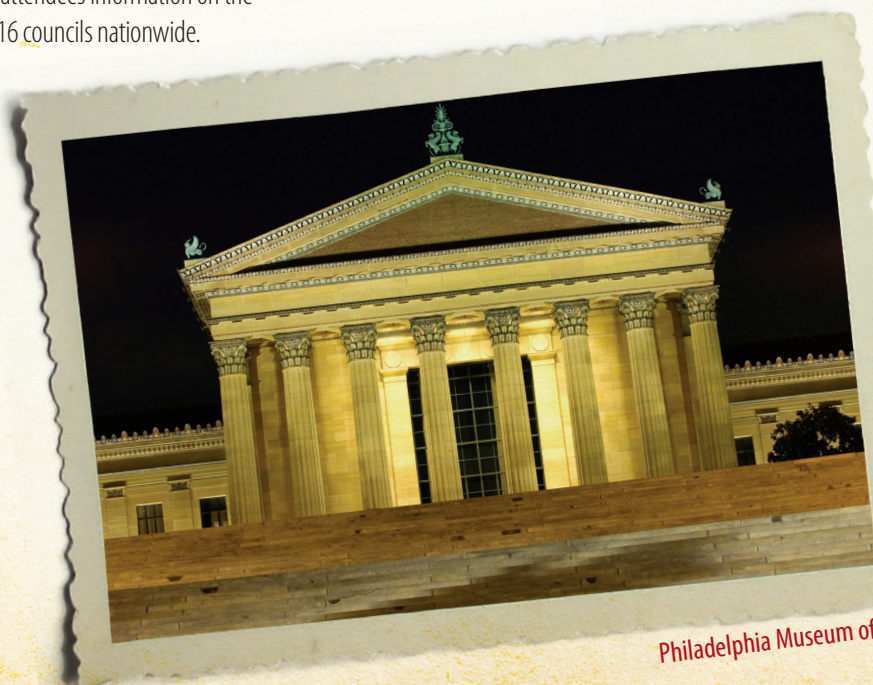
JAN KETTLEWELL
associate vice chancellor, Georgia P-16 Initiatives, University System of Georgia Board of Regents

CHARLES LENTH
senior associate, State Higher Education Executive Officers, Colorado

11:30-12:30

Lunch and Wrap-Up Discussion

Bring on the cold cuts! Attendees will raise any last questions/comments, provide their response to the keynote panel, discuss “other” issues P-16 councils are or aren’t addressing, and ask “what’s next” – what is the future of P-16 in the states, and what should states be doing about it now?



Philadelphia Museum of Art

friday



Merchants Old Stock Exchange



Fountain in Washington Square



Signing Room in Independence Hall



Site of Benjamin Franklin's House



Betsy Ross House

photos by Kym Bloom

Who's Who

who's who



Clifford Adelman

is a senior associate with the Institute for Higher Education Policy. Having taught and served as an academic administrator, Adelman previously worked at the U.S. Department of Education from 1979 to 2006. He was involved in the process that produced *A Nation at Risk*, and wrote the study on which the Commission's high school curriculum recommendations were based.

Dissatisfied with the treatment of higher education in that report, he designed the project that subsequently produced *Involvement in Learning*, served as its amanuensis, wrote the first study of the standardized test scores of college graduates, and got blamed for kick-starting the assessment movement in American higher education. He also conducted studies of assessment and testing in the late 1980s, then learned some statistics and programming, and took on the task of editing and analyzing the major national longitudinal studies data bases. He is most recognized for his Tool Box studies because, in their citation by everything from changes in state college admissions policies to major litigation concerning opportunity-to-learn to the foundation of the State Scholars Program, they proved that research can make a difference.



Josh Anderson

serves as the 2007 Kansas Teacher of the Year and is one of four finalists for National Teacher of the Year. Now in his 10th year of teaching, during the four years since he helped open the doors of Olathe Northwest High School, more than 97% of his students have passed the Kansas Reading Assessment and exactly 100% of his students

have passed the Kansas Writing Assessment. Additionally, Josh's debate team recently won the 2007 6A State Debate Championships and was also ranked #2 in the nation this previous summer. Throughout his short career, Josh helped design the nation's first virtual charter school and opened the doors of the nation's first high school to provide comprehensive handheld technology to its students and staff. He's been recognized by the *New York Times*, the Graduate School of Education at Harvard University, Rutgers University, Princeton Review, Family PC Magazine, Education Week and Norton Publishers for his work as an innovative educator.



Lyla B. Berg

is a member of the Hawaii State House of Representatives. She currently serves as vice chair of the House Education Committee. She is also a member of the House Committees on Higher Education; Agriculture, Tourism and Culture; and Economic Development. Berg served for over 15 years with the State Department of Education as a classroom teacher,

student activities coordinator, vice principal and middle school principal before going on to become an instructor of pre-service teachers in the Department of Curriculum & Instruction of the College of Education at the University of Hawaii-Manoa. She is the Hawaii State Coordinator for the Center for Civic Education and Founder/former CEO of Kids Voting Hawaii, both nonprofit organizations dedicated to the civic education of youth.



Cheryl D. Blanco

is vice president for Lifelong Learning Policy and Research at the Council for Adult and Experiential Learning (CAEL). She oversees CAEL's higher education policy and research initiatives, as well as the organization's relationships with foundations and policymakers generally. Prior to assuming this position, Blanco was

senior program director for policy analysis and research at the Western Interstate Commission for Higher Education (WICHE) where she monitored historical and

emerging social, economic and political trends that impact higher education. Before joining WICHE, Blanco was the educational policy director at the Florida Postsecondary Education Planning Commission. She has held administrative positions at Arecibo Technological University College, University of Puerto Rico and was a tenured associate professor in the English Department.



Hank M. Bounds

was named state superintendent of education by the Mississippi Board of Education in June 2005 and began serving in August 2005. As state superintendent of education, Bounds serves as the chief executive officer of the Mississippi Department of Education and provides overall leadership for all the school districts across the state. He advises the Mississippi

Board of Education, the governor and the legislature as to the financial needs for the elementary and secondary education institutions. Bounds demonstrated exceptional leadership in helping the schools recover from Hurricane Katrina, which damaged 297 schools and destroyed 16 schools when it struck the Gulf Coast on August 29, 2005. With a focus on dropout prevention and raising student achievement, he has proposed sweeping changes that will dramatically change the face of education. He previously served as superintendent of the Pascagoula School District. He has also been a principal and teacher.



Rasheed S. Brown

is a rising senior at Josephine Dobbs Clement Early College High School. He is the youngest son (four siblings) of Roger and Valarie Brown. Rasheed's school-related activities include playing the Snare drum in the Hillside High School Marching Band, dancing with NC Central University's Underground Legendz Dance Team and serving on ECHS

Student Government. Rasheed is most proud of being a John Hope Franklin Scholar and mentoring two preschool brothers from an at-risk family. Rasheed, an involved church member, is determined to identify a career path that utilizes his passion for mathematics and statistics.



