

10:00 a.m. Break-out Session 1

Panel: Developing Leadership in Education Watson A30

Joe Du Pont Vice President, Office of Career and Civic Opportunities, Teach For America
Jen Holleran Executive Director, Bay Area, New Leaders for New Schools
Scott Morgan Executive Director, Education Pioneers
Moderator: **Andrew Lachman** Executive Director, Connecticut Center for School Change

Is there a lack of talent in the education sector? Leaders at Education Pioneers, New Leaders for New Schools and Teach For America share their recruitment, selection, support and evaluation strategies. Panelists will discuss the challenges of trying to bring more talent into the education sector and the impact on student achievement.

Panel: Foundations Supporting Education Reform Watson A60

Emary Aronson Director, Relief Fund and Education, Robin Hood Foundation
Yee-Ann Cho Senior Program Officer, Education, Bill and Melinda Gates Foundation
Frances McLaughlin Senior Director, The Broad Foundation
Moderator: **David Nee** Executive Director, William Caspar Graustein Memorial Fund

Senior level directors and program officers at major foundations discuss the mission and theory of change that governs their work in improving public education. Panelists will address the successes and challenges they have faced. Panelists are leaders from the Bill and Melinda Gates Foundation, The Broad Foundation and Robin Hood Foundation.

Panel: Reforming No Child Left Behind Watson A74

Krista Kafer Education Consultant
MaryEllen McGuire Majority Staff Director, Senate Subcommittee on Children & Families
Moderator: **Wally Adeyemo** Co-Director, Project on Law and Education at Yale

The 2002 No Child Left Behind Act (NCLB) fundamentally altered the federal government's role in K-12 education. Five years after its passage, NCLB's track record is uncertain. A number of the Act's provisions remain controversial and as Congress considers reauthorizing NCLB in 2007, these debates will only intensify. The panel will focus on potential legislative reforms to NCLB, with an emphasis on the accountability, school choice, and local control provisions.

11:30 a.m. Break-out Session 2

Panel: Leaders in District Reform Watson A30

Steven Adamowski Superintendent, Hartford Public Schools

Kristen Kane Chief Operating Officer, New York City Department of Education

Moderator: **Alex Johnston** Executive Director, ConnCAN

Many would agree that if the 1990s were the decade of education reform on a school-by-school basis, we are now in an era which demands that we look at entire school districts as the critical units of change. This panel features two leaders whose districts are on the cutting edge of reforms aimed at raising student achievement across entire systems of schools. The panelists will discuss their immediate action plans in Hartford, Connecticut and New York City, as well as their underlying “theories of change.”

Panel: Charter Management Organizations Watson A60

John King Managing Director, Uncommon Schools

Dacia Toll President, Achievement First

Daniel McLaughlin President and CEO, Envision Schools

Scott Gordon CEO, Mastery Charter School

Moderator: **Andy Smarick** Chief of Staff, National Alliance for Public Charter Schools

The charter school movement has grown steadily over the past 15 years. Now over one million students are educated in charter schools. Founders of four of the highest achieving Charter Management Organizations in the country come together to share the strategy behind their results. These leaders will discuss their theory of replication and scale and how this addresses the issue of improving student achievement across the entire system.

2:00 p.m.

Panel: Closing the Achievement Gap OML*

Steven Adamowski Superintendent, Hartford Public Schools
Andrew Fleischmann Connecticut State Representative, Education Committee Chair
Wendy Kopp President and Founder, Teach For America
Dacia Toll President, Achievement First
Moderator: **Sharon Oster** Frederic D. Wolfe Professor of Management and
Entrepreneurship and Director of the Program on Social Enterprise,
Yale School of Management

Connecticut is home to the nation's largest achievement gap. This is the most significant, persistent and costly issue in education and has severe implications on the state. Specifically, the average eighth grader in a low income Connecticut community has math skills that are equivalent to those of the average fourth grade student in a wealthier community. Forty percent of African American students and fifty percent of Latino/Hispanic students will not graduate from high school in Connecticut. In a society in which academic achievement determines opportunity, the children in this state face drastically different prospects based on their race and socioeconomic status. This education inequity is growing larger each day.

