

## Valliere, Georgette

---

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Wednesday, April 13, 2011 5:59 PM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Angie Recker (angie@excelined.org); Deirdre Finn (dfinn@excelined.org); Jaryn Emhof (jaryn@excelined.org); Mandy Clark (mandy@excelined.org); Matthew Ladner (Matthew@Excelined.org); Christy Hovanetz (christyh@excelined.org); Fonda Anderson (fonda@excelined.org); Barresi asst Ginger Difalco; Bennett asst Amelia Hilliker; Valliere, Georgette; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Joseph Morgan  
**Subject:** Press Release on new members of Chiefs for Change -- to go out next Tuesday  
**Attachments:** 4 13 11 New Chiefs Announcement Press Release.docx

Dear Chiefs,

Attached is the draft press release announcing the five new members of Chiefs for Change:

Maine Commissioner Steve Bowen  
New Jersey Commissioner Chris Cerf  
New Mexico Secretary Hanna Skandera  
Oklahoma Superintendent Janet Barresi  
Tennessee Commissioner Kevin Huffman

Let us know if you have any edits or changes. We will publish the press release on Tuesday, April 19th.

Jaryn Emhof, the Foundation's communications director, will be reaching out to each of your communications directors to let them know of the release as well so they can push out in your media markets.

Thanks very much.

Patricia

# Chiefs FOR CHANGE

For Immediate Release  
April 2011

Contact: Jaryn Emhof  
850-391-3071  
[Jaryn@ExcelinEd.org](mailto:Jaryn@ExcelinEd.org)

## Reformers Join Ranks of Chiefs for Change ~ Chiefs in Maine, New Jersey, New Mexico, Oklahoma and Tennessee Join Coalition to Advance Bold Reform across the Nation ~

Washington, D.C. – Education chiefs in five states today joined the ranks of Chiefs for Change, a bipartisan coalition of state education chiefs and leaders who are leading the nation in advancing bold reform. New members are Oklahoma State Superintendent of Public Instruction Janet Barresi, Maine Commissioner of Education Stephen Bowen, New Jersey Commissioner of Education Chris Cerf, Tennessee Commissioner of Education Kevin Huffman and New Mexico Public Education Department Secretary-Designate Hanna Skandera. Together, Chiefs for Change lead education reforms in ten states, with a total population of about 60 million or 20% of the country's population.

"Leadership matters," said Paul Pastorek, Louisiana Superintendent of Education and Chair of Chiefs for Change. "These six education chiefs have demonstrated unwavering leadership in advancing bold reforms that focus on students' success."

The mission of Chiefs for Change is to advance bold, visionary reform that improves academic achievement, closes achievement gaps, and prepares students for success in college and careers. To accomplish the mission, Chiefs for Change will:

- Advance the next generation of innovative, results-based education reform in their states;
- Present a unified voice on federal education policy, including reauthorization of the Elementary and Secondary Education Act; and
- Support and mentor "next generation" education reform leaders.

"Chiefs for Change is committed to putting children first," said Indiana Superintendent Tony Bennett. "States are leading the way in reforming education. By working together, we can grow the national movement to transform education for the 21<sup>st</sup> century."

Founding members include Superintendent of Public Instruction Tony Bennett, Rhode Island Commissioner of Elementary and Secondary Education Deborah Gist, Louisiana Superintendent of Education Paul Pastorek, Virginia Secretary of Education Gerard Robinson and Florida Commissioner of Education Eric Smith.

The Chiefs will be releasing their principles for reauthorization of No Child Left Behind (the Elementary and Secondary Education Act) in the coming weeks. Visit [www.ExcelinEd.org](http://www.ExcelinEd.org) for more information about Chiefs for Change and to view each chief's bio.

###

# Trip Cancelled!

Valliere, Georgette

**From:** Erin Price (Erin@excelined.org) [Erin@excelined.org]  
**Sent:** Thursday, April 14, 2011 10:50 AM  
**To:** Valliere, Georgette; Moreau, Sandra; Connerty-Marin, David  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Georgette, Sandra and David-

We are trying to close the loop on names of attendees for this trip. We know that Commissioner Bowen is confirmed. We have held a space for him to bring a staffer. Could you let me know the name and title of the staffer he would like to bring?

Thank you,  
Erin

**From:** Erin Price ([Erin@excelined.org](mailto:Erin@excelined.org))  
**Sent:** Thursday, April 14, 2011 9:43 AM  
**To:** 'Georgette.valliere@maine.gov'; 'Sandra.moreau@maine.gov'; 'David.Connerty-Marin@maine.gov'  
**Subject:** Chiefs for Change Carpe Diem Travel Overview

Dear Georgette, Sandra and David-

We are excited about the upcoming Chiefs for Change trip to Carpe Diem Academy in Yuma, Arizona.

The attached memorandum provides an overview of the school visit including, travel arrangements, the travel reimbursement procedure (note the attached reimbursement form explained in the memo), trip attendees, and the school visit itinerary.

Please make your travel arrangements by next Friday, April 22. Yuma may take some time to get to but I promise it will be well worth the trip.

Please let us know if you have any questions or concerns.

Thank You,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

Yuma International Airport: <http://www.yumainternationalairport.com/yumahome.nsf/home/1?opendocument>

He did not  
take this trip.