Rodger W. Bybee

is executive director of the Biological Sciences Curriculum Study (BSCS), a nonprofit organization that develops curriculum materials, provides professional development, and conducts research and evaluation for the science education community. Prior to joining BSCS, he was executive director of the National Research Council's Center for Science,

Mathematics, and Engineering Education in Washington, D.C. Previously, Bybee was professor education at Carleton College in Northfield, Minnesota. He has been active in education 40 years, having taught science at the elementary, junior and senior high school, and college levels. Recently, Bybee was presented the National Science Teachers Association's most prestigious award, the Robert H. Carleton award presented to individuals who have made outstanding contributions to and provided leadership in science education at the national level and to NSTA in particular. In 1979, he was Outstanding Science Educator of the Year.



Gaston Caperton

a former two-term governor of West Virginia, is the eighth president of the College Board, a not-for-profit membership association founded in 1900 that consists of 5,000 of the nation's leading schools, colleges and universities. Since his appointment in 1999, Caperton has transformed the College Board into an organization that takes bold

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steps to connect greater numbers of students to college success while raising educational standards. He has more than doubled the size of the College Board's staff, modernized its management structure, and established collegeboard.com, the nation's predominant comprehensive Web site serving nearly 4 million students a year as they plan their paths to college. Caperton previously served as governor of West Virginia from 1988 to 1996, where he created a comprehensive education plan that emphasized the use of computers and technology in the public schools. Caperton began his career as a businessman in his home state.



Donald L. Carcieri

was inaugurated as Rhode Island's Governor in 2003. A native Rhode Island resident, his election followed a career in business that was capped with his tenure as chief executive officer of Cookson America and joint managing director of Cookson Group Worldwide. As a family man with four children and fourteen grandchildren, ten of whom

live in Rhode Island, Governor Carcieri has always taken an active interest in what is going on in his community and the state. Early in his career Governor Carcieri was a high school math teacher.



Douglas D. Christensen

is Nebraska's Commissioner of Education. As Commissioner, he has led kindergarten through 12th grade education initiatives since 1994 and become a highly sought after speaker at the national level. Christensen rose through the ranks, beginning his life-long education career in the classroom, moving up to principal and superintendent before becoming

Nebraska Deputy Commissioner of Education and then Commissioner. Assuring equitable learning opportunities for all students is at the heart of his never-ending work. His significant honors include: Governing Magazine's 2003 public official of the year; Nebraska Council of Administrator's 2004 Distinguished Service Award; and the Association of School Curriculum and Development's 2004 Alvah Kilgore Award.

Dennis Cheek

joined the Kauffman Foundation in 2005 as vice president of education. He supervises the Foundation's national work in youth entrepreneurship, the future of learning, and improving mathematics, engineering, technology and science education in K-12 schools with a particular emphasis on the Kansas City Metro area. Cheek has a diverse background, including serving as a classroom teacher of science, social studies and religious instruction in Germany, the United Kingdom and the U.S. at middle and high school levels; a high school science department chair; a district curriculum developer; superintendent of 10 area career and technical schools; senior administrator for 13 years in the state education departments of New York and Rhode Island; and vice president for venture philanthropy at the John Templeton Foundation.



Roderick G. W. Chu

joined the Education Commission of the States as interim president in September 2006, having served as chancellor of the Ohio Board of Regents from 1998 to 2006. After his resignation, the Regents bestowed Chu with the title Chancellor Emeritus in recognition of his distinguished service as chancellor. He has been an active member of the National

Forum, Steering and Executive Committees of ECS, and the National Commission on the Arts in Education. He is a trustee of the College Board, where he chairs its Audit Committee and is a member of its Executive Committee. He is a past president of State Higher Education Executive Officers, and has been a member of: the Midwest Higher

Education Commission; Ohio's Third Frontier Commission; Governor Bob Taft's Workforce Policy Board; the Ohio Educator Standards Board; the Ohio Historical Society board; and the eTech Ohio board. He has also been a member of Governor Taft's Commission on Higher Education and the Economy and was a senior staff member on the Governor's Commissions on Student Success and Teaching Success. His professional experience includes service as the commissioner of Taxation and Finance for the State of New York, and worldwide managing partner — Government Practice for Accenture.

Jay Cole

has served as the education policy advisor to West Virginia Governor Joe Manchin since January 2005. In this capacity, he advises the Governor on both pre-K-12 and postsecondary education policy. Previously, he served as the deputy secretary of education and the arts and senior policy advisor in the administration of former West Virginia Governor Bob Wise. His professional interests include higher education policy, state innovation, research, economic development policies, international and comparative education, and the history of American education. He is a member of the steering and nominating committees of the Education Commission of the States, and a member of the Southern Regional Education Board.



Houston Davis

currently serves the Tennessee Board of Regents (TBR) as associate vice chancellor for Academic Affairs. Prior to his work at TBR, Davis worked in academic leadership for Austin Peay State University, as a fiscal and academic affairs staff member for the Tennessee Higher Education Commission, and as a regional counselor the University of Memphis. With research interests and career involvement in public policy and higher education, Davis was one of 14 mid-career professionals selected nationally for the 2004-05 Associates Program by the National Center for Public Policy and Higher Education. In 2005 he took on the role of project director and principal investigator for the National Educational Needs Index project.



Harriet Dichter

is deputy secretary of the Office of Child Development and Early Learning in the Pennsylvania Departments of Public Welfare and Education. The Office of Child Development and Early Learning was created by Governor Edward Rendell as part of a new initiative to link the Department of Public Welfare and the Department of Education to bolster early education and care for Pennsylvania children. As the head of that office, Dichter leads state efforts to raise the priority level for early learning, ranging from the full-day kindergarten initiative to the state-based Head Start program to the Keystone Stars early learning program. She currently serves on the Pew Trusts National Task Force on Assessment and Accountability in Early Childhood and on the Council on Accreditation for the National Association for the Education of Young Children.



Daniel L. Duke

is professor of educational leadership at the University of Virginia. After teaching high school social studies and serving as a secondary school administrator, Duke embarked on a career in higher education. For three decades he has taught courses on educational leadership, organizational change and school reform, and conducted research on various aspects of public schools. As a consultant, Duke has worked with over 150 school systems, state agencies, foundations and governments across the United States and abroad. Duke previously served on the faculties of Lewis and Clark College and Stanford University.

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Richard Duschl

is professor at the Graduate School of Education and Center Cognitive Sciences at Rutgers, The State University of New Jersey. He held the chair of Science Education at King's College London, and was professor of Science Education at Vanderbilt University before joining Rutgers. His research focuses on the designing instructional sequences that promote inquiry and assessment for learning. Richard publishes widely in U.S. and international journals and recently served as chair of the NRC 2007 report *Taking Science to School: Learning and Teaching Science in Kindergarten to Eight Grades*.



