

YALE SCHOOL OF MANAGEMENT



2nd Annual Education Leadership Conference

Innovations in Education

Friday, February 15, 2008

New Haven Lawn Club

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Schedule of Events

8:00 a.m. Registration and Breakfast

9:00 a.m. Welcome (Ballroom)

9:15 a.m. The Future of Educational Entrepreneurship (Ballroom)

- **Frederick M. Hess**, Director of Education Policy Studies, American Enterprise Institute

10:30 a.m. Panel Sessions 1 (two options)

- How Technology is Changing the Way Schools are Designed, Managed, and Measured (Main Dining Room)
- Prioritizing Education: The 2008 Elections as a Catalyst for Change (Lounge)

11:45 a.m. Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns
(Ballroom, buffet lunch)

- **Clayton M. Christensen**, Robert and Jane Cizik Professor of Business Administration, Harvard Business School

1:00 p.m. Panel Sessions 2 (three options)

- Breaking through the Noise: Engaging the Media-Saturated, Multitasking Student (Private Dining Room)
- From Philanthropy to Venture Capital: How Funders are Shaping the Future of Education (Main Dining Room)
- The Human Capital Challenge: Bringing New Approaches to Scale (Lounge)

2:30 p.m. Where are we headed? Insights from New York City, New Orleans, and Connecticut
(Ballroom)

4:00 p.m. Closing Reception (Main Dining Room)

10:30 a.m. Panel Sessions 1

How Technology is Changing the Way Schools are Designed, Managed, and Measured

Location: Main Dining Room

Technology is of the most rapidly evolving areas within K-12 education. As in other industries, innovative applications are streamlining core practices, addressing longstanding challenges, and shaping the way key actors do their work. Entrepreneurial startups, established companies, and tech-focused nonprofits are helping schools improve assessment, enhance instruction, bolster professional development, manage data, and simplify operations. This panel will bring together four leading figures in educational technology to discuss how their organizations are bringing schools, educators, and students into the 21st century and what challenges and opportunities lie ahead.

Larry Berger, CEO and Co-Founder, Wireless Generation

Mary Cullinane, Director, Innovation and Business Development Team, Microsoft Education

Jonathan Harber, Founder, President and CEO, SchoolNet, Inc.

Midian Kurland, VP of Technology and Development, Scholastic Education, Scholastic, Inc.

Moderator: **Sharon Oster**, Frederic D. Wolfe Professor of Management, Yale School of Management

Prioritizing Education: The 2008 Elections as a Catalyst for Change

Location: Lounge

The 2008 election season is heating up, but education seems low on the agenda. Given that the next administration and Congress will determine the future of No Child Left Behind, why is education in the background of the political discussion? The future of NCLB notwithstanding, perhaps the arenas that matter more are at the state and district levels, given the impact of CMOs, advocacy groups, and local officials. This panel will explore the extent to which the 2008 elections may spur reform and the ways in which educational entrepreneurs are shaping the policy discussion.

Steve Barr, Founder and CEO, Green Dot Public Schools

Alex Johnston, Executive Director, Connecticut Coalition for Achievement Now

Marc Lampkin, Executive Director, Strong American Schools (Ed in '08)

Joe Williams, Executive Director, Democrats for Education Reform

Moderator: **Paul Tough**, Staff Editor, New York Times Magazine

1:00 p.m. Panel Sessions 2

Breaking through the Noise: Engaging the Media-Saturated, Multitasking Student

Location: Private Dining Room

Capturing the attention of young people, both inside and outside the classroom, has never been more challenging. A dizzying array of technologies and diversions limits the power and arguably the relevance of traditional methods of instruction. As habits, learning styles, and expectations evolve, how can the education community effectively engage young people and prepare them for the future? How should educators manage the tension between teaching 21st century skills and returning to "the

basics"? This panel will explore how schools, nonprofits, and education companies are adapting their approaches to keep pace with the changing world that young people inhabit.

Dennis Littky, Co-Director, The Big Picture Company; Co-Director, The Met School
Miles Ludwig, VP / Executive Producer, Digital Media Group, Sesame Workshop
Scot Osterweil, Creative Director, The Education Arcade/MIT
Jed Wallace, Chief Operating Officer, High Tech High

Moderator: **Richard Sugarman**, Founding President, The Connecticut Forum

From Philanthropy to Venture Capital: How Funders are Shaping the Future of Education

Location: Main Dining Room

With increased entrepreneurial activity in the K-12 market, sources of capital beyond taxpayer dollars are playing a larger role in driving reform and innovation. Several trends – the spread of venture philanthropy, the prioritization of school reform by well-funded foundations, and the heightened education interests of for-profit investors – are enabling new ideas to thrive. Funders are also better equipped to help entrepreneurs address key challenges, such as growing to scale, attaining stakeholder buy-in, and integrating with public school systems. This panel will bring diverse perspectives together in a conversation about innovative funding models that are shaping the future of our nation’s education system.