# Trip Cancelled!

Moreau, Sandra

**From:** Moreau, Sandra  
**Sent:** Thursday, April 14, 2011 10:56 AM  
**To:** Bowen, Stephen  
**Subject:** FW: Chiefs for Change Carpe Diem Travel Overview  
**Importance:** High

Hi – will you be bringing anyone from here with you?

He did not  
take this trip.

**From:** Erin Price (Erin@excelined.org) [mailto:Erin@excelined.org]

**Sent:** Thursday, April 14, 2011 10:50 AM

**To:** Valliere, Georgette; Moreau, Sandra; Connerty-Marin, David

**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Georgette, Sandra and David-

We are trying to close the loop on names of attendees for this trip. We know that Commissioner Bowen is confirmed. We have held a space for him to bring a staffer. Could you let me know the name and title of the staffer he would like to bring?

Thank you,  
Erin

**From:** Erin Price (Erin@excelined.org)

**Sent:** Thursday, April 14, 2011 9:43 AM

**To:** 'Georgette.valliere@maine.gov'; 'Sandra.moreau@maine.gov'; 'David.Connerty-Marin@maine.gov'

**Subject:** Chiefs for Change Carpe Diem Travel Overview

Dear Georgette, Sandra and David-

We are excited about the upcoming Chiefs for Change trip to Carpe Diem Academy in Yuma, Arizona.

The attached memorandum provides an overview of the school visit including, travel arrangements, the travel reimbursement procedure (note the attached reimbursement form explained in the memo), trip attendees, and the school visit itinerary.

Please make your travel arrangements by next Friday, April 22. Yuma may take some time to get to but I promise it will be well worth the trip.

Please let us know if you have any questions or concerns.

Thank You,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

Yuma International Airport: <http://www.yumainternationalairport.com/yumahome.nsf/home/1?>

# Trip Cancelled!,

Moreau, Sandra

**From:** Moreau, Sandra  
**Sent:** Thursday, April 14, 2011 11:23 AM  
**To:** 'Erin Price (Erin@excelined.org)'  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Dear Erin,

Do you know what airport will they be flying into in Arizona?

Thank you,

Sandra Moreau  
Scheduler  
Maine Dept. of Education  
23 State House Station  
Augusta, Maine 04333  
Phone - (207) 624-6613  
Fax - (207) 624-6601  
sandra.moreau@maine.gov

He did not  
take this trip.

PLEASE READ CAREFULLY: Due to the nature of the Commissioner's duties to the State of Maine and its citizens, there are occasions when the Commissioner needs to cancel and/or postpone meetings or events in order to attend to pressing state matters. Please keep in mind when planning for events.

---

**From:** Erin Price (Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Thursday, April 14, 2011 10:50 AM  
**To:** Valliere, Georgette; Moreau, Sandra; Connerty-Marin, David  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Georgette, Sandra and David-

We are trying to close the loop on names of attendees for this trip. We know that Commissioner Bowen is confirmed. We have held a space for him to bring a staffer. Could you let me know the name and title of the staffer he would like to bring?

Thank you,  
Erin

---

**From:** Erin Price (Erin@excelined.org)  
**Sent:** Thursday, April 14, 2011 9:43 AM  
**To:** 'Georgette.valliere@maine.gov'; 'Sandra.moreau@maine.gov'; 'David.Connerty-Marin@maine.gov'  
**Subject:** Chiefs for Change Carpe Diem Travel Overview

Dear Georgette, Sandra and David-

We are excited about the upcoming Chiefs for Change trip to Carpe Diem Academy in Yuma, Arizona.

The attached memorandum provides an overview of the school visit including, travel arrangements, the travel reimbursement procedure (note the attached reimbursement form explained in the memo), trip attendees, and the school visit itinerary.

Please make your travel arrangements by next Friday, April 22. Yuma may take some time to get to but I promise it will be well worth the trip.

Please let us know if you have any questions or concerns.

Thank You,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

Yuma International Airport: <http://www.yumainternationalairport.com/yumahome.nsf/home/1?opendocument>

**Moreau, Sandra**

**Trip Cancelled!**

**He did not**

**take this trip.**

**From:** Moreau, Sandra  
**Sent:** Thursday, April 14, 2011 11:28 AM  
**To:** 'Erin Price (Erin@excelined.org)'  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Thanks – guess I should have read the e-mail more closely! I need to get better at that!  
Sandra

**From:** Erin Price (Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Thursday, April 14, 2011 11:25 AM  
**To:** Moreau, Sandra  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Sandra-

Sorry this was buried at the bottom of my email so you might not have seen it. This is the airport they will fly into: Yuma International Airport:  
<http://www.yumainternationalairport.com/yumahome.nsf/home/1?opendocument>

Thank you  
Erin

**From:** Moreau, Sandra [mailto:[Sandra.Moreau@maine.gov](mailto:Sandra.Moreau@maine.gov)]  
**Sent:** Thursday, April 14, 2011 11:23 AM  
**To:** Erin Price (Erin@excelined.org)  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Dear Erin,

Do you know what airport will they be flying into in Arizona?