Sam Evans

is the dean of the College of Education and Behavioral Sciences at Western Kentucky University. His educational career includes serving as a high school social studies teacher, P-12 instructional supervisor, and college/university faculty member and administrator. Evans has been actively involved in professional organizations and education reform initiatives at the national and state level and is currently serving on the Board of Directors of the American Association of Colleges for Teacher Education, the Green River Regional Education Cooperative, Kentucky's Educational Professional Standards Board, and the Board of Governors for the Renaissance Group.



Michael A. Fernandez

became vice president of public affairs at State Farm in 2006. Prior to joining State Farm, Fernandez served as senior vice president and chief communications officer for ConAgra Foods. Previous to that he served as senior vice president of public affairs at CIGNA and vice president of public relations at US WEST. Fernandez worked nine years as a public relations and marketing executive at Eastman Kodak Company and seven years in Washington as press secretary to U.S. Senator Ernest F. "Fritz" Hollings. Fernandez is a former school board member and city councilman and has served on various state and national boards associated with education and economic development.



Todd D. Flaherty

has been deputy commissioner of education in the Rhode Island Department of Elementary and Secondary Education since 1995. Currently Flaherty's work on high school redesign is focused on implementation of the Rhode Island High School Diploma System related policies. He is currently serving on the Council of Chief State School Officers High School Redesign Advisory Board and on the National High School Center Advisory Board. He has been principal of two award winning high schools and president of the Rhode Island School Superintendents Association.



Douglas Finley

is currently a senior at Georgetown University. He is a computer science major with math minor. He actively participates in NCAA and Black Student Alliance events, but his passion is working with Georgetown University Young Scholars. It is a mentoring program for young kids in the Northwest area of Washington, DC. The program organizes cultural enrichment programs every weekend, and maintains contact with students throughout the week.

Johnny Franklin

currently serves as education policy advisor to Mississippi Governor Haley Barbour. This follows a distinguished career that included holding positions of leadership in public school districts as well as director of Curriculum and Instruction for the Mississippi Department of Education. One notable achievement was serving as founding director of the Mississippi School for Mathematics and Science, the nation's fourth residential school for academically gifted students. During this tenure he served as national president of the Consortium of Specialized Secondary Schools for Mathematics and Science. He was elected to leadership positions in several professional education associations and was recognized by his Alma Mater as, "Education Alumnus of the Year."



Veronica C. García

was appointed by Governor Bill Richardson as the state's first education secretary in 2003. Secretary García brings a diverse background to the position, having served throughout 30 years as superintendent of the Santa Fe Public Schools, a regional superintendent for the Albuquerque Public Schools, classroom teacher, school psychologist, coordinator and assistant director for special education, principal of an alternative high school for pregnant and parenting teens, and as executive director of the New Mexico Coalition of School Administrators. The Parent Teachers Association (PTA) of New Mexico recognized her revolutionary approach to parent involvement with the PTA Life Time Achievement Award in 2005.



Jim Geringer

is currently director of Policy and Public Sector Strategies at the Environmental Systems Research Institute (ESRI). At ESRI Geringer focuses on how senior elected and corporate officials can enable productivity through technology more effectively in business and government. His primary responsibility is to facilitate development of policy that leads to greater use of geospatial information systems for a decision support. Geringer previously serves as governor of Wyoming from 1995-2003. As governor, Geringer focused on improving education through standards, accountability and technology; and served as ECS chairman from 1999-2000. Prior to being elected as governor, he served in the Wyoming House of Representatives and Senate.



Laura Goe

is a research scientist at Educational Testing Service (ETS). She received her doctorate from UC Berkeley, where she was the research director for the Bay Area Consortium for Urban Education, working to improve teacher quality and supply in urban schools. Prior to Berkeley, Goe taught at-risk middle school students in Mississippi and Memphis, TN. She is currently a senior researcher for the National Comprehensive Center for Teacher Quality (NCCTQ), as well as co-editor of the AERA journal Educational Evaluation and Policy Analysis. Her research interests include teacher qualifications, measuring teacher quality and teacher effectiveness.



Trey Grayson

is secretary of state for the Commonwealth of Kentucky. Secretary Grayson was elected in 2003 in his first run for political office and at the time of his election was the youngest Secretary of State in the country. He has quickly become a national leader in elections, civics, business services and government innovation. He has modernized his Office by bringing

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more services online, enhanced Kentucky's election laws through several legislative packages, and revived the civic mission of schools in Kentucky by leading the effort to restore civics education in the classroom. He serves on advisory committees for Harvard's Institute of Politics and the Campaign for the Civic Mission of Schools, among others.



Betheny Gross

is a researcher in the Center on Reinventing Public Education at the University of Washington. Her areas of specialization are organizational learning and improvement, school reform and accountability policy. She is currently coordinating research for the Inside Charter Schools Project a Department of Education funded project and a

major research initiative for the National Charter School Research Project. In addition, she is collaborating on a research project examining human resource practices in the Milwaukee Public Schools and projects related to teacher quality and attrition



Aimee R. Guidera

is office director and director of the Data Quality Campaign at the National Center for Educational Accountability (NCEA) in Washington, D.C. As director of the Data Quality Campaign, Aimee manages a growing partnership among national organizations collaborating to improve the quality, accessibility and use of education data. Through her role as

director of NCEA's Washington office, Aimee builds and manages relations with leaders in the business and education organizations and the Administration around the Just for the Kids school improvement model. During her previous years in various roles at the National Alliance of Business, Aimee supported the corporate community's efforts to increase achievement at all levels of learning. At the Alliance, as vice president of programs, she managed the Business Coalition Network, comprised of over 1,000 business-led coalitions focused on improving education in communities across the country. Prior to joining the Alliance, Aimee worked at the National Governor's Association and taught for the Japanese Ministry of Education in five Hiroshima high schools.

Eric Hirsch

currently works with the New Teacher Center at the University of California at Santa Cruz. He has served as executive director of the Center for Teaching Quality, executive director of the Colorado-focused Alliance for Quality Teaching and as education program manager at the National Conference of State Legislatures. His work is largely focused on better understanding and improving teacher working conditions, recruiting and retaining teachers, and alternative compensation. He has worked with and testified to legislatures and policymakers in more than 30 states and presented at numerous conferences about issues of teaching quality and leadership.



Thomas R. Horgan

is president and CEO of the New Hampshire College & University Council (NHCUC), a statewide consortium of public/private colleges and universities. Recognized as one of New Hampshire's Leaders for the 21st Century by *Business New Hampshire Magazine*, he has over twenty years of higher education leadership experience. Horgan

has successfully advocated doubling state need-based scholarship funds, obtained a Congressional technology grant of \$8 million for member institutions, and successfully directed efforts to enact a 529 College Savings plan. He also established the only statewide higher education Latino outreach program and was instrumental in the founding of Campus Compact for New Hampshire. Prior to moving to New Hampshire in 1993, Horgan served a term as a State Senator in Nebraska.