Andy Kaplan, Partner, Quad Partners
Jordan Meranus, Partner, NewSchools Venture Fund
Adam Newman, Managing VP, Eduventures, Inc.; Interim VP & Service Director, Outsell
Adam Tucker, Senior Program Officer, Education, Bill and Melinda Gates Foundation

Moderator: **Carroll Stevens**, Senior Vice President, Cambridge Education

The Human Capital Challenge: Bringing New Approaches to Scale

Location: Lounge

The accountability movement has placed increased pressure on schools and educators to improve student outcomes. In response to mounting evidence that the most important driver of student achievement is the quality of teachers and principals, education leaders and entrepreneurs are focusing more on human capital than ever before. This panel will bring together leaders from four organizations that are reshaping the way our nation’s public schools invest in people. Panelists will discuss their organizations’ unique approaches and how they are addressing the challenges of growing to scale.

Maia Heyck-Merlin, Vice President of Talent Development, Achievement First
Marion Hodges-Biglan, Managing Director, Regional Operations Business Partner, Teach for America
Ariela Rozman, CEO, The New Teacher Project
Jon Schnur, CEO and Co-Founder, New Leaders for New Schools

Moderator: **Julie Horowitz**, Executive Director, Young Women’s Leadership Foundation

2:30 p.m. Keynote Panel

Where are we headed? Insights from New York City, New Orleans, and Connecticut

Location: Ballroom

The prior panels focus on innovations in particular areas within K-12 education: technology, political action, student engagement, funding, and human capital. This capstone session will take a broader view by considering how entrepreneurial activity is driving systemic change. District and organizational leaders from three places in which such activity is having a transformative impact – New York, New Orleans, and Connecticut – will discuss the unique constraints, challenges, and opportunities they face. The conversation will also explore what the future of public education may hold and how successful innovations can thrive on a national scale.

Garth Harries, Chief Portfolio Officer, New York City Department of Education

Doug McCurry, Co-CEO and Superintendent, Achievement First

Ebbie Parsons III, Acting Deputy Chief Operating Officer, Hartford Public Schools

Sarah Usdin, Founder and President, New Schools for New Orleans

Moderator: **Frederick M. Hess**, Director of Education Policy Studies, American Enterprise Institute

Speakers

Steve Barr, Founder and CEO, Green Dot Public Schools



Steve Barr founded Green Dot Public Schools in 1999 with the vision of transforming secondary education in California by creating a number of high-performing charter high schools using available public dollars. Under Steve's leadership, Green Dot built one of the first comprehensive public high schools in the Los Angeles area in thirty years in fall 2000 and built a second high school in fall 2002. Green Dot's first school scored a 10 out of 10 on the most recent similar schools API rankings. The company has now grown to ten schools. Currently, the schools are showing a 90% graduation rate and a two-thirds college acceptance rate.

Prior to founding Green Dot, Steve held a number of leadership positions in political and social service organizations. In 1990, Steve co-founded Rock the Vote. The Rock the Vote campaigns and field efforts led the way in the first upward surge in 18-24 year old in voting since the passage of the 26th Amendment. Following Rock the Vote, Steve led the successful efforts to pass the Motor Voter Bill, which was signed into law in 1994 by President Clinton. Thirty million Americans have registered to vote via Motor Voter.

In August 2006, he was named by the Los Angeles Times as one of 100 most powerful people in Southern California. Steve hosted President Clinton's National Service Inaugural event, which led to the creation of Americorps. He then oversaw an Americorps after-school program project in South Central and East Los Angeles that focused on helping single mothers transition off of welfare.

Steve has been active in politics throughout his professional career, serving several presidential campaigns and as a finance chair for the Democratic Party. Additionally, Steve has helped drive political change through television, as a national correspondent on the nationally syndicated Disney-produced "The Crusaders", as a contributor to Discovery Channel's "Why Things Are?", and as a writer in national magazines such as George. Steve authored "The Flame: An Unlikely Patriot Finds a Country to Love" (Morrow, 1987).

Larry Berger, CEO and Co-founder, Wireless Generation



Larry Berger is CEO and co-founder of Wireless Generation, an education company that pioneered the adaptation of mobile technologies to improve teaching and learning in grades PreK-12. Wireless Generation has developed offerings that optimally use mobile tools, Internet technology, and in-person services to streamline data collection about student learning needs, facilitate data analysis and interpretation, and build educators' capacity to implement instructional programs that deliver better outcomes for children. Mr. Berger has also published numerous articles on education technology and the use of handheld computing to support diagnostic instruction.

Prior to launching Wireless Generation, Mr. Berger was President of InterDimensions, a Web solutions company. He also served as the Educational Technology Specialist at The Children's Aid Society, where he led the development of "Technology Playgrounds," community computer labs in disadvantaged neighborhoods that are models of using technology to empower young people. As a White House Fellow, Mr. Berger authored a vision of NASA's 21st century educational technology agenda, and did the conceptual design and early development of NASA BioBLAST, a high school biology curriculum module. He was a Rhodes Scholar at Oxford and is a graduate of Yale University. Mr. Berger currently serves as a board member for Peer Health Exchange.

Clayton M. Christensen, Robert and Jane Cizik Professor of Business Administration, Harvard Business School



Clayton M. Christensen is the Robert and Jane Cizik Professor of Business Administration at the Harvard Business School, with a joint appointment in the Technology & Operations Management and General Management faculty groups. His research and teaching interests center on the management issues related to the development and commercialization of technological and business model innovation. Specific areas of focus include developing organizational capabilities and finding new markets for new technologies.

