

Lee Ann Kwiatkowski

CURRENT POSITION: Assistant Superintendent for School Improvement
M.S.D. of Warren Township, Indianapolis, IN

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SUMMARY OF QUALIFICATIONS:

Comprehensive experience with school improvement and school turnaround. Extensive experience with federal programs at the classroom, school, district and state levels such as Title I, Title II, Title III, gifted and talented and IDEA. Responsible for curriculum and assessments at the district level. Principal of early childhood center. Race to the Top grant administrator focusing on personalized learning.

KNOWLEDGE AND SKILLS IN:

- ESEA federal law and corresponding state, district and school requirements and procedures for school improvement.
- Early childhood education programming.
- Personalizing learning through a blended-model approach.
- Public Law 221 and corresponding school requirements and procedures.
- School turnaround including conducting quality reviews in low performing schools, recruiting staff and applying state intervention (i.e., state managed school).
- Indiana's approved waivers from NCLB
- Research base of high-performing, high-poverty schools to underlie Title I's support to schools and districts in improvement.
- District and school improvement planning and implementation and action planning in urban, suburban, and rural settings.
- Curriculum mapping at the state and district levels.
- District administrator of assessments.
- School quality reviews including creating materials, organizing reviews and writing reports
- Community and school partnerships including hosting meetings with various groups across Indiana.
- Research-based supports for schools and districts:
 - Curriculum audits, curriculum mapping, and development of a new curriculum.
 - School leadership teams with support from Indiana's Distinguished Principals.
 - English language arts and mathematics instructional coaches.
 - District improvement root cause analysis, data analysis, and improvement planning.
- Statewide system of support through development of partnerships with other educational providers.
- Title I requirements and policies: extended time programs (e.g., Supplemental Educational Services); schoolwide planning; distinguished schools; parental involvement, school improvement.
- High quality professional development for at state, district and school levels.
- Grant writing (e.g., Warren's Race to the Top district grant).
- Federal IDEA and Indiana's Article 7 for Special Education
- Organizational and systemic change.

ACADEMIC BACKGROUND:

EdD.	Oakland City University	Doctor of Education (anticipated fall 2016)
EdS.	Indiana Wesleyan University	Education Specialist (2015)
M.S.	Indiana University	Educational Administration (2009)

M.S. Indiana University
B.S. Indiana State University

Elementary Education (1987); Minor- Special Education
Elementary Education (1984); Minor- Special Education

WORK HISTORY:

M.S.D. Warren Township

**Assistant Superintendent
July 1, 2012- present**

Led the work at the district level with over 12,000 students including 1 high school, 1 alternative school, 3 middle schools, 3 intermediate academies, 9 elementary school and 1 early childhood center for Special Education, Title I, Title II, High Ability, Curriculum, Instruction and Assessment. Grant administrator for the 28.5 million dollar Race to the Top- District grant.

M.S.D. Warren Township

**Principal, Early Childhood/Title I
June 30, 2011- June 30, 2012**

Principal of an early childhood center. Directed a variety of programs including preschool ages 3-4, kindergarten, before and after school care for ages 5-12 and daycare. Responsible for the district's Title I program.

Indiana Department of Education

**Director, School Turnaround
September 2010- June 2011**

Directed the work of conducting quality reviews in school in year 4 probationary status. Created a system to apply state intervention (i.e., state managed schools) in year 6 probationary status. Responsible for creating systems to recruit and select staff in low-performing schools. On-going collaboration with various stakeholders (e.g. Urban League). Responsible for conducting community meetings throughout the state.

Indiana Department of Education

**Director, Differentiated Learning
March 2009- September 2010**

Led the work of over 1 billion federal dollar grants from the U.S. Department of Education and the supervision of over forty staff members for Special Education, English Language Learners, Migrant Education, 21 Century Programs, Title I, Homeless Education, Service Learning and Response to Instruction.

Indiana Department of Education

**Director, Title I
2005-2009**

Led the work of the \$250 million Title I grant from the U.S. Department of Education and the supervision of fourteen staff members to develop and provide professional development and technical assistance and to monitor over 300 Indiana districts and charter schools. Focus is on the 220 schools currently in improvement status through creation and provision of polices and research-based supports:

- The Indiana Institute for School Leadership Teams – a 2-year program
- Training of English Language Arts and Mathematics Instructional Coaches – a 1-year program; 50 schools

- District in Improvement Spring Workshops
- Title I Fall and Spring Administrators' Workshops
- District Training for Curriculum Mapping and Development
- Assisted in developing the Indiana Differentiated Accountability Model that was one of six approved by the U.S. Department of Education to individualize the requirements and supports for schools in improvement status.

Indianapolis Public Schools

**Title I Literacy Facilitator
2000–2005**

Served as district Literacy Facilitator for over fifty Title I schools. Created and implemented the system for Supplemental Educational Services. Facilitated technical assistance and professional development for Title I staff and Reading First schools and their coaches. Provided assistance to the fifty schools with their Title I grant and budgets.

Indianapolis Public Schools

**Classroom teacher; Title I teacher
1984–2000**

Instructed students in grades 1, 2, 3 and 5, in inner-city, high poverty, high minority schools. Differentiated instruction for students' individual needs and developed strong relationships with parents and the community. Served as administrator when principal was on leave.