Molly A. Hunter

is managing director of the National Access Network at Teachers College, Columbia University and is a nationally recognized expert on issues of school funding litigation and reform. Under her leadership, the network has become the foremost source of information and support services for advocates involved in school funding "adequacy" litigations

and related remedial issues, and also grown into a national group of litigators, policymakers, organizers and other education advocates in over 40 states. With support from national foundations, Access has undertaken research and published a series of case studies on education advocacy in several states, as well as articles on public engagement, education cost studies, "highly qualified" teachers, and accountability/capacity building. Prior to leading Access, Molly practiced education and employment law in New York City.



Julia Indalecio

is a professional development specialist in Cincinnati Public Schools (CPS) in the areas of effective teaching, assessment, teacher evaluation, and teaching standards and aligning professional practice to those standards. With 13 years of urban high school classroom experiences, she has used her expertise developed there during the last six years

to impact a great number of other teachers in the Cincinnati Public Schools and surrounding districts through the development and implementation of professional development with CPS and the Mayerson Academy. Indalecio is National Board Certified in social studies.



Carolyn Jarmon

is the senior associate at the National Center for Academic Transformation. Her current responsibilities at the Center include working with all aspects of the Center's programs and participating institutions. She has particular responsibility for measuring and validating cost analyses, organizing and conducting public seminars, and consulting with

individual campuses that seek to implement the cost and quality methods and approaches. Jarmon has published on the topics of effective delivery of distance education and student services and consults regularly with institutions and corporations about learning in distributed environments. Prior to joining the Center, she held several academic and administrative positions at SUNY Empire State College. She has also taught and held administrative positions at traditional institutions, both public and private.



Lee Jenkins

is president of From LtoJ Consulting Group. He works full-time as an author, speaker and consultant in the educational field of standards, assessment, accountability and data-based decisionmaking. During the 14 years he served as a school district superintendent, he studied extensively the principles of quality organizations and wrote a book

entitled, *Improving Student Learning and Permission to Forget*. In this major contribution to education, Jenkins outlines the reasons why most reform efforts are doomed to fail. Surface issues are being changed over and over, but the root causes of the frustration remain a constant.

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Sharon Lynn Kagan

is the Virginia and Leonard Marx professor of Early Childhood and Family Policy, co-director of the National Center for Children and Families, associate dean for Policy at Teachers College, Columbia University and professor adjunct at Yale University's Child Study Center. Kagan has helped shape early childhood practice and policies in the

United States and in countries throughout the world. Author of over 200 articles and 12 books, Kagan's research focuses on the institutions that impact child and family life. She consults with numerous international, federal and state agencies, congress, governors and legislatures, and is past president of the National Association for the Education of Young Children and Family Support America. She is the only woman in the history of American Education to receive its three most prestigious awards: the 2004 Distinguished Service Award from the Council of Chief State School Officers (CCSSO), the 2005 James Bryant Conant Award for Lifetime Service to Education from the Education Commission of the States (ECS), and the Harold W. McGraw, Jr. Prize in Education.



Tim Kaine

became the 70th Governor of Virginia in 2006. In education, Governor Kaine is moving the state's focus from competence to excellence. He put into law Virginia's first requirement for all classroom teachers to receive regular and meaningful teacher evaluations. He is championing efforts to expand pre-kindergarten classes and bring

teacher salaries up to the national average. Governor Kaine has also worked with community leaders to open the New College Institute, a new public college in Martinsville to serve a region that has had limited public higher education access until now. Previously, he worked for four years with Governor Mark Warner as lieutenant governor to reform the state's budget and invest new resources in education. Prior to entering politics, Governor Kaine practiced law in Richmond for 17 years, representing people who had been denied housing opportunities because of their race or disability, and taught legal ethics at the University of Richmond Law School.

Thomas Kane

is professor of education and economics at the Harvard Graduate School of Education and faculty director of the Project for Policy Innovation in Education, a new program that partners with states and districts to evaluate innovative policies. His work has influenced how we think about a range of education policies: test score volatility and the design of school accountability systems, teacher recruitment and retention, financial aid for college, race-conscious college admissions and the economic payoff to a community college. From 1995 to 1996, Kane served as the senior staff economist for labor, education, and welfare policy issues within President Clinton's Council of Economic Advisers. From 1991 through 2000, he was a faculty member at the Kennedy School of Government. Kane has also been a professor of public policy at UCLA and has held visiting fellowships at the Brookings Institution and the Hoover Institution at Stanford University.



Patrick Kelly

is a senior associate at the National Center for Higher Education Management Systems (NCEMS). He also serves as director of NCEMS' Information Center for State Higher Education Policymaking and Analysis and works on many state-level projects applying research and policy analysis to link higher education with the most critical needs of

states and their citizens. Before joining NCEMS, Kelly worked for six years at the Kentucky Council on Postsecondary Education as senior associate for Information

and Research. Prior to working at the council, he was a research associate at the National Center for Family Literacy in Louisville, Kentucky.



Jan Kettlewell

is associate vice chancellor for P-16 Initiatives for the University System of Georgia (USG). She provides leadership for and oversees the school-college-business collaboratives administered by the P-16 Department within the University System of Georgia: Early College, Teacher Preparation in the USG, Georgia's participation in the American Diploma Project, Georgia's Teacher Preparation Recruitment Initiative, and P-16 Data Marts; and she serves as co-lead for Georgia's Leadership Institute for School Improvement. As an appointee of Governor Sonny Perdue, Kettlewell serves on the Coordinating Committees for Georgia's two workforce development regional industry sector strategies. She has been a national leader in P-16 work for more than a decade.



Kristie Kauerz

is the Early Childhood/P-3 policy director for Colorado Lieutenant Governor Barbara O'Brien and a graduate research fellow at the National Center for Children and Families at Teachers College, Columbia University. Kauerz has extensive state-level policy experience, having worked with more than 40 states. She has authored one book and numerous articles,

book chapters and reports on topics ranging from state kindergarten policies to P-3 policy alignment to improving the early care and education teaching workforce. She is a doctoral candidate in early childhood policy at Teachers College, Columbia University.



Hans P. L'Orange

is director of Data and Information Management and director of the SHEEO/NCES Network for the State Higher Education Executive Officers (SHEEO). The Network is a collaborative project administered by SHEEO and funded by the National Center for Education Statistics (NCES) at the U.S. Department of Education. L'Orange serves as a

liaison to foster communication, cooperation and collaboration between the federal government, state higher education agencies and national associations on issues related to data collection, data management and information dissemination. His primary areas of interest and responsibility are developing effective strategies for data management; the relationships between data, information and knowledge; and using knowledge resources effectively to impact public postsecondary education policy. L'Orange was previously the associate director for Institutional Analysis at the University of Colorado at Boulder.