However, there is cause for hope. In this panel, we have the opportunity to hear from four extraordinary leaders who are pursuing strategies that will have a measurable impact on this problem. Innovative, entrepreneurial and relentless in their approach, these individuals challenge the assumption that the achievement gap is an intractable problem and have provided us with conclusive evidence that the achievement gap can indeed be narrowed. In the national debate on education reform, one fact is universally acknowledged as true: great schools start with great people. Today, we will get to hear from four such great people who bring vision, passion and solutions to this problem.

*Osborn Memorial Laboratories Rm 202, 165 Prospect St.

Speakers

Steven J. Adamowski Superintendent, Hartford Public Schools

With nearly 35 years as a successful educator and school reformer, Steven Adamowski was appointed Superintendent of Hartford Public Schools on November 27, 2006. Prior to coming to Hartford, Adamowski was a senior fellow and managing director of the American Institutes for Research in Washington, D.C., where he worked to help school districts improve their effectiveness as standards-based, performance-driven systems. While he was the superintendent and chief executive officer of the Cincinnati Public Schools, Adamowski led a massive district redesign to produce dramatic gains in student achievement. During his four-year tenure from 1998 to 2002, Cincinnati gained national recognition for its school accountability system, budgeting, alignment of teacher evaluation and compensation, improvement of early literacy, and redesign of high schools. A Connecticut native, Adamowski earned his bachelor's degree from Southern Connecticut State College, his master's from Trinity College and his doctorate from St. Louis University. He began teaching in the early 1970s in the New Haven public schools.

Emary Aronson Director of Education, Robin Hood Foundation

As Director of Education, Emary Aronson oversees Robin Hood's support of a variety of schools and education-related programs that embrace extending the school day and year, strong curricula, and high standards and expectations. These schools have well-earned reputations as being among the most innovative and highest performing schools in New York City. Robin Hood is a founding member of the New York City Center for Charter School Excellence, a public/private partnership with the New York City Department of Education. Aronson is also the director of the Robin Hood Relief Fund, a \$64.6 million fund dedicated to addressing the needs of those affected by September 11th. In the three years of its greatest activity, the Relief Fund supported over 110 organizations, made 190 grants and provided direct gifts to over 3,000 victims' families. Before joining Robin Hood, Aronson was the Director of Education Initiatives at the New York City Partnership and Chamber of Commerce. In this role, she helped develop a \$29 million education reform program as well as manage a youth employment program and a school principal management training program. Prior to her work with the New York City Partnership, Aronson was a professor of History and Economics at Interboro Institute and chaired its Division of Liberal Arts from 1992 to 1995. Aronson holds a BA in History from Smith College, an MSc in Economic History from the London School of Economics, an MPPM from the Yale School of Management, and a PhD in History from the University of Chicago. She is a member of the board of directors of the Center for Employment Opportunities (CEO), a job training program for ex-offenders.

Yee-Ann Cho Senior Program Officer, Bill and Melinda Gates Foundation

Yee-Ann Cho is responsible for leading the foundation's efforts to replicate successful school models across the country. As such, she manages a portfolio of over \$100 million focused on improving high schools. Prior to joining the foundation, Cho was the Managing Director for Consulting Services at New American Schools, a national nonprofit education reform organization headquartered in Alexandria, Virginia. The impetus for entering the world of high school reform came from her three years of experience at Eagle Rock School in Estes Park, Colorado, a small, alternative, year-round, residential high school that was founded and is fully funded by the American Honda Motor Company. She began her career in international education and exchange programs at the US-Asia Institute and the Academy for Educational Development in Washington, D.C. Cho earned her BA in International Relations from Colgate University, and EdM in Education Policy and Evaluation from Stanford University's School of Education, and her MBA from Yale University's School of Management.