ACCOMPLISHMENTS and PRESENTATIONS:

- 2015: State Board of Education, appointed position by Governor Pence
- 2014: Indiana Urban School Association presenter. "Personalizing Learning"
- 2013: Grant Administrator of the Race to the Top-District grant (\$28.5 M)
- 2013: Member of the Great Lakes East Advisory Board
- 2013: Kouts High School *Wall of Fame*
- 2012: Parent Information Resource Center board member
- 2011: "Connecting Research to Practice: Transforming Struggling Schools" by REL Midwest and the Indiana Principal Leadership Association, Requested panelist, "Effective Leadership Practices"
- 2011: Inspire 2011: The Power of Mentoring Awards Finalist
- 2011: Indy Chamber of Commerce; Requested speaker, "Indiana's Turnaround Plan"
- 2011: Marian University; Requested speaker, "School Turnaround in Indiana"
- 2010: "Connecting Research to Practice: Effective Leadership to Transform Struggling Schools" by the REL Midwest; Requested speaker, "Indiana's Vision: Moving All Schools Toward High-Performance"
- 2010: Community Schools by Coalition of Community Schools; Requested speaker, "Using Federal Funds to Support Community Schools"
- 2010: On-site monitoring of Title I schools and districts in the state of California. Requested participant with the U.S. Department of Education
- 2010: Inspire 2010: The Power of Mentoring Awards Finalist
- 2009: On-site monitoring of Title I schools and districts in the state of Florida. Requested participant with the U.S. Department of Education
- 2008 –present: Elected Regional representative, National State Title I Directors' Association
- 2008: "The Third Annual Institute for School Improvement and Education Options" by the Center for Improvement and Innovation; Requested panelist, "Supplemental Educational Services: Approving, Monitoring, Evaluating"

- 2007- present: United Way, Ready to Learn, Ready to Earn committee member
- 2007: “Managing Federal Education Grants” by Brustein & Manasavit Federal Education Law Attorneys; Requested speaker, “View from the Field: The Later Stages of School and District Improvement”
- 2006: On-site monitoring of Title I schools and districts in the state of Texas. Requested participant with the U.S. Department of Education
- 2005: “A Galaxy of Stars” by National State Title I Conference by the U.S. Department of Education. Requested speaker, “No Child Left Behind, Supplemental Educational Services”
- 2001: Teacher of the Year, School #54, Indianapolis Public Schools

RYAN EDWARD RUSSELL

OBJECTIVE Seeking a district leadership position to foster respect, efficiency, and collaboration in order support teachers, leaders, and the community to prepare students for the demands of the 21st century work environment.

EXPERIENCE ASSISTANT TO SUPERINTENDENT FOR EDUCATOR EFFECTIVENESS, MSD OF WARREN TOWNSHIP

2013 to Present

- Coordinates all staff development for district principals, instructional coaches, teachers, department chairs, and deans, and central office personnel.
- Oversees the districts teacher and principal evaluation plan
- Coordinates teacher effectiveness training including the development of improvement plans for principals and teachers
- Coordinates the development district curriculum and instructional calendars to ensure alignment preK-12
- Coordinates district online benchmark assessments aligned to district curriculum
- Develops and oversees the implementation of the new teacher induction plan for the district
- Oversees computer-supported system to track academic/career goals
- Supervises district's professional learning coordinators, instructional specialists, media services coordinators, and eLearning mentors.

PRINCIPAL, RAYMOND PARK INTERMEDIATE ACADEMY, INDIANAPOLIS, IN

2010-2013

- Led school to "Distinguished Reward Status" from the Indiana Department of Education for being a "high growth and high achieving school." (2012)
- 2011-12 IDOE School Grade (A), 2012-2013 IDOE School Grade (A)

PRINCIPAL, HEATHER HILLS ELEMENTARY, INDIANAPOLIS, IN

2009-2010

COORDINATOR OF DEANS, MSD WARREN TOWNSHIP, INDIANAPOLIS, IN

2008 - 2009

DEAN OF STUDENTS, HEATHER HILLS ELEMENTARY, INDIANAPOLIS, IN
2006 – 2009

TEACHER, BROOKVIEW ELEMENTARY SCHOOL, INDIANAPOLIS, IN
2002 - 2006

- Team Leader
- Technology Coordinator

EDUCATION UNIVERSITY OF INDIANAPOLIS, GRADUATE EDUCATIONAL LEADERSHIP PROGRAM

- Master of Arts in Education
- GPA 4.0

UNIVERSITY OF INDIANAPOLIS, SCHOOL OF EDUCATION

- Bachelor of Science in Elementary Education
- Licensed 1-6 General Elementary, Social Studies 7-9

PROFESSIONAL EXPERIENCES

- Established MSD of Warren Township's new teacher mentor program to promote teacher retention and development.
- Led the development of MSD of Warren Township's curriculum maps and instructional pacing guides in all PreK-8 ENGLISH / MATH courses and ENGLISH 9/10 and ALG I,II and Geometry (9-12) (2013-present)
- Coordinated over 30,000 man-hours of professional development to support the instructional design and implementation of Common Core / College and Career Ready Standards. (2013-present)
- Led the conversion of district benchmark assessments to online administration through collaboration with vendor and district curriculum teams.
- Planned and organized over 10,000 man-hours of professional development on the use of instructional technology in the K-12 classroom. (2013- present)
- Conducted over 1,500 teacher observations. (2006 – present)
- Trained over 100 evaluators to ensure inter-rater reliability with the MSD of Warren Township's evaluation plan (2011-present)
- Chaired MSD of Warren Township's "GOTE" restructuring committee to bring district's evaluation plan up to IN P.L. 90 / SEA 1 [2010] (2010-2011)
- Director of the Warren Township Thanksgiving Community Outreach project that serves approximately 100 families Thanksgiving meals each Thanksgiving day (2008 – present)
- Special Education, Rtl, Transportation, and Discipline administrator (2006 – 2009)