Thank you,

Sandra Moreau  
Scheduler  
Maine Dept. of Education  
23 State House Station  
Augusta, Maine 04333  
Phone - (207) 624-6613  
Fax - (207) 624-6601  
[sandra.moreau@maine.gov](mailto:sandra.moreau@maine.gov)

PLEASE READ CAREFULLY: Due to the nature of the Commissioner's duties to the State of Maine and its citizens, there are occasions when the Commissioner needs to cancel and/or postpone meetings or events in order to attend to pressing state matters. Please keep in mind when planning for events.

**From:** Erin Price (Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Thursday, April 14, 2011 10:50 AM  
**To:** Valliere, Georgette; Moreau, Sandra; Connerty-Marin, David  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Georgette, Sandra and David-

We are trying to close the loop on names of attendees for this trip. We know that Commissioner Bowen is confirmed. We have held a space for him to bring a staffer. Could you let me know the name and title of the staffer he would like to bring?

Thank you,  
Erin

---

**From:** Erin Price (Erin@excelined.org)  
**Sent:** Thursday, April 14, 2011 9:43 AM  
**To:** 'Georgette.valliere@maine.gov'; 'Sandra.moreau@maine.gov'; 'David.Connerty-Marin@maine.gov'  
**Subject:** Chiefs for Change Carpe Diem Travel Overview

Dear Georgette, Sandra and David-

We are excited about the upcoming Chiefs for Change trip to Carpe Diem Academy in Yuma, Arizona.

The attached memorandum provides an overview of the school visit including, travel arrangements, the travel reimbursement procedure (note the attached reimbursement form explained in the memo), trip attendees, and the school visit itinerary.

Please make your travel arrangements by next Friday, April 22. Yuma may take some time to get to but I promise it will be well worth the trip.

Please let us know if you have any questions or concerns.

Thank You,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

Yuma International Airport: <http://www.yumainternationalairport.com/yumahome.nsf/home/1?opendocument>

Moreau, Sandra

Trip Cancelled, He did not  
take this trip.

**From:** Moreau, Sandra  
**Sent:** Thursday, April 14, 2011 11:48 AM  
**To:** 'Erin Price (Erin@excelined.org)'  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview  
 Thanks – another question – what time zone is Yuma in?

**From:** Erin Price (Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Thursday, April 14, 2011 11:25 AM  
**To:** Moreau, Sandra  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Sandra-

Sorry this was buried at the bottom of my email so you might not have seen it. This is the airport they will fly into: Yuma International Airport:

<http://www.yumainternationalairport.com/yumahome.nsf/home/1?opendocument>

Thank you  
 Erin

**From:** Moreau, Sandra [mailto:[Sandra.Moreau@maine.gov](mailto:Sandra.Moreau@maine.gov)]  
**Sent:** Thursday, April 14, 2011 11:23 AM  
**To:** Erin Price (Erin@excelined.org)  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Dear Erin,

Do you know what airport will they be flying into in Arizona?

Thank you,

Sandra Moreau  
 Scheduler  
 Maine Dept. of Education  
 23 State House Station  
 Augusta, Maine 04333  
 Phone - (207) 624-6613  
 Fax - (207) 624-6601  
[sandra.moreau@maine.gov](mailto:sandra.moreau@maine.gov)

PLEASE READ CAREFULLY: Due to the nature of the Commissioner's duties to the State of Maine and its citizens, there are occasions when the Commissioner needs to cancel and/or postpone meetings or events in order to attend to pressing state matters. Please keep in mind when planning for events.

**From:** Erin Price (Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Thursday, April 14, 2011 10:50 AM  
**To:** Valliere, Georgette; Moreau, Sandra; Connerty-Marin, David  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Georgette, Sandra and David-

We are trying to close the loop on names of attendees for this trip. We know that Commissioner Bowen is confirmed. We have held a space for him to bring a staffer. Could you let me know the name and title of the staffer he would like to bring?

Thank you,  
Erin

---

**From:** Erin Price (Erin@excelined.org)  
**Sent:** Thursday, April 14, 2011 9:43 AM  
**To:** 'Georgette.valliere@maine.gov'; 'Sandra.moreau@maine.gov'; 'David.Connerty-Marin@maine.gov'  
**Subject:** Chiefs for Change Carpe Diem Travel Overview

Dear Georgette, Sandra and David-

We are excited about the upcoming Chiefs for Change trip to Carpe Diem Academy in Yuma, Arizona.

The attached memorandum provides an overview of the school visit including, travel arrangements, the travel reimbursement procedure (note the attached reimbursement form explained in the memo), trip attendees, and the school visit itinerary.

Please make your travel arrangements by next Friday, April 22. Yuma may take some time to get to but I promise it will be well worth the trip.

Please let us know if you have any questions or concerns.

Thank You,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

Yuma International Airport: <http://www.yumainternationalairport.com/yumahome.nsf/home/1?opendocument>

# Trip Cancelled!

Bowen, Stephen

**From:** Erin Price (Erin@excelined.org) [Erin@excelined.org]  
**Sent:** Thursday, April 14, 2011 1:17 PM  
**To:** Bowen, Stephen  
**Cc:** Moreau, Sandra  
**Subject:** RE: Yuma visit  
**Attachments:** C4C Memo Carpe Diem Visit 5.12.11.docx

He did not  
take this trip.