Joe DuPont Vice President, Office of Career and Civic Opportunities, Teach For America

Teach For America is a national corps of recent college graduates who commit two years to teach in urban and rural public schools and who become lifelong leaders in all fields – education, public policy, business, law and medicine, among them – to ensure that all children have an equal chance in life. Joe DuPont was hired by Teach For America approximately four years ago to create a career office now serving 4,400 corps members and 12,000 alumni. The goal of the career office is to help Teach For America corps members and alumni choose how to capitalize on their individual strengths to maximize their effect on systemic change. Prior to joining the staff of Teach For America, DuPont was the Assistant Director of the New York University Office of Career Services where he managed an on-campus recruitment program featuring 600 employers and assisted the director oversee a comprehensive career center operation serving over 30,000 students. In previous lives, DuPont taught high school and practiced corporate law in New York City. DuPont has a law degree from Georgetown University Law Center and an MA in Higher Education Administration from New York University.

**Andrew Fleischmann Connecticut State Representative,
Education Committee Chair**

In September of 1994, Andrew Fleischmann won a six-way primary – the most competitive primary in Connecticut that year – to become the Democratic candidate for the 18th District Assembly seat. In November of 1994, he went on to win election to the House of Representatives. He has won reelection five times since then, and is now serving his sixth term in the House. Fleischmann serves as Chairman of the Education Committee, Chairman of the Appropriations Subcommittee for Elementary and Secondary Education, and is a member of the Joint Committee on Government Administration and Elections. Before running for office, Fleischmann served in the Executive Branch in the Office of the State Comptroller. An alumnus of Hall High School in West Hartford, Fleischmann received a bachelor's degree from Princeton University, graduating from its Woodrow Wilson School of Public Affairs cum laude, Phi Beta Kappa. He earned a master's degree in history from Stanford University, where he focused on issues in modern U.S. public policy. When the legislature is not in session, Fleischmann serves as Chief Operating Officer of SpeedReading People, a company whose online expert systems and training programs help clients to better understand others' personality types and communicate more effectively.

Scott Gordon CEO and Founder, Mastery Charter School

Scott Gordon founded Mastery Charter Schools in Philadelphia in September 2001. Gordon currently operates three schools serving 1,000 students in grades 7-12 which feature a unique grading, promotion, and curricular structure designed to close the achievement gap and ensure graduates are prepared for college. Prior to starting Mastery Charter, Gordon started Home Care Associates of Philadelphia, a worker-owned home health care company that trained and employed people on public assistance to be health care aides. The company received the Better Business Bureau's Best Practices Award and the Governor's Honor Roll for its welfare-to-work training program. Gordon also consulted to a Philadelphia business group on technology industry labor needs and for five years was a Brand Manager at General Foods. Gordon began his career as a street vendor in Philadelphia. He holds an MBA from Yale University and a BA from State University of New York at Binghamton.

Jen Holleran Executive Director, New Leaders for New Schools

Jen Holleran has helped build Bay Area district and charter partnerships to grow the Bay Area program to scale. She started her work at New Leaders as a Leadership Coach two years ago. After a decade in New England and Washington, D.C. as a high school English teacher and then as a high school principal, Jen went to the Yale School of Management and then joined the San Francisco office of McKinsey and Company as a management consultant. Immediately before New Leaders, she worked in Oakland Unified School District. There she focused on district-wide reform, opening New Small Autonomous Schools, training principals and helping school design teams. Holleran received her BA and EdM from Harvard University.