AWARDS / RECOGNITIONS

- Indy's Best and Brightest Finalist (2014)
- Indiana PTA Outstanding Principal Award (2013)

- MSD of Warren Township's Impact Award (2012)
- National School Change Award (Heather Hills Elementary) (2006)
- Superintendents Educational Leadership Scholarship (2006)
- Who's Who Among American Educators (2005, 2006, 2008)
- Nominated for Teacher of the Year (2004)
- United States Student Ambassador to Russia (1993)
- Eagle Scout (1993)

PROFESSIONAL
ORGANIZATIONS

- Learning Forward
- International Society for Technology in Education
- National Parent Teacher Association
- Association for Supervision and Curriculum Development
- National Association of Elementary School Principals
- National Association of Secondary School Principals
- Indiana Association of School Principals

REFERENCES **DR. DENA CUSHENBERRY**

Superintendent of Schools, MSD of Warren Township, Indianapolis, IN
317.869.4347 (email – dcushenb@warren.k12.in.us)

DR. JOHN SOMERS

Director of Graduate Programs, University of Indianapolis
(email – jsomers@unidy.edu)

DR. PEGGY HINCKLEY

Educational Consultant
Retired Superintendent of MSD of Warren Township, Indianapolis, IN
317.250.5949 (email – peggy.hinckley@gmail.com)

MRS. KATHRYN SCHWARTZ

Professional Learning Coordinator, MSD of Warren Township, Indianapolis, IN
317.946.9194 (email – kschwartz@warren.k12.in.us)

Timothy E. Hanson

10030 Forest Meadow Circle, Fishers, IN 46040

317.797.2699 / sthanson@scbglobal.net

PROFESSIONAL SUMMARY

I have been serving children as an educator since 1995. I have had the privilege to work in both suburban and urban districts. Since 2004, I have served the children of Warren Township as an assistant principal in the middle school and as an elementary principal at Brookview Elementary. My current role in Warren is serving as Assistant Superintendent for elementary and intermediate instruction.

Key Strengths

- Fluent with current educational technology, policies, and curriculum
- Effective communicator through multiple mediums
- Knowledgeable of best instructional practices
- Ability to disaggregate data and create a plan of action
- Positive and productive relationships community and colleagues
- Providing professional development

PROFESSIONAL EXPERIENCE

MSD Warren Township School District Assistant Superintendent, Preschool, Elementary & Intermediate	2012-Present
Brookview Elementary, MSD Warren Township <i>K-5 Principal</i>	2005-2012
Stonybrook Middle School, MSD Warren Township <i>7th Grade Assistant Principal</i>	2004-2005
Westlane Middle School, MSD Washington Township <i>6th Grade Math Teacher, Math Department Chair (6-8)</i>	2003-2004
Fall Creek Intermediate, Hamilton Southeastern School District <i>6th Grade Math Teacher, Coach</i>	2001-2003
Nagel Middle School, Forest Hills School District, Anderson , OH <i>8th Grade Math Teacher, Coach</i>	1999-2001
Hubble Middle School, District 200, Wheaton, IL <i>6th Grade Math and Language Arts Teacher, Coach</i>	1995-1999

EDUCATION

Specialist in Education, School Superintendency, Ball State University, 2013-2015
Masters of Science in Educational Administration, University of Cincinnati, 1999-2001
Masters of Science in Teaching Mathematics, University of Illinois at Chicago 1997-1999
Bachelor of Science in Education, Eastern Illinois University, 1991-1994

PROFESSIONAL DEVELOPMENT

Indianapolis Principal Leadership Academy (IPLA) Graduate , 2007
Effective Schools Leadership, Larry Lezotte, Michigan, Arizona, 2005-2008
Teacher Leadership Academy, CIESC, Indianapolis, 2003
NCTM Regional and National Conferences
Courageous Conversations, Glen Singleton, Indianapolis, 2006

LICENSES

General Elementary, Rules 46-47, Professional, 2012-2022
Endorsements: Kindergarten, Language Arts, Mathematics, Science, Social Studies Grades 1-9
Elementary and Secondary Administration, Rules 46-47, 2012-2017

PROFESSIONAL AFFILIATIONS

National Council of Teachers of Mathematics
Association of Supervision and Curriculum Development
The School Superintendents Association

HONORS AND AWARDS

2009 Indiana State PTA Principal of the Year
Nominated for Teacher of Year, Forest Hills School District, 2001
Nominated for Golden Apple Award, 1999
Recipient of \$10,000 Reebok Grant, 2010

DISTRICT INITIATIVES

Administrative Negotiation Team, 2009-Present
GOTE Revision Team, 2005-Present
Intensive Intervention Lead Administrator, 2009, 2012
Calendar Committee, 2005-Present
Presenter of 8 Step Process, 2009-Present
Redistricting Committee, 2009
Coordinator of Elementary Math Bowl, 2009-2012
District Interview Team, 2007-Present