Steve-

I am sorry that this has been confusing. I just sent an email to Sandra this morning with the attached Travel memo with greater details on the trip. You will be going on the May 12<sup>th</sup> trip so you just need to be in Yuma, AZ by 7pm for dinner with the Chiefs attending that visit. Dinner will be in the Radisson Hotel where everyone is staying. The visit to Carpe Diem is the next morning on the 12<sup>th</sup> starting at 7am and ending at noon. Folks will be traveling straight from the school to the airport after the tour. So this is only a one night stay in Yuma on the 11<sup>th</sup>. We are making all of the hotel arrangements as well as taxis from the airport and to the school (see memo attached). Does this help to clarify your questions?

Thanks

Erin

**From:** Bowen, Stephen [mailto:[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)]  
**Sent:** Thursday, April 14, 2011 12:54 PM  
**To:** Erin Price ([Erin@excelined.org](mailto:Erin@excelined.org))  
**Cc:** Moreau, Sandra  
**Subject:** RE: Yuma visit

Hi Erin,

We're trying to get some final planning done on this, but I guess I'm still a little murky on the agenda for the trip—when to arrive, when we'll be done. We've talked broadly about a three day trip, but maybe it can be done in less (?)—I guess I'm struggling a little with getting the timeline/logistics nailed down. Do you an agenda for the trip that is a bit more firm?

Thanks!

Steve

**From:** Bowen, Stephen  
**Sent:** Wednesday, March 30, 2011 6:39 PM  
**To:** Moreau, Sandra  
**Subject:** FW: Yuma visit

FYI

**From:** [Erin@excelined.org](mailto:Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Wednesday, March 30, 2011 5:36 PM  
**To:** Bowen, Stephen; [fonda@excelined.org](mailto:fonda@excelined.org)  
**Subject:** RE: Yuma visit

Stephen-

It is nice to meet you via email and I look forward to meeting in person. You are correct on the amount of travel time. Yuma, AZ is tricky to get to so we plan on most likely staying two nights. Traveling one day, site visit the next day and flying out the third day. If we can fly folks out that second night we will do so but it might be tough since we have to get you from Yuma to Phoenix which is a short flight, 3 hour drive.

We will let you know once all is finalized.

Sincerely,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

**From:** Bowen, Stephen [<mailto:Stephen.Bowen@maine.gov>]  
**Sent:** Wednesday, March 30, 2011 5:23 PM  
**To:** [fonda@excelined.org](mailto:fonda@excelined.org)  
**Cc:** [Erin@excelined.org](mailto:Erin@excelined.org)  
**Subject:** RE: Yuma visit

Hi Fonda,

Thanks for this – I know this is still a ways off, but I want to try to set aside the right amount of time for the trip. Do you anticipate having me fly out one day, spend the night, then visit the school and fly back the next day?

Thanks – my schedule is crazy!

Steve

**From:** [fonda@excelined.org](mailto:fonda@excelined.org) [<mailto:fonda@excelined.org>]  
**Sent:** Wednesday, March 30, 2011 4:04 PM  
**To:** Bowen, Stephen  
**Cc:** [Erin@excelined.org](mailto:Erin@excelined.org)  
**Subject:** RE: Yuma visit

Steve, we have set Yuma's two trips for May 4 and May 12. We have you down as tentative for the 12th. Let us know if you need to change that.

By way of this email, I'm introducing you to Erin Price, our program director for Digital Learning Now. Erin and I are working together on this trip. We are looking forward to seeing you in Yuma, and will continue to provide details as they become available. Hope all is well.

Fonda

**From:** Bowen, Stephen [Stephen.Bowen@maine.gov]

**Sent:** Wednesday, March 30, 2011 1:27 PM

**To:** [fonda@excelined.org](mailto:fonda@excelined.org)

**Subject:** Yuma visit

Hi Fonda,

Has the group settled on a date for this trip to Yuma to see the Carpe Diem school? I'm trying to figure out some scheduling pieces.

Thanks!

Steve

Stephen L. Bowen, M.Ed.

Commissioner

Maine Department of Education

23 State House Station

Augusta, Maine 04333

(207) 624-6620

[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)

# Chiefs FOR CHANGE

## MEMORANDUM

To: Chiefs

From: Foundation Staff

Date: April 14, 2011

RE: Carpe Diem School Visit on May 12, 2011

---

### Overview

Carpe Diem Collegiate High School is a blended learning model where students rotate every 55 minutes between self-paced online learning and face-to-face instruction in classrooms. Chiefs will meet with Director Rick Ogston, observe online and classroom instruction and meet with teachers and students. The visit starts at 7 am and ends at noon. Because of the early start, it is recommended that Chiefs arrive in Yuma the night before. The Foundation is organizing a dinner on the evening before the visit for Chiefs who are interested.

### Travel Arrangements

Travel: Chiefs are responsible for booking their own travel to Yuma, Arizona. Please email flight itineraries to Erin Price, [erin@excelined.org](mailto:erin@excelined.org), by April 22. The Foundation will provide your arrival information to the Radisson Hotel, which provides free shuttle service to and from the Yuma Airport.

Yuma, Arizona is located on the border of Mexico and California. Connecting flights can be made through Phoenix, Tuscon and Los Angeles. Phoenix is a three hour drive and Tuscon is a 3½ hour drive from Yuma.