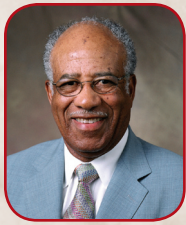


David Lawrence Jr.

retired in 1999 as publisher of *The Miami Herald* to work in the area of early childhood development and readiness. He is president of The Early Childhood Initiative Foundation and "University Scholar for Early Childhood Development and Readiness" at the University of Florida. He is also currently chair of The Children's Trust, a dedicated source

of early intervention and prevention funding for children in Miami-Dade County. Previously he served as chair of the Florida Partnership for School Readiness and the Governor's Blue Ribbon Panel on Child Protection. He is a national board member of the Foundation for Child Development. The David Lawrence Jr. K-8 School, a Miami-Dade Public School for 1,600 students, opened in 2006 across from the north campus of Florida International University.

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Howard N. Lee

is chairman of the North Carolina State Board of Education and a member of the North Carolina Utilities Commission. Previously, Lee served for 13 years in the North Carolina Senate where he presided over education and transportation including the Senate Appropriations Committee.

During his time in the Senate, Lee built his reputation as a fighter for education reform. Prior to joining the Senate, Lee served three terms as Mayor of Chapel Hill and secretary of the Department of Natural Resources and Community Development. Lee has also served as a member of the faculty staff and as an administrator at Duke University; a faculty member of North Carolina Central University; and a faculty member in the School of Social Work, University of North Carolina at Chapel Hill.



L. Jay Lemons

is president of Susquehanna University in Selinsgrove, Pennsylvania, a national liberal arts college of 1,900 undergraduates. During his tenure, the university developed a strategic plan emphasizing increased intellectual engagement and community. Lemons believes there is no better preparation for civic leadership than the liberal arts.

He is an advocate of community service and a proponent of partnerships between the University and elementary and secondary schools. He regularly invites students to lunch to discuss their college experience.



Charles S. Lenth

is senior associate with the State Higher Education Executive Officers (SHEEO) association. Working with SHEEO's members (state coordinating and governing boards for higher education), he focuses on state-level academic planning and policy, access and affordability in postsecondary education, governance and coordination, and other state roles and

policy needs. In addition to SHEEO, Lenth has held positions with the Minnesota Private College Council and Research Foundation, the Education Commission of the States, the Western Interstate Commission for Higher Education, the Illinois Board of Higher Education, and the Illinois Economic and Fiscal Commission.



Dane Linn

is the director of the Education Division at the National Governors Association (NGA) Center for Best Practices and oversees all education-related policy research, analysis and resource development. He frequently provides consultation and tailored analysis to all of the nation's governors on a host of issues including No Child Left Behind, early childhood, ele-

mentary and secondary, and postsecondary education. Recently, under the leadership of former Governor Mark Warner of Virginia, Linn spearheaded the division's national initiative on Redesigning the American High School. Prior to his work at NGA, Linn worked at the West Virginia Department of Education where he was responsible for ensuring the implementation of the Individuals with Disabilities Education Act. Before that, he served as legislative liaison to the House of Delegates. Linn's professional experience in education began as an elementary school principal and teacher.



Robert M. Lippincott

is senior vice president for Education, responsible for the development and implementation of effective public media educational services for PBS, local public television stations, students, teachers and parents. His tasks include strategic and operational planning, securing new financial resources and leveraging new technologies to expand PBS' education

services. Before joining PBS, Lippincott has served in a wide variety of leadership positions in schools and businesses building and applying media and communications technology to education. He has been a classroom teacher, a member of the faculty of Harvard University, Graduate School of Education and a pioneer in multimedia and internet design for K-12 audiences. Most recently, he served as senior vice president of product development for Discovery Education, responsible for the digital video streaming, online and hard copy products developed for the home and school markets.



Elizabeth V. Lodal

has served as principal of Thomas Jefferson High School for Science and Technology, McLean High School, Langston Hughes Middle School and Joyce Kilmer Middle School, in Fairfax County, Virginia. Lodal received the 2005 AAUW Virginia Educator of the Year, the 1998 Rice University Distinguished Alumni Award and the 1993 Rabbi Richard

Sternberger Social Justice Award. The FCPS Board named the McLean High School Library and the TJHSST College and Career Center after her. She holds commendations from the Fairfax County Board of Supervisors, the Virginia General Assembly and the United States Congress. Lodal serves on the Boards of the National Science Resource Center (Smithsonian Institution and National Academies); the Washington National Opera; the Northern Virginia Science Center; the American Boychoir School; and Landmark Volunteers.



Lynn Lupold

is currently working with the state of Indiana as the high school redesign coordinator. Having been a high school principal in several large urban settings for more than 25 years, high school redesign is part of past and present experience. Her work includes helping guide Indiana's high schools toward promising models for the future, supporting high schools as

they struggle with issues of teaching and learning, eliminating dropouts and meeting the needs of diverse populations under adverse conditions. Lynn is also involved in working with the National Governor's Association grantees in Indiana and the Center of Excellence in Leadership and Learning through the University of Indianapolis.



Thomas C. Meredith

is the commissioner of higher education for the Board of Trustees of Mississippi State Institutions of Higher Learning. He is responsible for administering the Board's policies at the eight public universities in the state of Mississippi, which have a total enrollment of nearly 70,000 students and a budget totaling over \$2.6 billion.

Previously, Meredith served as chancellor for the Board of Regents of the University System of Georgia, chancellor of the University of Alabama System and president and professor of education at Western Kentucky University in Bowling Green. He began his career as a high school teacher and later as a high school principal. He is president of the National Association of System Heads, and was previously chair of the American Association of State Colleges and Universities.

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Charles McGrew

is the director of information and research for the Kentucky Council on Postsecondary Education. He has been working in institutional research and effectiveness for 16 years and has experience with adult education research in Kentucky. One of his recent initiatives, the Kentucky Postsecondary Education Data Portal won a 2007 Digital States awards.



Lauren Morando Rhim

is a senior consultant for Public Impact, a national education policy and management consulting firm. She consults with local and national organizations on school reform issues. Rhim previously held an appointment at the University of Maryland where she directed a national research study on charter schools and, specifically, issues pertaining to students with disabilities. She recently completed a comprehensive evaluation of charter schools in Maryland.



Michael T. Nettles

is the Edmund W. Gordon chair for policy evaluation and research at the Educational Testing Service. He has a national reputation as a policy researcher on educational assessment, student performance and achievement, educational equity and higher education finance policy. Nettles' publications reflect his broad interest in public policy, student and faculty access, opportunity, achievement, and assessment at both the K-12 and postsecondary levels. His civic responsibilities as a board member or officer of various organizations include the Association for the Study of Higher Education, the College Board of Trustees and the National Assessment Governing Board. Nettles is an ECS Distinguished Senior Fellow.



