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**Profile:** Passionate educator, deeply knowledgeable about teaching, leadership, policy, and assessment. People person with outstanding interpersonal, team-building, and communication skills. Successful in varied roles at many levels of corporate, non-profit, and school settings. Rich network of connections within the educator and policy sectors and the ability to build partnerships amongst them.

### **PROFESSIONAL EXPERIENCE**

**Tall Poppy**

*March 2018 – Present*

*Chief Executive Officer/Co-Founder*

A consultancy firm providing leadership development and other services to schools, districts, associations and connecting educators with opportunities in policy, research, and advocacy. Clients to date: Sample project: Working with the Center for Curriculum Redesign to engage educators in a study investigating the incorporation of non-cognitive and other skills into instruction.

**Center for Curriculum Redesign**

*Director of Partnerships - Consultancy*

*August 1, 2018 – Present*

Establish new, mutually beneficial relationships with organizations committed to furthering education for all students through strengthened curriculum and assessments; seek funding to do this work; engage educators in research, piloting of strategies, and providing input to the work of the Center.

**Research and Assessment Design: Science Solution**

*March 2018 – Present*

*Co-Founder*

Working with two colleagues, establishing a company to assess social and emotional learning skills across career verticals.

**National Network of State Teachers of the Year**

*September 2012-March 2018*

*President and Chief Executive Officer*

Built branding, established a presence in the education policy community, and launched Web and social media outlets for a new organization established to strengthen teaching and learning by promoting voices and talents of State Teachers of the Year, professionalizing teaching through establishment of career continuums, and empowering other teachers. Enacted a newly established research agenda, placed members in positions of influence, and attracted funding for this newly revitalized organization. Took organization from a \$250,000 entity to a \$2,000,000 entity in four years, bringing in over \$6,000,000 in five years. Created opportunities for over 600 members annually and other educators to serve as policy consultants, product developers, teacher-researchers, facilitators, and developers to inform the work of companies and agencies. Began the national teacher leadership conference held each year of my tenure, winning over 20 corporate sponsors. Won funding grants from Gates, Carnegie Corporation of New York, Rockefeller Philanthropy Advisors, Bloomberg Philanthropies, Raikes Foundation, Hunt Foundation, WK Kellogg Foundation, among others.

**The Center for Educator Effectiveness at Pearson**

May 2012 –

*Director of Policy and Partnerships*

September 2012

Co-founded a new research center inside the Pearson Research and Innovation Network. Worked to build the Center's research agenda, form partnerships to enact that agenda, educate staff about policy and promote the Center internally and externally. Engaged educators in research and product development and coined the term teacher-researcher.

**Educational Testing Service, Princeton, NJ**

2000-May 2012

*Director, Educator Relations Group*

2007-May, 2012

Founded and led a new group to increase ETS's credibility with educators and establish ETS in the teacher effectiveness business space. Work focused on outreach with national organizations, establishing new partnerships to support teaching and learning, and solidifying relationships with established clients. Wrote 6 proposals and won \$11 million in new contracts. Delivered performance assessments for educators beyond initial licensure. Built the first e-portfolio software platform to deliver and score high-stakes, large-scale performance assessments of instructional practices. Created hundreds of opportunities for educators to engage with ETS in product vetting and development, mission-related activities, and influencing corporate direction. Brought in over 400 educators and administrators to serve on validity evaluation, bias review panels, and new product brainstorming sessions.

*Director, Client Relations*

2005-2007

Revitalized the initial licensure program; developed new, targeted support materials for licensure assessments; increased client satisfaction, as shown by metrics such as annual surveys and conferences; and provided excellent customer service based on feedback from clients, retained programs and additional sales. Established and documented new streamlined processes for internal/external relationships, focused on the voice of the client. Managed state contracts worth over \$10 million dollars annually. Collaborated with marketing department to successfully rebrand the Praxis program.

*Senior Product Manager*

2004-2005

Built partnerships with state and national organizations to spotlight ETS capabilities in teacher assessments. Created new programs to benefit teaching and learning, including a partnership between the NJ Governor's Office, the NJEA, and NJ DOE, and ETS to host a Teacher Leader Academy for three years with funding from the Dodge Foundation.

*Assessment Developer/Facilitator*

2000-2003

Developed two assessments for the National Board for Professional Teaching Standards: Library Media and Literacy. Recruited, trained, and facilitated local, regional, and national development teams for two NBPTS assessments, developed field test and pilot plans for multiple certificates, and oversaw assessment launches. Co-Scoring Director for all NBPTS online assessments: developed and conducted rater training of over 250 raters as well as monitoring scoring.

**Teaching Career**

1976-2000

*Library Media Specialist, Ocean City Intermediate School, NJ*

1976-2000

Established the district's first Library Media Center, developed and automated the library collection. Consistently increased circulation; established whole-school reading and behavior incentive programs. Won two State of NJ Best Practices awards for whole-school thematic programming and four NJ PRIDE awards for multi-cultural programming. Served as VP, Grievance Chair and negotiating

team member in charge of health benefits for local chapter of NEA. Coordinated public relations campaigns highlighting teacher and student voices in press, radio, and television media.