PRESENTATIONS / PROFESSIONAL DEVELOPMENT

Depth of Knowledge Implementation, Brookview Staff, District Administrators
Evidence Based Data Collection, District Administrators
8 Step Process, Pat Davenport and IDOE
The Power of One, Indiana State PTA Convention
Love and Logic, Stonybrook and Brookview Staff
Positive Behavior Intervention and Supports (PBIS), Brookview Staff
1 Hour of Math Framework, Brookview Staff, K-6 District Administrators

COMMUNITY INVOLVEMENT

Serve on Advisory Board for Ransburg YMCA
Serve on the Warren Arts and Education Foundation
Volunteer Coach

Stephen L. Foster

8930 Dickinson Court
Fishers, Indiana 46038
317-869-1319 (O)
317-674-8053 (H)
sfoster@warren.k12.in.us

ACADEMIC HISTORY

Administrative Certification	1984	Butler University	4.0 GPA
Master of Arts Elementary Education	1976	DePauw University	3.9 GPA
Bachelor of Science in Elem. Education	1974	Indiana University	3.7 GPA

ADMINISTRATIVE EXPERIENCE

2010-present: Principal: Creston Intermediate Academy, MSD of Warren Township
2001-2010: Principal: Lakeside Elementary School, MSD of Warren Township
1996-2001: Principal: Forest Glen International Magnet School, MSD of Lawrence Township
1995-1996: Director: International School of Grenada, True Blue, Grenada, West Indies
1986-1995: Principal: Cumberland/New Britton Elementary Schools, Hamilton Southeastern Schools
1985-1986: Assistant Principal: Westfield Middle School, Westfield Washington Schools
1974-1985: Teacher: Plainfield Community School Corporation

AREAS OF EFFECTIVENESS

- Knowledgeable in current educational movements to better prepare students for their future: College and Career Readiness; Depth of Knowledge; Personalized Learning; SAMR model of technology integration; and Blended Learning
- Successful in implementing the Plan-Do-Check-Act 8-Step Process in both an elementary and intermediate school
- Successful in changing a low performing urban school to a high performing school making AYP
- Knowledgeable in standards based curriculum development
- Knowledgeable in research based instructional strategies driven by formative and summative assessment data
- Ability to facilitate broad-base committees to develop school improvement plans using data
- Visionary leader with clear direction and communication to staff, students and parents affecting goal attainment
- Collaborative leadership style
- Effective communication skills
- Positive human relations with students, parents, and colleagues
- Ability to develop a positive and warm building climate
- Ability to motivate staff to work together in an effective and positive manner toward task completion

ACCOMPLISHMENTS, AWARDS, PUBLICATIONS AND GRANTS

Creston Intermediate Academy (CIA):

- **2014-2015**—Led our school from a PL221 letter grade “D” when CIA opened in 2010 to our current letter grade “A.”
- **2010-2012**—Awarded a school grant from the Indiana Resource Center for Autism for *Evidenced Based Practices in Autism*

Lakeside Elementary School:

- National Blue Ribbon School, **2007-08**
- Distinguished Title I School for the state of Indiana, **2005-06**
- Nominated for National School Change Award by Dr. Suellen Reed, State Superintendent of Public Instruction, **2005-06**
- High Performing Title 1 School for the state of Indiana, **2004-05**
- Selected as one of two elementary pilot schools to implement—Effective Schools Model: 8-Step Process: Plan, Do, Check, Act, **2002-03**

Personal/Professional

- Awarded the "Spotlight on Learning Award" by State Superintendent of Public Instruction, Dr. Tony Bennett, in recognition for dedication and distinguished leadership as a Distinguished Principal, **2009 & 2010**
- Peer Review Team Leader assisting a school district in NCLB school improvement with their school improvement plans, **2009**
- LEA improvement facilitator for Indiana Department of Education Title One Office providing professional development to school districts in NCLB improvement with a focus on student achievement, **2009-2011**
- Contributing author for on-line professional development courses, titled "Parents and Families: The Crucial Link," produced for the National Association of State Title 1 Directors, **2008**
- Recognized as Distinguish Principal for the "Institute for School Leadership Teams" by the Indiana Department of Education to mentor urban school principals and school improvement teams that are in NCLB school improvement status, **2008-2011**
- Appointed to the Middle School Improvement Team by our district superintendent to coach and facilitate middle school principals at underperforming middle schools in our district, **2007-2008**
- Selected to work with a group of administrators to create a rubrics for proficiency attainment for the participants in the Indiana Principal Leadership Academy, Indiana Department of Education, **2007**
- Awarded the MSD of Warren Township Schools "Human Relations Distinguished Service Award" for demonstrating, promoting and encouraging equality and acceptance through daily example of contributing toward the elimination of bigotry, racism, stereotyping and discriminatory practices and influencing the improvement of human relations within the MSD of Warren Township Schools, **2005**
- Awarded the "Lilly Endowment Creativity Grant" for East African humanitarian travel, **2004**
- Mentored aspiring school principals, **1991-present**
- Indiana Principal Leadership Academy, graduate, **2000-2001**
- "Lilly Educational Leadership Grant" award winner to study the culture and language of Costa Rican people and study the flora and fauna of the rainforests. The grant included a two-week home stay in Costa Rica, **1999**
- Served on reorganization committee for the Indianapolis Children's Museum's new exhibit, *Global Perspectives Gallery*, **1999**
- Organized international study/travel opportunities in Costa Rica and France for elementary students, **1998-2001**
- Facilitated expansion and curriculum/instruction development for Spanish Immersion Program, **1996-2001**
- Awarded the "Jerry Dewitt Award" for outstanding administrator, Butler University, **1995**
- Awarded sabbatical and served as director of the International School of Grenada in True Blue, Grenada, West Indies, **1995-96**
- Successfully opened a newly constructed elementary school as principal of New Britton Elementary blending two elementary schools and creating a strong and positive school community, **1991**
- Graduated from the Experiential Program for Preparing School Principals, Butler University, A competitive two year program for aspiring school principals where selected participants complete hands-on proficiencies alongside identified model school administrators, **1984**