Mark Nieker

is the president and executive director of The Pearson Foundation, the nonprofit arm of international media company Pearson. The Pearson Foundation extends Pearson's commitment to education in partnership with nonprofit and public interest organizations, working with leading businesses and civic organizations to support students and teachers and to sponsor community-based education programs across the globe. Mark oversees Pearson's philanthropic activity world-wide, including both the support of programs created together with nonprofits including Jumpstart, the National Academy Foundation, BookAid, and the Women's Commission; and the development of education partnerships with public and private partners including Nokia, Intel, the Cisco Learning Institute and the U.S. State Department's Middle East Partnership Initiative. Prior to leading the Pearson Foundation, Mark held executive positions in Pearson businesses in the United States. Before joining Pearson he worked in Microsoft's Consumer Publishing Division.



Luther Olsen

was elected to the Wisconsin State Senate in 2004, after serving in the state Assembly for 10 years. For the 2005-06 session, Senator Olsen served as the chairman of the Education Committee and he is a member of the Joint Committee on Finance and the Agriculture and Insurance Committee. He also serves as a member of the Wisconsin Education Communications Board, of the Wisconsin Hospital Clinics and Authority

Board and the Child Abuse and Neglect Prevention Board. He is a past member of the Berlin School Board, where he served as president of the board for nine years. Senator Olsen has been a champion of education issues in Wisconsin and was named "Legislator of the Year" in 2005 by the School Administrators Alliance. The SAA represents more than 3,000 public school administrators across the state.



Laura Emberton Owens

was appointed secretary of the Kentucky Education Cabinet in September 2006. She previously served as deputy secretary of the cabinet and commissioner of the Department for Workforce Investment. Before her appointment, Owens spent nearly 25 years as an educator and also was involved in local government and workforce development. She was appointed in 2002 by President Bush to a Presidential Commission and serves on The White House Commission on Presidential Scholars. Owens also serves on the Education Commission of the States and the Southern Regional Education Board.



Scott Palmer

is a partner and co-leader of Holland & Knight's education policy team. His focus is on preventive law and policy -- helping educated leaders understand how to structure their programs in ways that best serve their educational goals and meet federal and state legal requirements, thereby improving education while reducing the risk of litigation or enforcement. He also focuses on federal advocacy before the United States Department of Education and Congress on key education issues. Palmer served until January 2001 in the Clinton Administration as Deputy Assistant Secretary of the U.S. Department of Education's Office for Civil Rights, and previously served as a legal and policy adviser with the President's Initiative on Race in the White House, where he was responsible for education and civil rights issues. Palmer has been named by his peers to the 2007 edition of The Best Lawyers in America for Education Law.



David G. Payne

is the associate vice president for the Graduate and four-year business programs in the Higher Education Division of Educational Testing Service (ETS). In his current position at ETS, he is responsible for the GRE Program including working closely with the GRE Board, graduate education organizations and colleges, universities and public education systems. Prior to joining ETS, he served as Psychology Department chair and then vice provost and graduate dean at Binghamton University -- SUNY. He is a fellow of the American Psychological Association and the American Psychological Society.



Lawrence O. Picus

is a professor at the USC Rossier School of Education. He also serves as the director of the Center for Research in Education Finance. He is co-author of *School Finance: A Policy Perspective*, 4th edition (McGraw Hill) and is past president of the American Education Finance Association. Picus has consulted extensively on school finance issues with more than 20 states, and conducted adequacy studies in Arkansas, Arizona, Kentucky, Wyoming, Wisconsin and Washington. He is the co-developer with Allan Odden of the Evidence-Based approach to school finance adequacy.

Who's Who

Ann J. Reale

is the first commissioner of the Department of Early Education and Care, which will build a new, coordinated, comprehensive system of early education and care in Massachusetts. Commissioner Reale served as senior policy advisor to Governor Romney from 2003-05. Previously, she held a number of positions in the Executive Office for Administration and Finance, including undersecretary and acting chief financial officer and state budget director and assistant secretary.



100 school districts are investing in class-size reduction in kindergarten through 3rd grade to benefit nearly 20,000 children. Previously, Governor Rendell served as mayor of Philadelphia.

Edward G. Rendell

is Pennsylvania's 45th Governor. He began his second term of office in 2007. Under Governor Rendell, student achievement in Pennsylvania is on the rise at every grade level and in every subject. The state's public schools now have the resources to invest in proven education initiatives like pre-kindergarten, full-day kindergarten and tutoring. Almost



Richard G. Rhoda

is the executive director of the Tennessee Higher Education Commission, a post he has held since 1997. He served previously with the Tennessee Board of Regents in numerous staff capacities, including chief academic officer and acting chancellor. While serving on the Regents staff, he also served as interim president of Nashville State Technical

Community College and Austin Peay State University. He served earlier in the administration of Tennessee State University. Rhoda has taught on the undergraduate and graduate levels at Vanderbilt University where he continues as an adjunct professor.



George Ann Rice

is the recently retired associate superintendent, Human Resources Division, at the Clark County School District in Las Vegas. In this position, she had district-wide responsibility for the recruitment, selection, placement, induction and retention of more than 19,000 licensed teachers; 1,200 administrators; and 9,000 support staff. Rice was respon-

sible for contact compliance, employee-management relations and securing changes in Nevada law and administrative code related to employment and licensure issues. She is a former attorney as well as a high school teacher, assistant principal and department chair. She has served as chair of the Governor's Commission of Education Excellence and chaired the Nevada Task Force of the National Governors Association.



Cortney Rowland

is a program associate at Learning Point Associates. She is part of the teacher quality team and serves as the coordinator of policy products and services for the National Comprehensive Center for Teacher Quality (NCCTQ). This work includes managing one of NCCTQ's online resources, the Teaching Quality (TQ) Source (www.tqsource.org).

Rowland has a strong background in research, evaluation and policy analysis. Much of her experience and expertise focuses on at-risk students and the issue of teacher quality, particularly recruitment and retention, in at-risk and hard-to-staff schools. Her prior experience includes two years of evaluating state-funded education programs for the Legislative Committee on Education Oversight in Columbus, OH. While there, she primarily worked on a five-part evaluation of Ohio's charter schools.



Thomas Schultz

is director of the Early Childhood Accountability Project at The Pew Charitable Trusts, a new effort to help states build systems to measure and enhance the effectiveness of early childhood programs. Prior to joining the Trusts, he worked at the Head Start Bureau, managing initiatives to improve early childhood education, child assessment, health services, parent involvement, program evaluation and collaboration with other early care and education programs. Schultz also led a variety of policy research projects at the U.S. Department of Education and the National Association of State Boards of Education. He was a member of the Secretary's Advisory Committee on Head Start Quality and Expansion and the Editorial Board of the Early Childhood Research Quarterly.



Kathleen Sebelius

Kathleen Sebelius is governor of Kansas and ECS Chair for 2006-08. She is the first daughter of a U.S. governor to serve in that same position. Previously, she served four terms in the Kansas House of Representatives and two terms as the state's insurance commissioner. As Governor, she has steered the Kansas Economic Growth Act to passage, and restructured the existing comprehensive highway package. Governor Sebelius also proposed sweeping educational reforms and advanced several health care proposals to reduce costs and increase insurance coverage for Kansans. She was named one of Time Magazine's Five Best Governors in America in 2005. She currently serves as chair of the Democratic Governors Association.