Julie Horowitz Executive Director, Young Women's Leadership Foundation

A proud product of the New York City public schools, Julie Horowitz began her career as a high school teacher in New York City and Cape Town, South Africa. Later, she worked as an equity research analyst at Furman Selz, LLC, where she was one of the first analysts to provide the institutional investment community with research coverage of for-profit education companies. Horowitz left Wall Street to hold business development positions for three education-related enterprises - ChildrenFirst (a child care company), Edison Schools (a school management firm), and a now-defunct educational Internet company. In 2003 Julie joined the New York City Department of Education as the Chief of Staff to the Deputy Chancellor for Operations. This past year she left the Department of Education to become Executive Director of the Young Women's Leadership Foundation, which partners with school districts, parents and community leaders to create single-gender public schools and college guidance programs across the country.

Alex Johnston Executive Director, ConnCAN

As ConnCAN's first employee, Alex Johnston was responsible for launching the organization and currently leads its effort to bring parents, educators, business people, public servants and community leaders together in a common effort to make great public schools available to every child in Connecticut. He previously served as director of operations at the New Haven Housing Authority, working as a member of the management team tasked with turning the agency around from the brink of receivership. A graduate of Harvard University, he studied at Oxford University on a Rhodes scholarship and received a DPhil in politics from Oxford's Lincoln College. Alex lives in New Haven and is the founder and president of the City Point Historic District Neighborhood Association.

Krista Kafer Education Consultant

Krista Kafer is an education consultant based in Denver. She provides consulting, researches and writes on education policy, and engages in grant writing and grant reviewing. Kafer has worked with the U.S. Department of Education, Colorado Department of Education, Colorado League of Charter Schools, Education Commission of the States, Fund for Colorado's Future, Republican Study Committee of Colorado, Goldwater Institute, School Reform News, and other organizations. Previously, she served as the senior expert on education policy at the Washington D.C.-based Heritage Foundation where she was interviewed regularly on radio, television, and for printed press, testified before Congress and state legislatures, and engaged in public speaking. Before going to the Heritage Foundation, Kafer worked for two Members of Congress for whom she managed legislative staff, monitored legislation, special projects, events, and constituent correspondence, and oversaw House Education Committee work.

Kristen Kane Chief Operating Officer, New York City Department of Education

Kristen Kane oversees the Children First strategic planning efforts, daily operations of the Department, and the Division of Human Resources. Between 2005 and 2006, she served as Chief of Staff to Chancellor Joel Klein. Prior to that, she was the Department's Chief Executive of the Office of New Schools, which opened 178 new small schools and charters in New York City between 2003 and 2005 under her leadership. She is a founding Board Member of the New York City Center for Charter School Excellence. Before joining the Department in 2002, Kane worked at the New Schools Venture Fund in San Francisco, where she supported the development of a Charter Accelerator investment fund. Prior to that, she served as a vice president and equity research analyst at JPMorgan covering the education sector and worked in the equity research department at Salomon Smith Barney covering the multi-industry sector. She has an MBA and Certificate in Public Management from the Stanford Graduate School of Business and a BA with Distinction in English from Yale University, where she was awarded the Silliman College Dean's Prize for Outstanding Contributions to the Community.

John King Managing Director, Uncommon Schools

John King is a Co-Founder and former Co-Director for Curriculum and Instruction of Roxbury Preparatory Charter School, a nationally recognized urban college preparatory public school that closed the Massachusetts racial achievement gap and was recognized by the U.S. Department of Education as one of eight of the highest-performing charter schools in the country. King is now working with Uncommon Schools, Inc. to replicate

Roxbury Prep in New York City. Prior to co-founding Roxbury Prep, King taught high school history at City on A Hill Charter School in Boston and Saint John's School in San Juan, Puerto Rico. He holds a BA in Government from Harvard University and an MA in the Teaching of Social Studies from Teachers College, Columbia University and a JD from Yale Law School. In addition, King serves on the faculty and board of directors of New Leaders for New Schools, a national non-profit organization that trains results-oriented urban principals.