DISTRICT COMMITTEE WORK

- MSD of Warren Township District Mapping and Units of study Committee implementing CCSS **2013-Present**
- MSD of Warren Township District Instructional Pacing Calendar Committee **2010-2013**
- MSD of Warren Township District Writing Project Committee **2010-2012**
- MSD of Warren Township District Discussion Team **2008-2010**
- Middle School Improvement Team, co-leader, **2007-2008**
- Early Childhood and Kindergarten Transitions, **2006-2008**
- Teacher Negotiations, elementary administrative representative, **1999, 2005, 2007, 2010, 2013, 2014**
- School Boundary Redistricting, **2001, 2007**
- Technology Committee, administrative representative, **2005**
- Standards Based E/LA and Math Instructional Calendar Committee, co-leader, **2002-2008**

PRESENTATIONS

- Presenter at 8-Step Administrator Workshop, "Transition to the Common Core/K-8" and "Problem Solving Panel", **October 2012**
- West Ed Publication: *R & D Alert*, interviewed for article titled, "Learning from Experience: The Indiana Institute for School Leadership Teams." **2011**
- Presenter at Learning Forward Summer Conference, "Indiana's Institute for School Leadership", **July 20, 2011**
- Presenter at Learning Forward Summer Conference, "A School Leadership Model that Works: Lessons Learned and Strategies Shared", **July 18, 2011**
- MSD of Warren Township New Teacher Professional Development (*Implementing Writers' Workshop; Respecting Diversity*), **2007-2010**
- MSD of Warren Township New Teacher Professional Development (Teacher Expectations and Student Achievement: TESA) **2007-present**
- Ball State University (Data Driven Instruction) **2009**
- Title 1 Regional Conference, Indianapolis (*8 steps to School Success*), **2007**
- Indiana Wesleyan University (*Data Driven Instruction*), **2006-2009**
- Title 1 Regional Conference, Indianapolis: (*Effective Staff Development Initiatives*), **2006**
- Indianapolis Area Reading Council, (*Cultural Literacy, Infusing Culture into the Classroom*), **2006**
- Eastside Rotary Club (*Service Projects in Kenya*), **2005, 2006**
- Butler University (*Preparing for the Interview*), **2001, 2005**
- University of Indianapolis, language methods course, (*Language and Cultural Studies*), **1998**
- Indiana Teachers for Speakers of Other Languages (*Immersion Education in Indiana Schools*), **1997, 1998**
- Indiana University's Third Annual Language Minority Institute (*Forest Glen's Language Programs*), **1997**

PROFESSIONAL MEMBERSHIPS (Past and Present)

- Indiana Area Reading Council
- Learning Forward (National Staff Development Council)
- International Reading Association
- Association of Supervision and Curriculum Development
- Experiential Program for Preparing School Principals, Alumni
- Indiana Principal Leadership Academy, Alumni

RECENT PROFESSIONAL DEVELOPMENT

- Administrative book study, "Beyond the Bake Sale," by Ann Henderson **2015**
- Administrative book study, "Drive," by Daniel H. Pink **2014**
- Developing Culturally Responsive Classrooms in response to Positive Behavioral Interventions and Supports, Rene Aziz, IN **2013-2014**
- Summer Conference on Urban Education, Indianapolis, IN **2012**
- National Reading Recovery and Literacy Conference, Columbus, OH **2009**
- International Reading Association Conference, Atlanta, GA, **2008**
- National Title 1 Conference, Nashville, TN, **2008**
- Project Based Learning, Lillian Katz, Indianapolis, IN, **2007**
- Effective Schools Leadership, Larry Lazotte, Scottsdale, AZ, **2006**
- Technology + Learning Conference, Denver, CO, **2005**
- Reading in the Content Areas, Mary Lynn Woods, Indianapolis, IN, **2005**
- Using Nonfiction Reading, Indianapolis, IN, **2004**
- Snapshot Writing, Mary Lynn Woods, Indianapolis, IN, **2004**
- Indiana Center for Intercultural Communication, English as a Second Language Volunteer Tutor Workshop, Indianapolis, IN, **2004**
- Six +1 Trait Writing, Ruth Cullam, Indianapolis, IN, **2004**
- A Framework for Understanding Poverty and Learning Structures, Kim Ellis, Highlands, TX, **2003**
- Strategies for Teaching Reading, Indiana State Early Literacy Conference, Indianapolis, IN, **2003**
- On Solid Ground: Strategies for Teaching Reading, K-3, Sharon Taberski, Indianapolis, IN, **2003**
- Plan, Do, Check, Act: Eight-step Process for School Improvement, Pat Davenport, Indianapolis, IN **2002**
- ESOL/Language Acquisition/Immersion Education- Krashen, Morita, Tse, Indianapolis, IN **2001**
- Teaching and Learning in a Diverse Society, Hilliard, Haberman, Zendejas, Indianapolis, IN, **2000**
- First Days of School, Harry Wong, Indianapolis, IN **1999**
- Conversational Spanish-Vincennes University, Indianapolis, IN **1997**
- CLASS-CONNECTING LEARNING ASSURES SUCCESSFUL STUDENTS, Barb Pederson, Indianapolis, IN **1997, 1998**
- Connecting Brain Research to Classroom Applications, Pat Wolfe, **1997**