Professor Christensen holds a B.A. with highest honors in economics from Brigham Young University (1975), and an M.Phil. in applied econometrics and the economics of less-developed countries from Oxford University (1977), where he studied as a Rhodes Scholar. He received an MBA with High Distinction from the Harvard Business School in 1979, graduating as a George F. Baker Scholar. He was awarded his DBA from the Harvard Business School in 1992.

Professor Christensen became a faculty member at the Harvard Business School in 1992. He is author or co-author of five books: *The Innovator's Dilemma* (1997), which received the Global Business Book Award for the best business book published in 1997; *The Innovator's Solution* (2003), also a New York Times best seller; and *Seeing What's Next* (2004). In addition, he has edited two case books on innovation: *Innovation and the General Manager* (1999) and *Strategic Management of Technology and Innovation*, 4th edition (2004). He presently is completing two books that examine the problems of our healthcare and public education systems through the lenses of his theories. These also will show how the problems in these industries can be resolved.

Mary Cullinane, Director, Innovation and Business Development Team, Microsoft Education



Mary Cullinane comes to Microsoft after being a teacher and Director of Technology at a regional secondary school in Scotch Plains, New Jersey for 10 years. In October of 2000 Mary Cullinane joined Microsoft as Manager of Microsoft's Anytime Anywhere Learning program. As such she was responsible for program development and expansion, evangelism of 1:1 access and future strategic planning. In 2003 Ms. Cullinane accepted the position of School of the Future Technology Architect driving the creation of the new School of the Future located in West Philadelphia and now manages a team of individuals focused on expanding the impact and presence of digital inclusion in the US.

Ms. Cullinane, who holds a Master's of Public Policy and Administration Program from Columbia University with a concentration in International Economics and Policy Development, has spoken at national and international conferences, on NPR, Newsweek Technology Panels, and PBS regarding educational technology and strategic leadership and provides board support for numerous organizations. Ms. Cullinane resides in New York City.

Jonathan Harber, Founder, President and CEO, SchoolNet, Inc.



After a successful career as an investment banker and co-founder of two software companies that were acquired by public companies Jonathan Harber turned both his philanthropic and entrepreneurial energies toward improving education. In 1998, Jonathan D. Harber conceived and founded SchoolNet Inc., a company with the philanthropic mission to transform the world's school systems into efficient, highly productive and exciting places for students to learn.

Today, Jonathan's innovative vision is helping school districts improve efficiencies around curriculum deployment, instruction, and professional development. SchoolNet currently serves over 50 American cities (including, Atlanta, Chicago, Columbus, Philadelphia) that educate over 2 million students. Jonathan is often asked to speak on the topics of education reform, technology in education, and how to achieve entrepreneurial success.

As a result of Jonathan's leadership and passion SchoolNet has been recognized twice by INC. Magazine's Inc500 Award and three times by Deloitte's Fast 50 Award. In 2007, Ernst & Young recognized Jonathan with the Ernst & Young Entrepreneur of the Year® Award in the New York region.

Mr. Harber earned a M.S. from MIT and completed a joint Master's thesis between the MIT Media Lab and the MIT Sloan School. Harber received a Bachelor of Arts with Honors in Cognitive Science from Wesleyan University.

A native New Yorker, Jonathan lives in New York City with his wife and young daughter.

Garth Harries, Chief Portfolio Officer, New York City Department of Education



In June 2007, Garth Harries became the Chief Executive for Portfolio development for the New York City Department of Education (DOE). Garth oversees the creation and implementation of new opportunities and choices for students and families, directly managing new school creation, charter school oversight and authorizing, small learning community creation, and Career and Technical Education and coordinating cross-DOE policy formation and resource allocation to instructional programs including pre-K and G&T. He is a member of the DOE's senior leadership team. Garth formerly served as CEO and COO of the Office of New Schools (ONS), which created 227 new small secondary schools and 38 charter schools between 2003. ONS's work in small school development has transformed educational access for underserved students across New York City: the four-year graduation rate for the first class of seniors in 2007 was 67%, compared to 60% citywide and 35% in the schools closed and replaced by the new schools. The New York City Autonomy Zone piloted within the Office of New Schools, later becoming the management structure for all 1400 schools in the DOE system. Prior to joining the NYC DOE, Garth was an engagement manager at McKinsey & Company, specializing in Financial Industries and Non-Profit Management. Garth earned his J.D. with Distinction from Stanford Law School and B.A. in Ethics, Politics, and Economics Summa Cum Laude from Yale University.