Wendy Kopp President and Founder, Teach For America

Wendy Kopp proposed the creation of Teach For America in her undergraduate senior thesis in 1989 and has spent the last 15 years working to sustain and grow the organization. Now, more than 3,500 corps members are teaching in our country's neediest communities, reaching approximately 300,000 students. They join more than 10,000 Teach For America alumni who—still in their 20s and 30s—are assuming significant leadership roles in education and social reform. Under Kopp's leadership, Teach For America is in the midst of an effort to grow to scale while maximizing the impact of corps members and alumni as a force for short-term and long-term change. Kopp serves on the board of directors of The New Teacher Project, and the advisory boards of the Center for Public Leadership at Harvard University's Kennedy School of Government and the National Council on Teacher Quality. She resides in New York City with her husband Richard Barth and their three sons.

Andrew Lachman Executive Director, Connecticut Center for School Change

Andrew Lachman became the Center's Executive Director in September 2000, after serving for 13 years as Executive Assistant to the Superintendent of Community School District Two in New York City. Lachman served as one of the senior advisors on policy and program development and as director of external affairs. He played a key role in the district's implementation of standards-based education reform and assisted the superintendent in developing and managing innovative educational programs, professional development initiatives for improving teaching and learning, and strategies for enhancing school leadership. He has more than 25 years of experience as a program developer, fundraiser and administrator in non-profit and government agencies.

Mary Ellen McGuire Majority Staff Director

Senate Subcommittee on Children and Families

MaryEllen McGuire is Senator Christopher Dodd's education policy advisor on the Senate Health, Education, Labor and Pension Committee (HELP) and Majority Staff Director of the Subcommittee on Children and Families. Prior to working for Senator Dodd, McGuire worked on education and social policy issues for Senator Joe Biden and was the Assistant Director of Research and Assistant to the Deputy Chief of Staff to Former First Lady Hillary Rodham Clinton. A Connecticut public school teacher for four years, McGuire pursued her doctorate at Teachers College, Columbia University, after leaving the Clinton administration, and received her PhD in Education Policy in 2002. McGuire handles K-16 education issues for Senator Dodd as well as issues regarding national service. McGuire holds a BA in Political Science from the University of Connecticut.

Daniel McLaughlin President and CEO, Envision Schools

Daniel McLaughlin co-founded Envision Schools, a non-profit charter school management organization, in 2002. Envision's goal is to quadruple the historical college graduation rate of its First Generation College Bound (FGCB) students. Envision Schools' achievement test scores have grown at over five times the California average. Since September 2003 Envision has opened four high schools in the San Francisco Bay Area and will complete its 8-school Bay Area cluster in 2009. Envision will start its Central Valley cluster in 2008, opening two schools in Fresno, California. Prior to Envision, McLaughlin was Senior Research Associate at WestEd, the western region's federal research laboratory; Vice President for Corporate Education Programs at Bank of America; a high school teacher in New Haven; and a junior high school teacher in Antioch, California. McLaughlin received a Master of Public Policy from Harvard's Kennedy School of Government and a BA and Teaching Credential from Yale College.

Frances McLaughlin Senior Director, The Broad Foundation

Prior to Broad, Frances McLaughlin served as executive vice president of the Council on International Educational Exchange (CIEE), a nonprofit and market leader in the fields of study abroad and international student exchange. Over the course of her ten years at CIEE, she also served as chief operating officer of the organization's largest division, managing operations in Asia, Australia, Europe and the United States. Prior to CIEE, McLaughlin was the director of North American marketing and sales for the EF International Language Schools and also worked as a regional director for Teach for America. McLaughlin has a bachelor's degree in history and art history and an Executive Management Certificate from Columbia University.

Scott Morgan Executive Director, Education Pioneers

Scott Morgan is an educator, attorney, and social entrepreneur with a strong background in creating quality educational opportunities for students. He began his career teaching social studies and leadership at St. Jude High School in Montgomery, Alabama. Morgan later served as the legal counsel for Aspire Public Schools, where he worked with the management team and school leaders to start and operate a network of small charter schools throughout California. Morgan graduated summa cum laude and Phi Beta Kappa in government from the University of Notre Dame, received his Master of Arts in Teaching from the University of Portland, and earned his law degree from Stanford Law School.