## **VOLUNTEER, BOARD, AWARDS, AND AD HOC POSITIONS**

### **Current**

#### **National Council for the Advancement of Educator Ethics**

*June 2016 – Present*

Co-Chair the NCAEE, a volunteer council that promotes and expands the presence of the Model Code of Ethics for Educators, of which I co-facilitated development.

#### **National Association of State Directors of Teacher Education and Certification** *October 2014 – Present*

Serve on the Board of Directors of this non-profit organization that represents the State Directors of Certification and Licensure from across the United States.

### **Past**

- Chair, National Comprehensive Center for Teacher Quality Higher Education Council
- NSTOY Planning Committee and NSTOY Steering Committee
- Developed rubrics for New Jersey State Teacher of the Year selection process
- Co-facilitated the development of the Model Code of Ethics for Educators

### **Awards**

- *New Jersey State Teacher of the Year 2000*: Selected from over 110,000 public school teachers to represent New Jersey as its State Teacher of the Year. Elevated and professionalized the position, obtaining corporate funding to establish a hallmark program that now provides resources for the State Teacher and his/her district, service to the state, and a real role for the State Teacher in serving teachers and students.
- Four New Jersey PRIDE awards for diversity programming.
- Two New Jersey Best Practice awards for whole-school reading programming.

## **STANDARDS DEVELOPMENT WORK**

- Co-led the development of the Model [Code](#) of Educator Ethics: Built a national team of 20 educators and used the Evidence Centered Design (ECD) process to facilitate development. The Code is now being adopted by states and districts to drive educator ethics awareness;
- Led the development of the Teacher Leadership Initiative (TLI) [Competencies](#) for the National Education Association, National Board for Professional Teaching Standards, and Center for Teaching Quality with a national team of educators;
- Led the development of the TLI Capstone [Portfolio](#) for the National Education Association, National Board for Professional Teaching Standards, and Center for Teaching with a national team of educators;
- Established and facilitated the development of the Teacher Leader Model Standards ([www.teacherleaderstandards.org](http://www.teacherleaderstandards.org)) and their Web home by building a consortium of thirty-five individuals representing practitioners, national organizations, teacher preparation programs, and State Education Agencies for this purpose. The TLMS are being used in over 20 nations, hundreds of districts and educator preparation programs, and by State Education Agencies in the U.S.;
- Served on the InTASC Core Standards Revision Committee, the InTASC Policy Committee, and the InTASC Rubric Development Committee charged with revising the [standards](#);
- Served on the *NJ Teacher Standards and Recertification Committee* to improve and amend current teaching certification standards.

## ASSESSMENT DEVELOPMENT EXPERIENCE

Won the contracts listed below and led the development and implementation, where applicable, of these performance assessments; used Evidence Centered Design methodology in all assessment development activities.

- [Kansas KEEP](#) teacher, principal, superintendent evaluation rubrics;
- [Kansas Performance Teaching Portfolio](#);
- [California Teaching Performance Assessment](#);
- Hawaii Principals' Performance Contract (not operationalized);
- Kansas Teacher Leadership Assessment;
- Washington ProTeach Portfolio [www.waproteach.org](http://www.waproteach.org).

Developed the following assessments as part of ETS or client programs, leading the development and piloting work, working with clients to ensure that needs were met:

- National Board for Professional Teaching Standards Early and Middle Childhood Literacy [www.nbpts.org](http://www.nbpts.org);
- National Board for Professional Teaching Standards Young Adult through Early Childhood Library Media [www.nbpts.org](http://www.nbpts.org);
- Take One! for National Board for Professional Teaching Standards;
- Praxis Library Media Assessment;
- Praxis Instructional Facilitator (teacher leader) Assessment.

## EDUCATION

Rowan University: Glassboro, New Jersey <i>M.A. Elementary Education; Thesis: A Study to Determine the Effects of Reading Aloud to Preschoolers on Reading Achievement in the Middle Grades</i>	1985-1989
Rowan University: Glassboro, New Jersey <i>Post-Graduate Certificate in Computers in Education</i>	1985-1987
Millersville University: Millersville, Pennsylvania <i>B.S. Educational Media/Library Science</i>	1972-1976

## KEY PUBLICATIONS

- [Case studies From the High Quality Assessment Project](#)
- [NNSTOY Social Justice Booklist](#)
- [Teacher Evaluation and Support Systems](#)
- [Social and Emotional Development and Accountability: the Perspective of Teachers](#)
- [Strengthening the Assessment Trajectory: Engaging Educators in the Policy Process](#)
- [Investing in What it Takes to Move From Good to Great](#)
- [Beginning a Higher Trajectory](#)
- [Still on the Right Trajectory](#)
- [Great to Influential](#)
- [Teacher Career Advancement Initiatives](#)
- [The Right Trajectory](#)
- [Engaged: Educators and the Policy Process](#)
- [Re-Imagining Teaching: Five Structures to Transform the Profession](#)
- [Creating Sustainable Teacher Career Trajectories: a 21<sup>st</sup> Century Imperative](#)
- [The Teacher Leadership Competencies](#)