Frederick M. Hess, Director of Education Policy Studies, American Enterprise Institute



Frederick Hess is a resident scholar and director of education policy studies at AEI. His many books include *No Remedy Left Behind* (AEI Press, 2007), *No Child Left Behind: A Primer* (Peter Lang 2006), *Educational Entrepreneurship* (Harvard Education Press, 2006), *Common Sense School Reform* (Palgrave Macmillan, 2004), *Revolution at the Margins* (Brookings Institution, 2002), and *Spinning Wheels* (Brookings Institution, 1998). His work has appeared in outlets including *Harvard Educational Review*, *Urban Affairs Review*, *Social Science Quarterly*, *American Politics Quarterly*, *Teachers College Record*, *Education Week*, *Phi Delta Kappan*, *Education Next*, *Educational Leadership*, *Washington Post*, *Boston Globe*, and *National Review*. Mr. Hess currently serves on the review board for the Broad Prize in Urban Education, as executive editor of *Education Next*, and as a member of the research advisory board for the National Center on Educational Accountability. He is a former high school social studies teacher and a former professor of education and government at the University of Virginia. He holds his M.Ed. in teaching and curriculum and his M.A. and Ph.D. in government from Harvard University.

Maia Heyck-Merlin, Vice President of Talent Development, Achievement First



Maia Heyck-Merlin is the Vice President for Talent Development at Achievement First, a high-performing charter management organization changing the lives of students in Connecticut and Brooklyn. In this capacity, she develops and leads the execution of people investment efforts around attracting, recruiting, selecting, developing, recognizing and retaining the nation's best talent to lead our students to increased life opportunities. Prior to joining AF, Maia worked with Teach For America in a variety of capacities. She began in 1999 as a corps

member in Baton Rouge where she taught fourth grade for two years. During this time, she founded a Saturday School program and was named Teacher of the Year at Delmont Elementary. Following her commitment in the corps, she went on to teach fifth grade at Children's Charter School and also directed The New Teacher Project's first Teach Baton Rouge summer training institute. In 2002, Maia returned to Teach For America as the Executive Director in South Louisiana, overseeing development and program initiatives for a corps that had recently doubled in size. She then served for three years as the Houston Institute Director, leading a staff of over 100 in the training and development efforts for over 700 corps members each summer. In her last role at TFA, Maia founded and led the Teacher Preparation Shared Operational Services team, which managed the operations for all summer training institutes nationally. Maia holds a B.A. in Child Development from Tufts University, where she served as President of the Leonard Carmichael Society, the largest student body organization. Maia grew up in rural Maine and attended public schools serving students of low-income backgrounds. After watching her sister attend a high performing independent boarding school, she realized the dramatic differences in their readiness for college.

Marion Hodges-Biglan, Managing Director, Regional Operations Business Partner, Teach For America

Marion Hodges Biglan started her career as a 1993 Teach For America corps member, teaching 5th grade in South Louisiana. She joined the staff of Teach For America in 1997 as one of 3 recruitment directors who spearheaded our corps member recruitment strategy for over 200 schools across the country. In 2000, Marion moved to Chicago to launch our charter site there. During her three years there, Marion established an alternative route to certification for Teach For America in Illinois, built a charter board, raised over a million dollars annually in the third year, and placed close to 200 teachers in Chicago's west and south-side schools. Marion then joined Teach For America's national team as the Senior Director of Special Projects, spearheading cross-cutting initiatives such as the organization's strategy around personal and professional alignment. In 2006, Marion joined the expanding Human Assets team in a new role, the Regional Operations business partner. In this role, Marion partners with our Chief Operating Officer and her team in ensuring that regional managers maximize their human assets potential. As the organization has grown from approximately 500 staff members at the start of this role to nearly 900 to date, Marion has played a key role in helping regional leaders source, develop, and retain their talent. Marion lives outside of Philadelphia with her husband and two children, James (3) and Maggie (almost 2).

Julie Horowitz, Executive Director, Young Women's Leadership Foundation

Julie Horowitz is Executive Director of The Young Women's Leadership Foundation, a nonprofit that supports two programs that provide college readiness and access to low-income students: (1) a network of all-girls public schools; and (2) a co-ed college guidance program.

Julie joined YWLF from the NYC Department of Education where she served as Chief of Staff to the Deputy Chancellor for Operations. After more than a decade of education-related work in the public, private and non-profit sectors, she joined the DOE shortly after Joel Klein was appointed Chancellor. During her time there she participated in The Broad Foundation's "Residency in Urban Education," a management training program for "talented emerging executives" in urban education.

A product of the NYC public schools, Julie began her career as a teacher in NYC and Cape Town, South Africa. Later, she worked as an equity research analyst at Furman Selz, where she was one of the first analysts to provide the investment community with coverage of the education "industry." She left Wall Street to hold business development positions for three educational enterprises – ChildrenFirst, Edison Schools, and an Internet company.

Julie holds a BA and MBA from Yale University. Early in her career she was a Fulbright scholar in South Africa, an Urban Fellow in NYC government, and a fellow in the Rockefeller Foundation's Next Generation Leadership program. Julie is currently a fellow of the British-American Project, and a Board Member of The Fortune Society, a prisoner re-entry organization.