David Nee Executive Director, William Caspar Graustein Memorial Fund

David Nee became the first executive director of the William Caspar Graustein Memorial Fund in 1993. The fund works collaboratively to improve education for Connecticut's children by supporting school change, informing the public debate on educational issues, and strengthening the involvement of parents and the community. Nee was previously executive director of the Ittleton Foundation and of the Florence V. Burden Foundation. He has chaired the boards of the Institute for Community Peace, the Committee on Legislation and Regulation of the Council on Foundations, the New York Regional Association of Grantmakers, and the Connecticut Council for Philanthropy. He has also served on the boards of the Connecticut Academy for Education in Math Science and Technology, Grantmakers for Children Youth and Families, and the National AIDS Fund. Nee graduated from Harvard College in 1968, holds a master's degree in English from Yale University, and an MBA from Boston University.

**Sharon Oster Frederic D. Wolfe Professor of Management and Entrepreneurship
and Director of the Program on Social Enterprise**

Sharon Oster is a specialist in competitive strategy, microeconomic theory, industrial organization, the economics of regulation and antitrust, and nonprofit strategy. She has written extensively on the regulation of business and competitive strategy. Oster's book, *Modern Competitive Analysis*, used widely at management schools, integrates a broad range of views in its analysis of management strategy and emphasizes an economic approach to strategic planning. Her second book, *Strategic Management for Nonprofit Organizations*, takes the same economic approach to managing nonprofit organizations. Oster has consulted widely to private, public, and nonprofit organizations.

Andy Smarick Chief of Staff, National Alliance For Public Charter Schools

Prior to working for the Alliance, Andy Smarick was the Senior Legislative Assistant to U.S. Representative Wayne T. Gilchrest. In that capacity, he was the congressman's primary aide for education issues, including the federal No Child Left Behind Act. Smarick has also been a legislative aide for members of the Maryland State Legislature. He is a founding board member of the KIPP Harbor Academy in Annapolis and a member of the Governor's Commission on Quality Education, a blue-ribbon panel established by Maryland Governor Robert Ehrlich to recommend reforms to K-12 education in the state. Smarick graduated from the University of Maryland, summa cum laude, with a BA in Government and Politics and has a Masters degree in public policy from the Maryland School of Public Affairs.

Dacia Toll President, Achievement First

Dacia Toll led the founding team of Amistad Academy and served as the school's director from its founding in 1999 until July 2005. Under Toll's leadership, Amistad Academy consistently produced student performance results that tripled the New Haven Public Schools' average and that topped Greenwich and Westport averages in some subjects. Prior to Amistad, Toll worked as a teacher, lawyer, and management consultant, providing support for community organizations on issues of strategic management and program design. Toll also worked on school reform at the U.S. Department of Education and with McKinsey management consultants. After graduating from the University of North Carolina, she studied at Oxford University on a Rhodes Scholarship. She received her JD from Yale Law School shortly before launching Amistad Academy.

Acknowledgments

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Finally, we would like to thank the moderators and panelists for sharing their time and experience with us today.

Yale Education Leadership Conference

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FAQs

1. Where is the GM Room?

It is located in 55 Hillhouse.

2. Where is OML?

Osborn Memorial Laboratories is located at 165 Prospect Street, Rm 202. It is located adjacent to 135 Prospect.

3. Where are the Watson Center Room's (A30, A60, etc.)?

They are located in the Watson Center. You may enter through 56 Hillhouse or 60 Sachem.

4. What if I can't make up my mind about which panel to attend?

Every panel will be videotaped and the videos will be posted on the Yale Education Leadership Conference website at <http://community.som.yale.edu/education/>.