COMMUNITY SERVICE LEADERSHIP

- Ambassadors for Children, non-profit, charitable organization that serves children around the world who are victims of war, poverty, and disease
 - Ambassadors for Children, Board of Governors and Chair of Educational Outreach and Scholarship Committee, **1998-2005**
 - Fallen Shadows Chapter of Ambassadors for Children, President, **2005-2010**
 - Ambassadors for Children Volunteer Missions, trip leader for humanitarian volunteers in Belize and Kenya and volunteer in Mexico, Cuba, and Dominican Republic, **1998-2010**
 - Creator and author of "JAMBO" newsletter for humanitarian travel to Kenya, **2005-2010**
- Catholic Refugee Program, ENL instructor for Adult Learners from Sudan, **2004-2005**
- La Plaza, Inc., Board of Directors, a not-for-profit collaborative serving the Hispanic Education Center, Hispanic Chamber of Commerce, Hispanic Center, and La Fiesta Indiana, **2001-2002**
- United Nations FAO World Food Day Festival, committee member, Grenada, West Indies, **1995**
- Queen Elizabeth Orphanage, volunteer, Grenada, West Indies, **1995**

PERSONAL BELIEF STATEMENTS

- Through a multicultural environment that promotes understanding among diverse peoples, students should be provided with the opportunities and resources to become cross-cultural learners, responsible world citizens, and productive participants in our global economy.
- Education is more than the acquisition of knowledge. The process of inquiry, discovery, application and creativity are equally important to be successful in our ever-changing world. Schools should provide unique and challenging opportunities for ALL students to think and communicate.
- Every adult working with children should have the desire and ability to make a positive difference with every child with whom they have contact.
- Educators should have a passionate commitment to their profession with a desire for continual self-improvement.
- Educators should model acceptance, patience and respect for their students.
- The total school staff should be dedicated to the pursuit of excellence in education.
- Schools should nurture the growth of each individual: academically by teaching the skills required by the curriculum in a collaborative environment where students are expected to think strategically; socially by fostering self-discipline, honesty, tolerance, respect and the ability to cope with change; intellectually through the development of curiosity, creativity, music, art, foreign language and critical thinking; emotionally by fostering self-esteem, initiative and a positive attitude towards life; and physically through the promotion of health and fitness.
- Teachers should give all students a sense of hope, support and ownership.
- Teachers should continually assess and monitor student achievement and provide instruction based on the data.
- The school community should make students feel needed, valued, and protected and that the community would not be successful without their contributions.
- Educators must continue to grow professionally and produce results. Our least effective educators are the ones who define us to our parents, community and media and inhibit the growth of our students.

HOBBIES

- Photography
- Travel and Humanitarian Volunteering

TRAVEL

Austria, Bahamas, Belgium, Belize, Canada, Costa Rica, Cuba, Dominican Republic, England, France, Germany, Grenada, Italy, Kenya, Liechtenstein, Mexico, Monaco, Netherlands, Puerto Rico, Switzerland, Tanzania, Uganda, United Arab Emirates, United States, Vatican City, Venezuela, Zanzibar

"Life's greatest gift is the opportunity to throw oneself into a job that puts meaning and hope into the lives of people. Seizing this opportunity is the surest way to meaning and hope into one's own life." --Martin Haberman

JANICE FLYNN VARGO

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EXPERIENCE

EDUCATION ELEMENTS, Washington, DC **Nov 2012-present** **Design & Implementation Consultant**

- Serves as main point of contact and project manager for district personalized learning initiatives.
- Facilitates design process that allows district and school teams to create blended models based on district strengths and goals.
- Supports districts and schools throughout the implementation process, including delivering professional learning, advising on an ongoing performance management process, and facilitating strategy conversations.
- Clients have included Horry County Schools (SC), Lexington School District One (SC), District of Columbia Public Schools (DC), Piedmont City School District (AL), Fall River Public Schools (MA), and BOLD Day Schools (NY, NJ, and CA).

UPD CONSULTING, Baltimore, MD **Aug 2010-Oct 2012** **Management Consultant, Education Practice**

Project Manager, Washington, DC Office of the State Superintendent of Education (OSSE) *May 2012- Oct 2012*

- Managed project to provide 15 charter schools with actionable feedback on the suitability of including piloted assessments in educator evaluation systems, and OSSE with information on LEA readiness to implement educator evaluation systems.

Project Manager, Baltimore City Public Schools *March-June 2012*

- Managed third-party software implementation project that enabled teachers and principals to review and confirm student rosters.
- Created district-wide communications materials and led training for 200+ school teams, with over 90% of teachers validating rosters.