Overnight: Hotel accommodations have been arranged by the Foundation.  
Radisson Hotel  
1501 S. Redondo Center Drive  
Yuma, AZ 85365  
Phone: 928-783-8000

To the School: The Foundation will coordinate all participant transportation from the hotel to Carpe Diem Collegiate High School and from the school directly to the airport.

## **Travel Reimbursements**

The Foundation will reimburse travel for Chiefs and their staff. Please see the attached form for more details. Please email a completed travel reimbursement form with receipts to Erin Price, [erin@excelined.org](mailto:erin@excelined.org). Receipts do not have to be mailed in; a scanned copy of the original receipts with the reimbursement form is fine.

## **Itinerary**

**Wednesday, May 11**

7:00pm	Dinner with Chiefs Radisson Hotel Restaurant
--------	---

**Thursday, May 12**

6:30 am	Depart Hotel
7:00 am – Noon	Carpe Diem School Visit
12:15 pm	Depart for Yuma International Airport

## **Attendees: (11 Total)**

Louisiana Superintendent Paul Pastorek

Louisiana Policy Advisor Chris Meyer

Maine Commissioner Steve Bowen

Maine Staffer (TBD)

Oklahoma Superintendent Janet Barresi

Oklahoma Communications Director Damon Gardenhire

Rhode Island Chief Transformation Officer Jennifer Smith

Tennessee Superintendent Kevin Huffman

Tennessee Staffer (TBD)

Matthew Ladner, Senior Advisor of Policy and Research, Foundation for Excellence in Education

Staff Member, Foundation for Excellence in Education (TBD)

## **Foundation for Excellence in Education Staff Contacts:**

Erin Price, Program Director

Email: [erin@excelined.org](mailto:erin@excelined.org)

Cell: 917-922-5816

Matthew Ladner, Senior Advisor of Policy and Research

Email: [ladner55@gmail.com](mailto:ladner55@gmail.com)

Cell: 512-844-5504

Deirdre Finn, Deputy Executive Director

Email: [dfinn@excelined.org](mailto:dfinn@excelined.org)

Cell: 850-445-9619

## **Overview of Carpe Diem Collegiate High School**

The Carpe Diem Collegiate High School (Carpe Diem) in Yuma, Arizona, began as a traditional state charter school serving 280 students in grades 6 through 12. When it lost its lease eight years ago, Carpe Diem had to slash its budget and question assumptions about what a “school” should look like. It turned to blended learning.

The Carpe Diem blended learning model has students rotating every 55 minutes between self-paced online learning and face-to-face instruction in classrooms. When students are learning online, paraprofessionals offer direction and help as students encounter difficulties. In the traditional classroom, a teacher re-teaches, enhances and applies the material introduced online. Students attend class four days a week, although the school days are longer (7:30am to 4:00pm). Only student who need extra help come to school on Friday.

Carpe Diem hires only six full-time certified teachers: one each for math, language arts, science, physical education, social studies and electives. Each teacher assumes responsibility for all of the students in the school for his or her subject matter expertise. With only six certified teachers plus support staff, the savings are substantial which allows Carpe Diem to pay its teachers at or above district salaries.

In 2010, Carpe Diem ranked first in its county in student performance in math and reading and ranked among the top 10 percent of Arizona charter schools. Currently, Carpe Diem has 60 percent of its students on free and reduced lunch, and 48 percent are minorities. [Source: The Rise of K-12 Blended Learning by Innosight Institute’s Michael Horn and Heather Staker:  
<http://www.innosightinstitute.org/innosight/wp-content/uploads/2011/01/The-Rise-of-K-12-Blended-Learning.pdf>]

Video clip of Carpe Diem: [http://data.fl DOE.org/winmed/2011\\_03\\_15-2/seize.wmv](http://data.fl DOE.org/winmed/2011_03_15-2/seize.wmv)

Innosight Institute power point presentation on blended learning:

[http://www.fl DOE.org/board/meetings/2011\\_03\\_15-2/staker.pdf](http://www.fl DOE.org/board/meetings/2011_03_15-2/staker.pdf)

Moreau, Sandra

Trip Cancelled!, He did not

take this trip.

**From:** Moreau, Sandra  
**Sent:** Thursday, April 14, 2011 1:38 PM  
**To:** Bowen, Stephen  
**Subject:** Yuma visit, flights home

Hi Steve,

Returning Home:

I've been on-line looking at flights. All flights after 12:15pm are red-eye flights.

---

**From:** Erin Price (Erin@excelined.org) [mailto:Erin@excelined.org]  
**Sent:** Thursday, April 14, 2011 1:17 PM  
**To:** Bowen, Stephen  
**Cc:** Moreau, Sandra  
**Subject:** RE: Yuma visit

Steve-

I am sorry that this has been confusing. I just sent an email to Sandra this morning with the attached Travel memo with greater details on the trip. You will be going on the May 12<sup>th</sup> trip so you just need to be in Yuma, AZ by 7pm for dinner with the Chiefs attending that visit. Dinner will be in the Radisson Hotel where everyone is staying. The visit to Carpe Diem is the next morning on the 12<sup>th</sup> starting at 7am and ending at noon. Folks will be traveling straight from the school to the airport after the tour. So this is only a one night stay in Yuma on the 11<sup>th</sup>. We are making all of the hotel arrangements as well as taxis from the airport and to the school (see memo attached). Does this help to clarify your questions?