Jeanne Shaheen

is the director of nonpartisan Harvard's Institute of Politics (IOP) at the John F. Kennedy School of Government. Shaheen is also the former governor of New Hampshire and former chair of the Education Commission of the States (2000-01), where she made early childhood education the priority of her chair's initiative. Shaheen was elected governor of New Hampshire in 1996, becoming the state's first woman governor and the first Democrat elected governor in sixteen years. As chief executive, she focused on improving public education, including establishing statewide incentives for public kindergarten, getting businesses involved in providing computers for schools, signing into law a tax-deferred college tuition savings plan, and supporting implementation of teacher testing and school report cards. She served three terms as governor. After leaving office, Shaheen served as a senior fellow at the IOP at the Kennedy School and at the Tufts University College of Citizenship and Public Service. She chaired John Kerry's 2004 Presidential Campaign and is currently on the Board of the Nellie Mae Education Foundation.



Jeff Taylor

is president of Pearson Inc., the U.S. holding company of Pearson plc. In that position, he is responsible for all of Pearson's U.S. federal and state government relations programs and for Pearson's involvement with federal and state educational organizations. He is also responsible for Pearson's investor relations in the U.S. Prior to its acquisition by Pearson in September 2000, Taylor was vice president and Chief Financial Officer of National Computer Systems (NCS).

Who's Who

who's who



Nancy Taylor

is a senior policy officer at KnowledgeWorks Foundation. She leads policy development and advocacy on education issues of national and state strategic interest and for programs across the spectrum of innovative education reform. A former teacher and small school leader, Taylor taught in one of the most impoverished regions of Texas, with her students surpassing state and district results. Advising political officials and multiple partnerships, she works on ensuring equity in 21st-century systemic reforms and is a researcher for the upcoming publication, with WICHE, *The Promise of Dual Enrollment: Assessing Ohio's Early College Access Policy*.



Gray Tollison

is completing his 12th year as a Mississippi State Senator. As a Senate Education Committee member for the past 12 years, Tollison has worked on legislation affecting Mississippi K-12 schools, including the Adequate Education Program, the Critical Teacher Shortage Act, the National Board Certification Teacher salary supplement, and accountability and performance legislation for K-12 schools. Tollison serves as chairman of the Senate Judiciary "B" Committee. He has previously served as chairman of the Constitution Committee and vice-chairman of the Elections Committee. In 1997, Tollison was one of 40 emerging state leaders nationwide to be named a Henry Toll Fellow by the Council of State Governments. In 2005, Tollison was recognized for his efforts to improve the juvenile justice system by receiving the Hero for Children Award from the Mississippi Families as Allies for Children and the Most Distinguished Legislator for Juvenile Justice Causes.



Marc S. Tucker

is president of the National Center on Education and the Economy, a leader in the movement for standards-based school reform in the United States. Tucker created the New Commission on the Skills of the American Workforce and authored its 2006 report, *Tough Choices or Tough Times*, and serves as co-chair of the program to implement the recommendations made in the report. He also serves as vice chairman of the Board of America's Choice, which is a leading provider of services to states aimed at raising the performance of low performing schools and school districts. He is board chairman of the National Institute for School Leadership and created the National Board for Professional Teaching Standards, the Commission on the Skills of the American Workforce, was instrumental in creating the National Skill Standards Board, and created and co-chaired the New Standards consortium.



Joel Vargas

is a program director with Jobs for the Future. He works with the Early College High School Initiative, examining the district and state policy implications related to the initiative and exploring how state and federal policies can improve the postsecondary attainment of underserved students. Vargas has directed, initiated and studied a variety of middle school and high school programs designed to promote college going for underrepresented students. He also has been a middle school teacher and an editor and research assistant for the Civil Rights Project at Harvard University. He was featured in the Chronicle of Higher Education as one of Higher Education's Next Generation of Thinkers.



Bill O. Wagnon

chairman of the Kansas State Board of Education, was first elected in 1996. He has served as a member of the board's policy committee. He is a Kansas Commissioner to ECS and a member of the Steering and Finance Committees. He has participated in several National Association of State Boards of Education (NASBE) study groups, the most recent one devoted to recommending state policies directed at reconstructing schools under NCLB. That study group is scheduled to issue its report in October.



Jack R. Warner

began work as commissioner of the Rhode Island Board of Governors for Higher Education in 2002. He has been an educator for 34 years, primarily in the Massachusetts higher education system. He brings to Rhode Island experience that spans all sectors of public higher education and an agenda designed to strengthen the state's public higher education system through data-driven discussion and decisionmaking. He was most recently associate chancellor at the University of Massachusetts Dartmouth with responsibilities for strategic planning, change management, enrollment planning, labor relations and campus leadership development. Previously he spent nearly five years as vice chancellor of the Massachusetts Board of Higher Education, the state coordinating board for 15 community colleges, nine state colleges and five campuses of the University of Massachusetts.



Carolyn A. White

is director for Learn and Earn and has 17 years of educational experience in North Carolina. During these years she spent four as an exceptional teacher at a high school and middle school, seven years as an assistant principal and principal, and six years as a central office administrator. She also worked two years at the University of North Dakota as an education consultant and instructor, working with under-prepared students. Her honors include being named the Wachovia Principal of the Year in 1998 and a North Carolina Education Policy Fellow in 2000.



Brenda Lilienthal Welburn

is the executive director of the National Association of State Boards of Education. State Boards establish policies for the more than 55 million students in public schools. She is an association manager and legislative professional with more than 32 years of experience in policy development and analysis in education and human service issues. Before assuming her current position, Welburn was the deputy executive director and previously director of Governmental Affairs for the same organization. Welburn began her career in social work, specializing in direct services to foster children and their natural and foster families. She later became a research analyst with the U.S. House of Representatives Select Committee on Assassinations. She serves on several boards, task forces and commissions responsible for improving the health and welfare of children.

WHO'S WHO



Wesley G. Williams, II

is the director of the Office of Educator Equity, a new office at the Ohio Department of Education that focuses on implementing the strategies outlined in Ohio's Teacher Equity Plan. He is a former Academic and Performing Arts Complex English teacher with Jackson Public Schools in Jackson, Mississippi. In 1998, Mississippi passed and fully funded

the Mississippi Critical Teacher Shortage Act. Williams became one of the first three Professional Teacher Recruiters at the Mississippi Teacher Center at the Department of Education to implement the teacher recruitment and retention incentives outlined in this legislation. Previously, he served as director of Teacher Recruitment and Enhancement for the Center, and director of the Mississippi Teacher Center in the Office of Quality Educators. Williams also served as a reviewer for the U.S. Department of Education to assess the Teacher Equity Plans submitted by the states.