Alex Johnston, Executive Director, Connecticut Coalition for Achievement Now (ConnCAN)



Alex Johnston is Executive Director of ConnCAN, the Connecticut Coalition for Achievement Now. As ConnCAN's first employee, Alex was responsible for launching the organization in 2005 and currently leads its effort to bring parents, educators, businesspeople, public servants and community leaders together in a common effort to make great public schools available to every child in Connecticut. Inspired by the breakthrough success of a number of Connecticut's urban public schools in dramatically raising student achievement, ConnCAN seeks to raise awareness, empower parents and build consensus for change by offering resources such as web-based parent friendly report cards on more than 1,000 public schools across the state, as well as a series of research reports and issue briefs supporting a "Great Schools for All" policy agenda for closing Connecticut's worst in the nation achievement gap. Alex 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 D.Phil. in politics from Oxford's Lincoln College, where he studied the impact of government funding on non-profit service providers. Alex lives in New Haven, CT with his wife Caroline.

Andy Kaplan, Partner, Quad Partners



Andrew E. Kaplan is a General Partner in Quad Partners. Quad Partners was founded in 2000 to make value-added private investments in the education industry. Today, Quad is the most active investor in privately-owned education companies in the United States. Quad's strategy is to invest in high-quality education businesses with significant potential, then apply the unique operating and financial expertise of its principals to help managers drive company growth. Mr. Kaplan has spent his career at leading education companies building successful school and consumer businesses. Prior to joining Quad, Mr. Kaplan was a senior executive and Vice President and Publisher of Kaplan, Inc., the education division of The Washington Post. Before joining Kaplan, he served as Director of the Educational Technology Division at Scholastic. Mr. Kaplan is a director of Teachscape, The Learning Experience, Dorsey Schools, and Beckfield College. He holds an M.B.A. from New York University's Stern Business School and a B.A. in Computer Science from Brandeis University.

Midian Kurland, Vice President of Technology & Development, Scholastic Education, Scholastic Inc.



Dr. D. Midian Kurland is a 25-year veteran of the educational technology industry with a career that has included academic research at the Center for the Study of Reading (Un. of Illinois) and Bank Street College, cutting-edge development projects as a senior scientist at EDC and at Apple in the Advanced Technology Group, and senior-level executive positions with Computer Curriculum Corporation, Scholastic and various Internet start-up companies. Dr. Kurland is currently Vice President Technology and Development for Scholastic Education. In this capacity he manages product development for all technology-based enterprise curriculum products including READ 180, Scholastic Reading Inventory, WiggleWorks, Scholastic Reading Counts, ReadAbout and Zip Zoom English which collectively garner over 130M in annual sales. In addition to his roles at Scholastic, Dr. Kurland also serves on the Board of the Education Division of SIIA.

Marc Lampkin, Executive Director, Strong American Schools (Ed in '08)



Marc Lampkin is the Executive Director of Strong American Schools' ED in '08 campaign, a national public awareness and action campaign aimed at elevating education to the top of the nation's domestic priorities during the 2008 presidential election and beyond. Visit www.EDin08.com to find out more.

Marc joined Quinn Gillespie & Associates in February 2001 after spending two years serving in a variety of roles with the Bush for President campaign, including Deputy Campaign Manager. He later organized and ran Americans for Better Education (ABE), a coalition of educators, reform advocates, and corporations that support President Bush's education reform plan.

Lampkin has held several senior positions in the United States Congress, including Policy Director for the late U.S. Senator Paul D. Coverdell (R-GA) and General Counsel for the House Republican Conference under then-Chairman John A. Boehner (R-OH). He began his Congressional service as a professional staff member with the Republican staff of the House Education and Labor Committee. Before his tenure on the Hill, he was an Associate Attorney with the Washington Law firm of Akin Gump Strauss Hauer & Feld, L.L.P.

Dennis Littky, Co-Director, The Big Picture Company; Co-Director, The Met School



Dennis Littky is co-founder and co-director of The Big Picture Company and the Met School in Providence. He is nationally known for his extensive work in secondary education in urban, suburban and rural settings, spanning over 40 years. Dr. Littky holds a double Ph.D. in psychology and education from the University of Michigan. His work as a principal at Thayer Junior/Senior High School in Winchester, NH, was featured in an NBC movie, "A Town Torn Apart", based on the book, *Doc: The Story of Dennis Littky and His Fight for a Better School*. Most recently he published a book, in collaboration with Samantha Grabelle, on The Big Picture's philosophy entitled, *The Big Picture: Education is Everyone's Business* (ASCD,

September 2004). The honors he has received include the 2002 McGraw Hill Prize in Education and the 2006 Innovator of the Year Award, from the Rhode Island Development Corporation. As a social entrepreneur, Dr. Littky has successfully helped develop an innovative, replicable model for schools that has led to the creation of a network of 50 schools in 20 cities, nationally, and two abroad. Following his passion to encourage student success, Dr. Littky is currently developing an entrepreneurial college based on the same successful principles that have earned him accolades throughout his career.

Miles Ludwig, Vice President / Executive Producer, Digital Media Group, Sesame Workshop

Miles Ludwig is Vice-President and Executive Producer of Sesame Workshop's Digital Media Group, overseeing creative and production for interactive and digital initiatives. Miles has led the design and development of interactive educational experiences and educational software titles for every significant technology-based platform of the last 15 years, including product lines for Mattel, V-Tech, Hasbro, Electronic Arts, Jakks Pacific, Scholastic, Nintendo and Sony. Miles was previously the Creative Director of Elias Arts' Sound Intelligence Group, and the co-founder of Kirt Gunn & Associates, Inc. (KGA), an interactive advertising agency. At KGA he led a team that created cross-platform campaigns for Diageo, LVMH, Ford, and Volvo. Miles was educated at Brown University and New York University.