Project Manager, Connecticut State Department of Education *Dec 2011-Feb 2012*

- Managed internal and district team to write state's federal ESEA waiver, including on-the-ground and remote coordination with senior leadership. The US Department of Education approved waiver in May 2012.

Chief of Staff/ Project Manager, America Achieves *Aug 2010-Dec 2011*

- Chief of Staff for DC office of start-up education nonprofit that supports reform-minded state and district leaders; worked with leadership team to develop strategic programming and forecast annual budgets.
- Led successful nationwide recruitment of 100 diverse schools for *PISA for Schools* pilot; included remote coordination with the Organisation for Economic Co-operation and Development (OECD) partners and foundations supporting the project.

Lead Writer, Rhode Island Department of Education *Dec 2010-Feb 2011*

- Wrote RFP for Rhode Island Leadership Academy, principal training program for future leaders of state's lowest performing schools.

CITY OF BALTIMORE, Baltimore, MD **summer 2009** CitiStat Department, Office of the Mayor, Ash Institute Innovations Fellow

CORPORATE EXECUTIVE BOARD, Washington, DC **2007-2008** Corporate Strategy and Development Department, Mergers & Acquisitions Team Coordinator

SAINT MARTIN DE PORRES HIGH SCHOOL, Cleveland, OH **2006-2007** Jesuit Volunteer & Co-Director of After-school Assistance Program

EDUCATION

HARVARD UNIVERSITY, Kennedy School of Government, Cambridge, MA **2008-2010** **Master in Public Policy, Concentration in Education Policy and Organizational Development**

- Policy Analysis Exercise (Thesis): "Towards a Sustainable Human Capital Strategy: Benefits & Teacher Retention."
- Client: E.L. Haynes Public Charter School, Washington, DC.
- Finalist for Outstanding Policy Analysis Exercise Award, 2010 (top 10%).

UNIVERSITY OF NOTRE DAME, South Bend, IN **2002-2006** **Bachelor of Arts, Majors in American Studies and Spanish**

LEADERSHIP & SERVICE

Literacy Tutor – Higher Achievement Program, Washington, DC 2011-2012

Co-Chair – Center for Public Leadership, Student Advisory Board, Cambridge, MA 2009-2010

Co-Chair – Urban Policy Professional Interest Council, Cambridge, MA 2009-2010

Class Advisor – Master of Public Policy (MPP) Program Orientation, Cambridge, MA 2009-2010

SKILLS

- Proficient in design principles; deep understanding of education technology and digital content marketplace.
- Proficient in project management concepts including Project Plans and Charters, RACI Matrix, Gantt Charts, Gap Analysis, Critical

EDUCATION

NEW YORK UNIVERSITY | M.A. Public History | 2010

Honors: NYU Graduate Fellowship; Paul H. Mattingly Research Award; Tribal Archives and Museums Grant

CLAREMONT MCKENNA COLLEGE | B.A. History and Intercultural Studies | 2005

Honors: Berger Outstanding Senior Student; Best History Student; Center for Human Rights Research Grant

PROFESSIONAL EXPERIENCE

CONSULTANT, PERSONALIZED LEARNING DESIGN AND IMPLEMENTATION

2012-Current

Education Elements

San Carlos, CA

- Developed strategy and implementation plans for more than 30 district and charter networks
- Conceptualized and launched national Personalized Learning Academies and online community
- Created and led professional development trainings for superintendents, school leaders, and teachers

NETWORK STRATEGY FELLOW

Summer 2012

Education Pioneers

Oakland, CA

- Developed program to increase alumni engagement, collaboration, and work effectiveness
- Articulated synergies between initiatives across the organization and fostered cross-team collaboration
- Built alumni engagement toolkit based on research of national best practices

MANAGER OF DEVELOPMENT, COMMUNICATIONS, AND PUBLIC PROGRAMS

2009-2012

Brooklyn Historical Society

Brooklyn, NY

- Developed 5-year strategic plan for organization and secured annual budget of \$3.1M
- Managed 15 person team of public programs and development staff, volunteers, and interns
- Created content and raised funding for digital history curriculum

DIRECTOR OF OPERATIONS

Summer 2007 + 2010

Teach For America Institute

Houston, TX; Phoenix, AZ

- Managed budget and operations for more than 700 staff and students
- Developed and improved systems based on quantitative and qualitative data analysis
- Led professional development and operations trainings for 200+ staff

COLLEGE SUCCESS COACH

2007- 2008

InsideTrack

Portland, OR

- Exceeded company-wide goals for student retention and meeting rates
- Supported more than 130 students in applying for and succeeding in college
- Tracked and analyzed team data to create new initiatives for growth and performance

TEACH FOR AMERICA THIRD GRADE TEACHER

2005-2007

Church Rock Academy, Navajo Reservation

Church Rock, NM

- Advanced students' math and literacy skills by more than two grade levels each year
- Organized staff and funding resources to launch school-wide Family Literacy Nights
- Identified and used data analysis and technology tools to drive planning and tailored instruction

ADDITIONAL SKILLS AND INTERESTS

- 2014 iNACOL Blended Learning Panel Moderator
- 2013 Teach For America Rural School Leadership Academy Fellow
- 2013 Gates Next Gen Learning Challenge Summer Institute Facilitator
- Language Skills: Conversational Spanish, Basic Hindi
- Volunteering: Career Mentor, Teach For America, Program Instructor, Citizen Schools

Angela Kennedy-Chubb

Contact Information

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Washington, DC 20003
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angela@edelements.com

Experience

Education Elements

Director, Design and Implementation Team/ Client Management

April 2012 to Present

Founded in 2010 by Anthony Kim, a longtime education technology leader, Education Elements aims to help schools rethink the structure of schooling and the way technology can strengthen instruction and streamline operations. Working with school districts, independent schools, religious schools, charter school management organizations, foundations, and technology developers, the company has since pioneered new approaches to blended learning. Education Elements assists schools with adaptive online content and assessments to tailor instruction and maximize learning for students, giving teachers the tools they need to focus on what they do best.