Thanks

Erin

---

**From:** Bowen, Stephen [mailto:Stephen.Bowen@maine.gov]  
**Sent:** Thursday, April 14, 2011 12:54 PM  
**To:** Erin Price (Erin@excelined.org)  
**Cc:** Moreau, Sandra  
**Subject:** RE: Yuma visit

Hi Erin,

We're trying to get some final planning done on this, but I guess I'm still a little murky on the agenda for the trip—when to arrive, when we'll be done. We've talked broadly about a three day trip, but maybe it can be done in less (?)—I guess I'm struggling a little with getting the timeline/logistics nailed down. Do you an agenda for the trip that is a bit more firm?

Thanks!

Steve

---

**From:** Bowen, Stephen

**Sent:** Wednesday, March 30, 2011 6:39 PM  
**To:** Moreau, Sandra  
**Subject:** FW: Yuma visit

FYI

---

**From:** Erin@excelined.org [mailto:Erin@excelined.org]  
**Sent:** Wednesday, March 30, 2011 5:36 PM  
**To:** Bowen, Stephen; fonda@excelined.org  
**Subject:** RE: Yuma visit

Stephen-

It is nice to meet you via email and I look forward to meeting in person. You are correct on the amount of travel time. Yuma, AZ is tricky to get to so we plan on most likely staying two nights. Traveling one day, site visit the next day and flying out the third day. If we can fly folks out that second night we will do so but it might be tough since we have to get you from Yuma to Phoenix which is a short flight, 3 hour drive.

We will let you know once all is finalized.

Sincerely,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

---

**From:** Bowen, Stephen [mailto:Stephen.Bowen@maine.gov]  
**Sent:** Wednesday, March 30, 2011 5:23 PM  
**To:** fonda@excelined.org  
**Cc:** Erin@excelined.org  
**Subject:** RE: Yuma visit

Hi Fonda,

Thanks for this – I know this is still a ways off, but I want to try to set aside the right amount of time for the trip. Do you anticipate having me fly out one day, spend the night, then visit the school and fly back the next day?

Thanks – my schedule is crazy!

Steve

---

**From:** fonda@excelined.org [mailto:fonda@excelined.org]  
**Sent:** Wednesday, March 30, 2011 4:04 PM  
**To:** Bowen, Stephen

**Cc:** [Erin@excelined.org](mailto:Erin@excelined.org)  
**Subject:** RE: Yuma visit

Steve, we have set Yuma's two trips for May 4 and May 12. We have you down as tentative for the 12th. Let us know if you need to change that.

By way of this email, I'm introducing you to Erin Price, our program director for Digital Learning Now. Erin and I are working together on this trip. We are looking forward to seeing you in Yuma, and will continue to provide details as they become available. Hope all is well.

Fonda

---

**From:** Bowen, Stephen [[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)]  
**Sent:** Wednesday, March 30, 2011 1:27 PM  
**To:** [fonda@excelined.org](mailto:fonda@excelined.org)  
**Subject:** Yuma visit

Hi Fonda,

Has the group settled on a date for this trip to Yuma to see the Carpe Diem school? I'm trying to figure out some scheduling pieces.

Thanks!

Steve

Stephen L. Bowen, M.Ed.  
Commissioner  
Maine Department of Education  
23 State House Station  
Augusta, Maine 04333  
(207) 624-6620  
[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)

## Valliere, Georgette

---

**From:** Bowen, Stephen  
**Sent:** Thursday, April 14, 2011 8:54 PM  
**To:** Rier, Jim; Friedman, Deborah; Monthey, Wanda; Scott, Greg; Connerty-Marin, David; Stone, Matthew; Seaberg, Valerie; Mao, Jeff  
**Cc:** Moreau, Sandra; Valliere, Georgette  
**Subject:** Chiefs for Change

Hi all,

I should have shared this at leadership team the other day, but I have been asked to join a group called Chiefs for Change, which is a small group of state chiefs advocating for an ambitious school reform agenda. The group operates under the umbrella of Jeb Bush's Foundation for Excellence in Education, and is, as you might guess, on the conservative side. Their list of policy agenda items is below – nothing there that will surprise you, I don't imagine, as most of it is stuff we've talked about.

I mention this to you because the group is not without controversy. The CCSSO higher-ups are concerned about it – they see it, evidently, as a kind of splinter group - and when Wanda mentioned to me this afternoon that Gene Wilhoit wanted an hour with me in private when he comes up in a couple of weeks, I realized that he almost certainly knows about my joining CFC, and likely wants to talk with me about it.

For their part, the chiefs in CFC see their effort as separate and distinct from CCSSO (though the truth of the matter is that they do see CCSSO as a bit too centrist and moderate in its ambitions) and really see it as a way for more reform-minded chiefs to support one another.

Anyway, I thought you all ought to hear about it from me before it turns up in EdWeek. Let me know if you have any questions.

Never a dull moment in this job....

Steve

### A Roadmap to Excellent Education

#### Recruit, Reward and Retain Excellent Teachers and Leaders

- We need a new compensation and support system that meets the modern-day needs of hiring, retaining and rewarding effective teachers and leaders for all students regardless of zip code.
- Highly effective teachers and leaders must be recognized, rewarded and supported based on their performance rather than certification or credentials.
- Teachers and leaders must be evaluated primarily based on student outcome data and growth with an emphasis on closing achievement gaps.
- Ineffective teachers and principals must be removed.