- [From Good to Great: Exemplary Teachers Share Perspectives on Increasing Teacher Effectiveness Across the Career Continuum](#)
- [Teaching in a Digital Age: How Educators Use Technology to Improve Student Learning](#)
- [Teacher Leader Model Standards](#)
- [Teacher Leadership: An Assessment Framework for an Emerging Area of Professional Practice](#) (ETS research report)
- [Toward Increasing Teacher Diversity: Targeting Support and Intervention for Teacher Licensure Candidates](#)
- Narrowing the Teacher Quality Gap: Strategies for Preparing and Supporting Teachers in At-Risk Schools; National Comprehensive Center for Teacher Quality, October 2006.
- Using Performance-Based Assessment to Identify and Support High Quality Teachers: National Comprehensive Center for Teacher Quality, 2008.

#### **SAMPLE PARTNERSHIPS FORMED**

- At NNSTOY, built numerous partnerships between NNSTOY and research groups, policy organizations, legislative entities, national educator organizations, and practitioners to conduct research, develop resources, host policy forums, and more. One example: built a partnership between ten national organizations – AACTE, AFT, AIR, CAEP, CCSSO, Learning Forward, NBPTS, NCTQ, NEA and NNSTOY to conduct research into professional learning through the three-part Good to Great series of research studies listed above.
- Teacher Leadership Exploratory Consortium, a 35-member group established to develop and launch the Teacher Leader Model Standards for ETS. Consortium members included major national organizations, State Education Agency Directors, teacher preparation institutions, and practitioners.
- National Education Association: formed partnership between NEA and ETS supporting candidates of color in preparing for teacher licensure examinations. Developed targeted preparation materials, created webinars and trained staff to present content, research paper published.
- Council of Chief State School Officers: partnered to host the annual National Teacher Forum, bringing the outgoing State Teachers of the Year to ETS for four days of reflection and next steps planning. Results: strengthened relationship between organizations and provided rich learning experience for teacher leaders that continues to date.
- Learning Forward & College Board: planned and co-hosted first Professional Learning conference for Chief Learning Officers of major corporations, partnered with PK-12 administrators and teachers. Result: improved business/education partnerships.
- Established a nine-organization partnership to develop three research studies, the “Good to Great” teacher leadership series.

#### **SAMPLE PROJECTS**

- Established public relations campaign for Ocean City School District, promoted teacher and student voices, built relationships with business community, and increased support for public schools
- Envisaged, secured funded for, and implemented New Jersey Teacher Academy. Formed partnerships with NJEA and NJ DOE, won funding from Geraldine R. Dodge Foundation to train teacher leaders and their principals to establish teacher leader positions in schools
- Established and secured funding for the Educational Forum of NJ, an organization that brings together NJ’s most awarded teachers and their guests – inspiring or aspiring teachers,

administrators, and supporters – to exchange ideas, network, influence policy, and promote teacher voice

- Recruited ETS and NBPTS assessment scorers; provided training and roles for teacher leaders
- Engaged teachers and teacher leaders in every phase of every assessment, service, and presentation given during tenure at ETS; provided hundreds of teachers and teacher leaders with learning and leading opportunities
- Envisioned, secured funding for, and facilitated the development of the Teacher Leader Model Standards, including development of online presence; engaged 35 partners in forming the Teacher Leader Exploratory Consortium [www.teacherleaderstandards.org](http://www.teacherleaderstandards.org)
- Led the development of the nation's first two assessments to identify teacher leaders, the Praxis Instructional Facilitator Assessment, <http://www.ets.org/sls/prepare/materials/1031>, and the TLEAD assessment, first for Kansas, now moving to other states (in pilot)
- Conceptualized and executed research on teacher leadership with a range of partners, as cited under publications
- Won funding and partner support, including Gates Foundation, to strategically plan for and launch a revitalized National Network of State Teachers of the Year
- Conceived of and led development, marketing plan, and sales of the TeachersLeading courseware for NNSTOY: <http://www.nnstoy.org/teachers-leading-professional-learning-modules/>
- Conceived of and oversaw development of Courageous Conversations About Race video series: <http://www.nnstoy.org/equity-education-courageous-conversations-race/>
- Conceived of and oversaw development of Common Core State Standards video series, winning funding from Carnegie Corporation of New York: <http://www.nnstoy.org/common-core-videos/>
- Conceived of and oversaw development of Fellowship for Social and Emotional Learning: <http://www.nnstoy.org/fellowship-social-emotional-learning-sel/>
- Conceived of and oversaw development of Fellowship for Black Male Educators: <http://www.nnstoy.org/nnstoy-outstanding-black-male-educators-fellowship/>
- Fellowship for Pre-Service Educators: <http://www.nnstoy.org/nnstoy-teacher-candidate-fellowship/>