- Supervise all consultants/design team members from East and West coast offices
- Manage relationships with all clients and accounts
- Manage portfolio of school and district blended learning projects
- Manage renewal of projects and support expansion

Leeds Global Partners

Senior Vice President, Leadership Development

February 2010 to April 2012

Leeds Global Partners is an international education services and consulting firm, and a subsidiary of Leeds Equity Advisors. Headquartered in New York, the firm was co-founded by Jeffrey Leeds, president of Leeds Equity, and Benno C. Schmidt, Jr., former president of Yale University.

- Advised the government of Abu Dhabi on the design and implementation of comprehensive school system reforms, including the adoption of world-class standards, the implementation of new instructional methods and approaches, and the transition to a bi-literate curriculum
- Oversaw the design and delivery of professional development services to 800+ school leaders across the Emirate of Abu Dhabi, resulting in the successful implementation of the country's groundbreaking New School Model
- Managed a comprehensive analysis of Emirates College for Advanced Education (ECAE) and co-authored a detailed set of redesign recommendations to transform the institution into the Gulf's leading college for teachers and school leaders
- Led an extensive search for a U.S.-based university partner for ECAE and facilitated partnership negotiations

EdisonLearning**July 2005- February 2010**

Formerly Edison Schools, EdisonLearning has been a leader in education reform since its founding in 1992. Serving more than 325,000 students in 20 states and the United Kingdom, the company manages charter schools, provides supplemental educational services and online education, and partners with districts to transform low-performing schools.

Executive Director, New Products**2007-2010**

- Supervised two of the company's four product lines, overseeing content changes and improvements
- Managed all new business and the renewal of all existing business, totaling approximately \$275 million in revenue and \$60 million in gross margin annually
- Increased new business at one-third growth rate year-on-year
- Authored *Teaching in a Standards-Based District: Theory and Practice*

Vice President, Eastern Region**2005-2007**

- Oversaw education programs and performance in all Edison-affiliated schools (approximately 60) in the Eastern region of the US
- Supervised team of ten area superintendents, providing coaching, mentoring, and training for school leaders and teachers
- Supported the company's general managers in developing and maintaining relationships with boards of trustees, school boards and public superintendents

Renaissance Academy Charter School**2000-2005****Founding Head of School**

Renaissance Academy is the preeminent college preparatory charter school on Philadelphia's Main Line. Serving 1100 students K-12, the school is a highly sought option for families in a dozen area school districts, from upper income Tredyffrin to lower income Norristown, and districts in between. Renaissance serves a diverse population, excels by state academic measures, and places graduates in competitive colleges and universities. The school offers a full range of extra-curricular programs and athletics, with special emphasis on the arts. In 2005, Renaissance was named one of the nation's top charter schools by the Center for Education Reform in Washington, DC.

- Responsible for all academics, operations, facilities and finance, including supervision of over 100 staff and budget in current dollars of \$13 million.
- Led the recruitment of 680 K-8 students for the school's opening day; led expansion of enrollment to 1100 in K-12 within four years.
- Worked with Board of Trustees, including bond financing for new buildings
- Co-developed programs and shared facilities with Valley Forge Christian College
- Worked with management company for ancillary supports
- Led academic affairs with three division heads and directors of special education, counseling, and technology. Supervised Business Officer in management of all financial requirements.
- Developed staff and programs to support improvement of student achievement for diverse learners, exceeding state standards school-wide and for all sub-populations
- Initiated partnerships with local colleges to provide an on-site master's program for instructional staff and college courses for high school students

Wichita Public Schools

Assistant Principal and Dean of Student Discipline, Jardine Junior Academy

1997-2000

- Directed school operations, athletics and after-school programs
- Promoted positive behavior and enforced disciplinary rules
- Supervised all staff development, assessment and curriculum training
- Served as the school's liaison with the state for Quality Performance Accreditation, recruitment coordinator, and grant writer

Teaching Specialist, District Team

1996-1997

- Coordinated and supervised the district's assessment training
- Led the district's Senior Project and Portfolio Committee
- Developed and scored district benchmark assessments
- Served as campus improvement supervisor for six elementary schools

Classroom Teacher and Administrative Intern, College Hill and Pleasant Valley Elementary Schools

1991-1996

- Taught 1st, 3rd, and 5th grades
- Served as teacher in charge and primary team leader
- Supervised student teachers
- Facilitated district committees and training

Education

Kansas Newman University, M.Ed., Educational Leadership, 1998

Harvard Graduate School of Education, Institute on Standards and Assessments, 1997

Wichita State University, M.Ed., Curriculum and Instruction, 1997

Kansas State University, B.A., Education, *magna cum laude*, 1991