Doug McCurry, Co-CEO and Superintendent, Achievement First



Doug McCurry is the co-CEO & Superintendent of Achievement First. In this role, Mr. McCurry provides strategic direction for the organization while managing AF's school support, operations, curriculum development, and professional development teams. Mr. McCurry was one of the founders of Amistad Academy Middle, AF's flagship school, serving as the school's instructional leader for three years. In his teaching roles at Amistad Academy, Mr. McCurry achieved outstanding results. His math students achieved 100 percent proficiency on the Connecticut Mastery Test, and his reading and writing students consistently showed over two years growth in a single school year. Mr. McCurry led the development of Achievement First's standards-based curriculum, and he designed AF's web-based interim assessment and teaching tools platform. Mr. McCurry leads the professional development efforts Achievement First, and he is a sought-after presenter and coach of teachers and school leaders. Before coming to Amistad Academy and Achievement First, Mr. McCurry was a management and technology consultant in Atlanta and taught history and writing and coached basketball and tennis at Providence Day School in Charlotte. A Morehead Scholar at the University of North Carolina, he earned a B.A. in history and journalism there, and he recently was awarded the university's distinguished young alumnus award. Through the Klingenstein Private School Leadership program, he earned an M.A. in educational administration from Teachers College, Columbia University.

Jordan Meranus, Partner, NewSchools Venture Fund



Jordan Meranus is a Partner in the NewSchools Venture Fund East Coast office where he focuses on investment strategy and management assistance for the firm's portfolio ventures. He serves on the board of directors of Civic Builders, EdBuild, Friendship Public Charter Schools and Mastery Charter Schools.

Jordan brings a wealth of experience in the education, nonprofit and private sectors. Prior to joining NewSchools, Jordan was a Managing Director at Imagitas, a company which partners with government agencies to demonstrate that entrepreneurial business ideas can help the public sector better serve citizens. At Imagitas, Jordan helped launch and lead MoversGuide Online, a collaborative, e-government business with the U.S. Postal Service that offers citizens the official Internet change of address application.

Jordan is also a co-founder of Jumpstart, a nonprofit organization built on a simple idea: that providing intensive early literacy services to low-income children is a great investment in ensuring that children in underserved communities enter school prepared to succeed. As a co-founder, Jordan helped develop Jumpstart's core service model, put in place the education program and evaluation process, and developed many of the original educational partnerships that endure today. Jumpstart is the subject of a Harvard Business School case study on its approach to tracking outcomes and performance management. Jumpstart currently operates in over 30 cities nation-wide, working with more than 6,000 children in Head Start, and was selected by Worth Magazine as one of the top 100 non-profit organizations in the country.

Jordan serves on the Board of Trustees for the Excel Academy Charter School in East Boston and as an advisor to EdVestors, a philanthropic organization that funds academic-focused initiatives in public schools. Jordan received his bachelor's degree in history from Duke University and earned a master's degree in both Education and Public Administration from Harvard.

Adam Newman, Managing Vice President, Eduventures, Inc.; Interim Vice President & Service Director, Outsell



Adam joined Eduventures in 1999 and has played a leadership role in the growth and development of the company's business. He has been responsible for the strategy, operations, and growth of Eduventures Industry Solutions division, which delivers strategic management consulting and customized research services to K-12 and postsecondary suppliers; foundations, and associations, and government agencies; and financial services firms. Currently, Adam is serving as a senior executive at Outsell Inc., where he is leading the integration of Eduventures research services into the Outsell suite of offerings. Outsell is a global leader in delivering syndicated research and advisory services to companies and organizations in the media and information industries.

Prior to joining Eduventures, Adam was senior manager of custom research at the Corporate Executive Board, a membership-based research organization delivering best practices research and analysis to Global 2000 companies. Adam also has several years' experience teaching and coaching at the middle and secondary school levels. Adam holds a B.A. in English from Duke University.

Sharon Oster, Frederic D. Wolfe Professor of Management, Yale School of Management



Professor 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. Professor 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. Professor Oster has consulted widely to private, public, and nonprofit organizations, and serves on the board of several health care companies and nonprofit organizations. Professor Oster graduated from Hofstra University with a B.A. and completed her Ph.D at Harvard University.

Oster graduated from Hofstra University with a B.A. and completed her Ph.D at Harvard University.

Scot Osterweil, Creative Director, Education Arcade/MIT



Scot Osterweil is the Education Arcade's Creative Director and leads several game design projects that promote learning in math, literacy, history, science and foreign language. Formerly the Senior Designer at TERC, a research & development center devoted to math and science education, he designed Zoombinis Island Odyssey, winner of the 2003 Bologna New Media Prize, and the most recent game in the Zoombinis line of products (Riverdeep/TLC). He is the creator of the Zoombinis, and with Chris Hancock he designed the multi-award winning Logical Journey of the Zoombinis, and its first sequel, Zoombinis Mountain Rescue. He is also the designer of the TERCworks games Switchback and Yoiks!.