#### Reward Excellence

- Teachers, schools, and districts must be rewarded for increasing student achievement and closing achievement gaps.
- As schools and districts meet academic targets and raise student achievement, they should earn flexibility and autonomy.

#### Replace Failure with Success

- Intense interventions must be provided for chronically low-performing schools.

- Failing schools cannot be permitted to shuffle along the road to improvement; schools must show demonstrable and sustained improvement or face closure.
- School and district funding and governance are key leverage points to turnaround low-performing schools and districts.

### **High Academic Standards**

- High standards should be the norm for all students across the nation.
- Standards should be benchmarked against international standards.
- Expectations should be measured against the highest achieving students, states and countries while systematically raising the bar.
- Graduation standards should ensure success in college and careers.

### **Transparent and Rigorous Accountability**

- All schools must be accountable for the academic progress of all students.
- School accountability should measure student growth annually, ensure continuous improvement over time and focus attention on gap closing.
- Academic assessments should be sophisticated, rigorous, effectively measure student achievement and provide useful and timely information to teachers and families.
- School accountability should incorporate tiered interventions based on school performance and progress with students.
- School accountability should disaggregate student achievement data and effectively use that data to inform real time instruction and interventions.
- School rankings should categorize schools based on student outcomes and should recognize excellence.
- School rankings and reports on student achievement should be transparent, clear and easily understood by parents and the public.

### **Viable Options for All Students**

- All students should have the opportunity to attend an excellent school.
- Funding should follow the student and allow for parents to decide what is best for their child.
- States should provide an expanded array of viable educational options for all students, including charter schools and digital learning opportunities.
- Funding and other policy incentives should be provided for rigorous, strategic and aligned digital learning options, specifically those that allow for customized, accelerated, student-centered learning.

Stephen L. Bowen, M.Ed.

Commissioner

Maine Department of Education

23 State House Station

Augusta, Maine 04333

(207) 624-6620

[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)

## Valliere, Georgette

---

**From:** Monthey, Wanda  
**Sent:** Friday, April 15, 2011 9:27 AM  
**To:** Bowen, Stephen; Rier, Jim; Friedman, Deborah; Scott, Greg; Connerty-Marin, David; Stone, Matthew; Seaberg, Valerie; Mao, Jeff  
**Cc:** Moreau, Sandra; Valliere, Georgette  
**Subject:** RE: Chiefs for Change

Steve

One good thing about Gene and his visit with you- he is doing it with all the Partnership states so he may ask about it but he wanted time with you to talk about change here. So some relief (sort of/maybe) there!

*Wanda Monthey  
Team Leader PK-20/Adult Ed and Federal Programs  
Maine Department of Education  
23 State House Station  
Augusta, ME 04333  
207-624-6831*

**From:** Bowen, Stephen  
**Sent:** Thursday, April 14, 2011 8:54 PM  
**To:** Rier, Jim; Friedman, Deborah; Monthey, Wanda; Scott, Greg; Connerty-Marin, David; Stone, Matthew; Seaberg, Valerie; Mao, Jeff  
**Cc:** Moreau, Sandra; Valliere, Georgette  
**Subject:** Chiefs for Change

Hi all,

I should have shared this at leadership team the other day, but I have been asked to join a group called Chiefs for Change, which is a small group of state chiefs advocating for an ambitious school reform agenda. The group operates under the umbrella of Jeb Bush's Foundation for Excellence in Education, and is, as you might guess, on the conservative side. Their list of policy agenda items is below – nothing there that will surprise you, I don't imagine, as most of it is stuff we've talked about.

I mention this to you because the group is not without controversy. The CCSSO higher-ups are concerned about it – they see it, evidently, as a kind of splinter group - and when Wanda mentioned to me this afternoon that Gene Wilhoit wanted an hour with me in private when he comes up in a couple of weeks, I realized that he almost certainly knows about my joining CFC, and likely wants to talk with me about it.

For their part, the chiefs in CFC see their effort as separate and distinct from CCSSO (though the truth of the matter is that they do see CCSSO as a bit too centrist and moderate in its ambitions) and really see it as a way for more reform-minded chiefs to support one another.

Anyway, I thought you all ought to hear about it from me before it turns up in EdWeek. Let me know if you have any questions.

Never a dull moment in this job....

Steve

## A Roadmap to Excellent Education

## **Recruit, Reward and Retain Excellent Teachers and Leaders**

- We need a new compensation and support system that meets the modern-day needs of hiring, retaining and rewarding effective teachers and leaders for all students regardless of zip code.
- Highly effective teachers and leaders must be recognized, rewarded and supported based on their performance rather than certification or credentials.
- Teachers and leaders must be evaluated primarily based on student outcome data and growth with an emphasis on closing achievement gaps.
- Ineffective teachers and principals must be removed.

## **Reward Excellence**

- Teachers, schools, and districts must be rewarded for increasing student achievement and closing achievement gaps.
- As schools and districts meet academic targets and raise student achievement, they should earn flexibility and autonomy.