Ethan Yazzie-Mintz

is project director of the High School Survey of Student Engagement at the Center for Evaluation and Education Policy, and a member of the faculty of the Indiana University School of Education in Bloomington. Prior to coming to Indiana University, he worked in a number of large urban school districts — including Boston and New York — as a

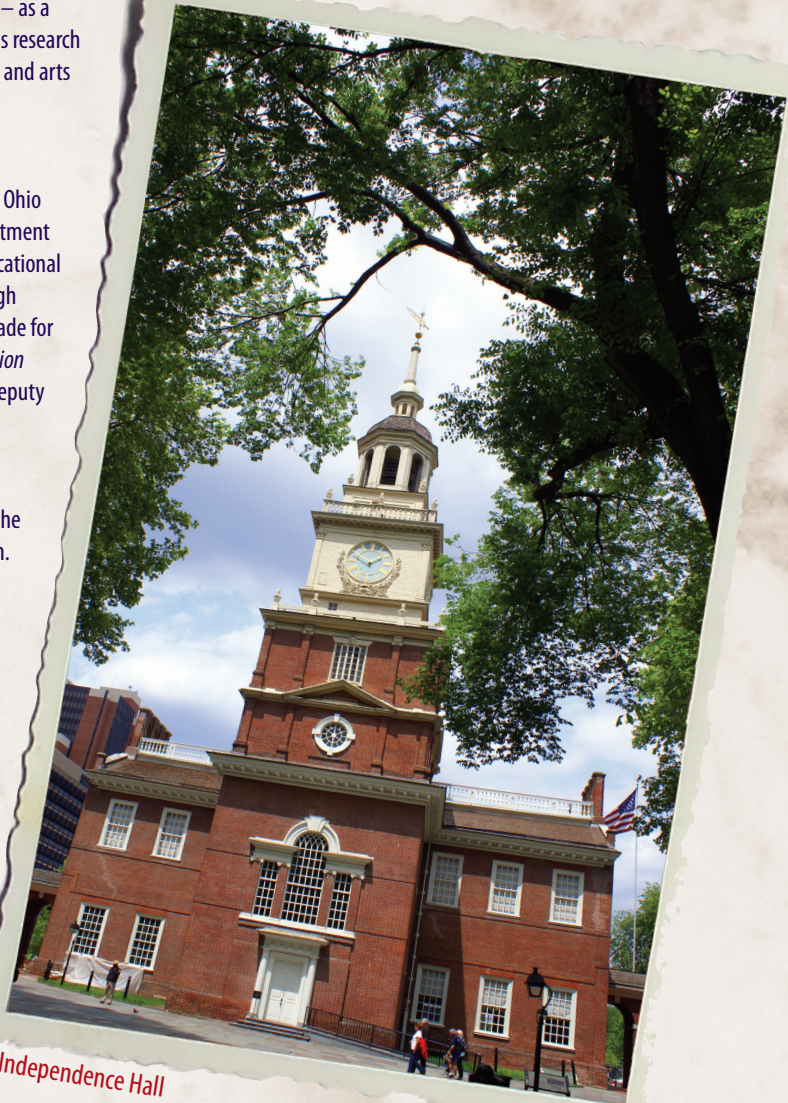
leadership trainer, data analysis consultant and curriculum consultant. His research has centered on student engagement, educational leadership and policy, and arts (specifically drama) and education.



Susan Tave Zelman

has been superintendent of public instruction for Ohio since 1999. Under her leadership, the Ohio Department of Education created a mission for the state's educational system that has brought sweeping change through standards-based reform. Ohio received an "A-" grade for its standards and accountability system in *Education*

Week's Quality Counts 2006 report. Before coming to Ohio, Zelman was deputy commissioner of the Missouri Department of Elementary and Secondary Education, she served for six years in the Massachusetts Department of Education, she was an associate professor of education and chair of the Department of Education at Emmanuel College in Boston, and served in the Education Technology Center of the Harvard Graduate School of Education. Zelman received the National Science Research Opportunity Award for Women through Columbia Teachers College.



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KnowledgeWorks Foundation funds and facilitates initiatives, strategically invests in resources – including time, money and people – brings together people who might not traditionally work collaboratively, and fills temporary gaps where there may not be an individual, team or community to take on a particular challenge. KnowledgeWorks' mission is to increase the number and diversity of people who value and access education by creating and improving educational opportunity at pre-kindergarten through high school and post-high school institutions, and through community organizations. KnowledgeWorks Foundation is committed to furthering universal access to high-quality educational opportunities for individuals to achieve success and for the betterment of society.



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Educational Testing Service (ETS) is the world's largest private, nonprofit educational testing and measurement organization and a leader in education research. ETS products and services measure knowledge and skills, promote learning and performance, and support education and professional development. ETS' employees produce and administer nearly 50 million tests annually in more than 180 countries. ETS is dedicated to serving the needs of individuals, educational institutions and government agencies around the world.



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National Evaluation Systems (NES), a business of Pearson, is an educational testing company that develops and administers customized teacher certification testing programs. NES develops certification tests in more than one hundred subject matter fields, professional teaching skills and college literacy, communications and mathematics skills. Its tests are administered by computer or on paper. Web sites, for each testing program accessed via the Internet, provide detailed information about each program and permit candidates to register to take the tests and to receive their test scores promptly. NES has offices in Massachusetts, New York, Texas, and California which provide services to state agencies across the country.



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Kimberly Kyff
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*Choctaw County Career and Technology
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MONTANA

Gary Alan Carmichael
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Franklin Elementary School

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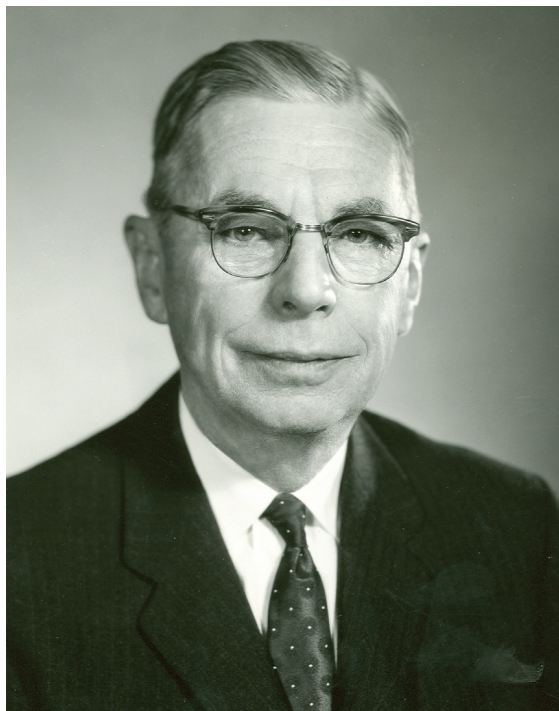
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LOVE, by artist Robert Indiana, in John F. Kennedy Plaza