Ebbie Parsons III, Acting Deputy Chief Operating Officer, Hartford Public Schools



As a Broad Resident, Ebbie Parsons III is serving Acting Deputy Chief Operating Officer of the Hartford Public School District. Before assuming his position in Hartford Public Schools, Parsons was the Investment Strategy Manager for American Express' global operations. In this role, he was responsible for optimizing a \$56 million investment portfolio for a \$1.2 billion dollar division of American Express. Previously, Mr. Parsons worked at Medtronic, where he was responsible for managing the volume and interface testing of Medtronic's global SAP launch. In addition, he was a project engineer at Medtronic and led the organization's development and manufacturing of all implantable thermoformed

components. Mr. Parsons' experience also includes launching an automotive manufacturing facility for Visteon, optimizing an engine block manufacturing department for General Motors and enhancing Intel's dry etch silicon wafer manufacturing process. Mr. Parsons holds a Bachelor of Science in Industrial Engineering from Florida A&M University and a Master of Business Administration from the Carlson School of Management at the University of Minnesota. Ebbie's current responsibilities at Hartford Public Schools include championing the development and implementation of a Weighted Student Formula, leading the effort to partner with New Leaders for New Schools, member of the "All-Choice" development team and managing the district's day to day operations.

Ariela Rozman, CEO, The New Teacher Project



Ariela Rozman is the Chief Executive Officer of The New Teacher Project (TNTP), a 140-person national non-profit organization dedicated to improving teacher quality in low-performing schools. Prior to becoming CEO in 2007, she served for four years as Vice President of Teaching Fellows Programs, TNTP's largest business line. Today, the programs operated by this business line supply high-need school districts with approximately 3,000 high-quality teachers per year and account for almost 60 percent of the organization's revenue. Before joining The New Teacher Project, Ariela led the Online Marketing group for PlanetRx.com, managing the company's online customer acquisition strategy, media buying and creative agency relationships, and partnerships with companies such as AOL, Yahoo! and iVillage.

Prior to joining PlanetRx.com, she worked as Special Assistant to the CEO at Muresco, a retail and manufacturing conglomerate in Buenos Aires, Argentina, where she was responsible for rolling out a streamlined organizational process and developing and implementing the corresponding learning modules. Ariela has also served as a consultant at Bain & Co., a leading strategy consulting firm, working with Fortune 500 companies to improve their growth strategies and revenue opportunities. She holds a BA in Political and Social Thought from the University of Virginia.

Jon Schnur, CEO and Co-Founder, New Leaders for New Schools



Jon works with the New Leaders for New Schools team and community to accomplish our mission - driving high levels of learning and achievement for every child by attracting, preparing, and supporting the next generation of outstanding principals for our nation's urban schools. Since co-founding New Leaders for New Schools, he has led the development of the organization's strategy, management team and board, core values, partnerships, and fundraising. Jon has served as Special Assistant to Secretary of Education Richard Riley, President Clinton's White House Associate Director for Educational Policy, and Senior Advisor on Education to Vice President Gore. He has developed national educational policies on teacher and principal quality, after-school programs, district reform, charter schools, and preschools. Jon graduated from Princeton University and a Wisconsin public high school.

Carroll Stevens, Senior Vice President, Cambridge Education

Carroll Stevens joined Cambridge Education in Spring 2007 from the Stupski Foundation, whose grant-making helped introduce Cambridge's global education practice into US states and school districts. His responsibility at both institutions has been essentially the same, to help achieve sustainable reform in urban districts and to influence state-level policy affecting high-poverty/high-minority school districts, thereby enhancing the prospects for K-12 public education nationwide.

Stevens' career in education began in the early 1970s, and for most of the time since he been a law school dean. From 1987-2004 he was Associate Dean of the Yale Law School, where he has been recognized for especially accomplished leadership. He has been a strategic advisor to colleges and universities, business organizations, non-profits, policy institutes, and governments in the U.S., the United Kingdom, and Asia. He holds B.A. and J.D. degrees, and has been awarded alumni achievement awards by both of his alma maters, Georgetown College

and the University of Kentucky. In addition, he holds or has held fellowships at Yale University, Regent's Park College of Oxford University, and the National Center for State Courts.

Dean Stevens' earliest contribution to K-12 education reform was by way of having co-founded and served as board chair of Amistad Academy, a nationally known high-performing charter school in New Haven, CT, and its successor organization Achievement First, a charter management organization which operates schools throughout Connecticut and in New York City.

Richard Sugarman, Founding President, The Connecticut Forum



Founding President of The Connecticut Forum, a nonprofit organization founded in 1992 "to encourage the free and active exchange of ideas among all people and organizations in our community." Richard had a 20-year career in financial services, including senior executive positions with Smith Barney and Advest. He has served on many boards including The Connecticut Center for School Change, ConnCAN The Citizens' Network of the Capitol Region, The Learning Corridor, and the Hartford Police Athletic League. Richard was also the cofounder of Our Piece of the Pie, a youth business incubator in Hartford His awards for community service include The Tapestry Award (The Hartford Courant) and Community Leader of the Year (Leadership Greater Hartford). He has a BS degree from University of Miami and a MS degree from University of Maryland and did post-graduate work at The Family Therapy Institute and The Postgraduate Center for Mental Health in New York City. He is a West Hartford resident.

Paul Tough, Staff Editor, New York Times Magazine



Since 2001, Paul Tough has been a staff editor at the New York Times Magazine, as well as a regular contributor to the magazine on the issues of education and poverty. He is currently completing a book, to be published in 2008 by Houghton Mifflin, on the Harlem Children's Zone, a comprehensive social-service agency in New York.

Before coming to the Times, he was an editor at Harper's Magazine; a producer and contributor with the public-radio program "This American Life"; the editor of Saturday Night, a Canadian monthly; and the founding editor of Open Letters, an online magazine of first-person writing.

He was born in Toronto and currently lives in New York City.

Adam Tucker, Senior Program Officer, Education, Bill and Melinda Gates Foundation

Adam Tucker is a Senior Program Officer for the U.S. Program Education Initiative of the Bill & Melinda Gates Foundation. Responsible for education grants in the Northeast, Adam focuses on school district and state-level investments that advance the Foundation's mission of raising the national high school graduation rate and helping all students—regardless of race or family income—graduate fully prepared for college, career, and life. Prior to joining the Foundation, Adam led the communications & advocacy division of Edison Schools, the nation's largest education management organization. Before Edison, he served as a vice president for the start-up education management company, LearnNow, Inc., with responsibility for business development and marketing. In his current role at the Foundation, Adam draws upon his years of experience with the Coalition of Essential Schools where he led its public engagement and advocacy program, and Children Now, a nationally recognized children's advocacy group where he oversaw research and evaluation within its Children & Media division. He started his education career as a high school history teacher and program administrator in New England. Adam is a graduate of Brown University.

Sarah Usdin, Founder and President, New Schools for New Orleans



Sarah Newell Usdin has spent the last fifteen years in education reform. In 1992, after teaching in Germany on a Fulbright Scholarship, she joined Teach For America, a national corps of recent college graduates who teach in our nation's lowest-income communities. Usdin spent the next three years teaching in Baton Rouge before becoming Teach for America's Executive Director in Louisiana. Believing that more needed to be done to systemically impact the quality of teachers in public schools, she became a Partner with The New Teacher Project, a national nonprofit teacher recruiting and training organization. In the aftermath of Hurricane Katrina, Sarah formed New Schools for New Orleans to assist in the recovery and reformation of public education. Because of an early interest in social justice, Sarah majored in religion and German at Colgate University. Sarah also holds a Masters in Curriculum and Instruction from Louisiana State University. She and her husband Tommy live in New Orleans with their two children, Lyle and Cecile.

Jed Wallace, Chief Operating Officer, High Tech High



Jed began his career in public education as a teacher at Hooper Avenue Elementary School, a 2000-student school in South-Central Los Angeles that had the second-lowest API ranking in the County. There, he established a school-within-the-school that reduced teacher and student transiency and significantly improved results on state-mandated tests. The model was exported across the school and became the basis for a charter school application. Jed also worked in the Office of the Superintendent at San Diego City Schools, performing oversight activities for the district's 22 charter schools and leading efforts to develop a new Charter School Policy and template MOU. These documents have been cited as models by the National Association of Charter School Authorizers. He also served as an Associate Resident for the inaugural cohort of the Broad Foundation's Residency in Urban Education. Earlier in his career, he worked in the office of Colorado Congressman David E. Skaggs. Jed holds a Bachelor's degree in the Science of Foreign Service from Georgetown University, an MFA in playwriting from UCLA, and an MBA from the Kellogg School of Management at Northwestern University. He is an avid playwright and enjoys spending time with his wife and two children.

Joe Williams, Executive Director, Democrats for Education Reform

After more than a decade of frontline newspaper reporting on education reform, Joe Williams has established a nationally-recognized reputation as a writer, contributor and speaker on cutting-edge education reform issues at the federal, state, and local levels. His most celebrated work was as author of the controversial book *Cheating Our Kids: How Politics and Greed Ruin Education* (Palgrave Macmillan, 2005). In June of 2007, Joe decided to make it his full-time job to implement the social change for which his investigative journalism had repeatedly called, and he was named Executive Director of Democrats for Education Reform (DFER). Joe previously worked as an award-winning education journalist for the *New York Daily News*. He also served as an education reporter with the *Milwaukee Journal Sentinel*, where he won numerous local, state, and national awards for his coverage of the Milwaukee Public Schools and that city's groundbreaking school choice programs. In addition to studying reform efforts in Milwaukee, Joe has researched the challenges of individual school districts in cities such as New York City, Los Angeles, and San Diego. He has developed expertise on national education policy such as the No Child Left Behind (NCLB) legislation, and on state issues such as the growing Charter School movement. Joe has written in-depth pieces for the Hechinger Institute, the Thomas Fordham Foundation and the American Enterprise Institute. He has served as a non-resident Senior Fellow at Education Sector, a non-partisan, Washington DC-based think tank. Joe lives in New York City with his wife and two children, both of whom attend city public schools

Acknowledgments

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