## **Replace Failure with Success**

- Intense interventions must be provided for chronically low-performing schools.
- Failing schools cannot be permitted to shuffle along the road to improvement; schools must show demonstrable and sustained improvement or face closure.
- School and district funding and governance are key leverage points to turnaround low-performing schools and districts.

## **High Academic Standards**

- High standards should be the norm for all students across the nation.
- Standards should be benchmarked against international standards.
- Expectations should be measured against the highest achieving students, states and countries while systematically raising the bar.
- Graduation standards should ensure success in college and careers.

## **Transparent and Rigorous Accountability**

- All schools must be accountable for the academic progress of all students.
- School accountability should measure student growth annually, ensure continuous improvement over time and focus attention on gap closing.
- Academic assessments should be sophisticated, rigorous, effectively measure student achievement and provide useful and timely information to teachers and families.
- School accountability should incorporate tiered interventions based on school performance and progress with students.
- School accountability should disaggregate student achievement data and effectively use that data to inform real time instruction and interventions.
- School rankings should categorize schools based on student outcomes and should recognize excellence.
- School rankings and reports on student achievement should be transparent, clear and easily understood by parents and the public.

## **Viable Options for All Students**

- All students should have the opportunity to attend an excellent school.
- Funding should follow the student and allow for parents to decide what is best for their child.
- States should provide an expanded array of viable educational options for all students, including charter schools and digital learning opportunities.
- Funding and other policy incentives should be provided for rigorous, strategic and aligned digital learning options, specifically those that allow for customized, accelerated, student-centered learning.

Stephen L. Bowen, M.Ed.  
Commissioner  
Maine Department of Education  
23 State House Station  
Augusta, Maine 04333  
(207) 624-6620  
[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)

## Valliere, Georgette

---

**From:** Monthey, Wanda  
**Sent:** Friday, April 15, 2011 9:28 AM  
**To:** Bowen, Stephen; Rier, Jim; Friedman, Deborah; Scott, Greg; Connerty-Marin, David; Stone, Matthew; Seaberg, Valerie; Mao, Jeff  
**Cc:** Moreau, Sandra; Valliere, Georgette  
**Subject:** RE: Chiefs for Change

Besides – they love you down there. Those are the exact words I heard from one person. Confident but not arrogant like some other chiefs when they come in.

*Wanda Monthey  
Team Leader PK-20/Adult Ed and Federal Programs  
Maine Department of Education  
23 State House Station  
Augusta, ME 04333  
207-624-6831*

**From:** Bowen, Stephen  
**Sent:** Thursday, April 14, 2011 8:54 PM  
**To:** Rier, Jim; Friedman, Deborah; Monthey, Wanda; Scott, Greg; Connerty-Marin, David; Stone, Matthew; Seaberg, Valerie; Mao, Jeff  
**Cc:** Moreau, Sandra; Valliere, Georgette  
**Subject:** Chiefs for Change

Hi all,

I should have shared this at leadership team the other day, but I have been asked to join a group called Chiefs for Change, which is a small group of state chiefs advocating for an ambitious school reform agenda. The group operates under the umbrella of Jeb Bush's Foundation for Excellence in Education, and is, as you might guess, on the conservative side. Their list of policy agenda items is below – nothing there that will surprise you, I don't imagine, as most of it is stuff we've talked about.

I mention this to you because the group is not without controversy. The CCSSO higher-ups are concerned about it – they see it, evidently, as a kind of splinter group - and when Wanda mentioned to me this afternoon that Gene Wilhoit wanted an hour with me in private when he comes up in a couple of weeks, I realized that he almost certainly knows about my joining CFC, and likely wants to talk with me about it.

For their part, the chiefs in CFC see their effort as separate and distinct from CCSSO (though the truth of the matter is that they do see CCSSO as a bit too centrist and moderate in its ambitions) and really see it as a way for more reform-minded chiefs to support one another.

Anyway, I thought you all ought to hear about it from me before it turns up in EdWeek. Let me know if you have any questions.

Never a dull moment in this job....

Steve

## A Roadmap to Excellent Education

## **Recruit, Reward and Retain Excellent Teachers and Leaders**

- We need a new compensation and support system that meets the modern-day needs of hiring, retaining and rewarding effective teachers and leaders for all students regardless of zip code.
- Highly effective teachers and leaders must be recognized, rewarded and supported based on their performance rather than certification or credentials.
- Teachers and leaders must be evaluated primarily based on student outcome data and growth with an emphasis on closing achievement gaps.
- Ineffective teachers and principals must be removed.

## **Reward Excellence**

- Teachers, schools, and districts must be rewarded for increasing student achievement and closing achievement gaps.
- As schools and districts meet academic targets and raise student achievement, they should earn flexibility and autonomy.

## **Replace Failure with Success**

- Intense interventions must be provided for chronically low-performing schools.
- Failing schools cannot be permitted to shuffle along the road to improvement; schools must show demonstrable and sustained improvement or face closure.
- School and district funding and governance are key leverage points to turnaround low-performing schools and districts.

## **High Academic Standards**

- High standards should be the norm for all students across the nation.
- Standards should be benchmarked against international standards.
- Expectations should be measured against the highest achieving students, states and countries while systematically raising the bar.
- Graduation standards should ensure success in college and careers.

## **Transparent and Rigorous Accountability**

- All schools must be accountable for the academic progress of all students.
- School accountability should measure student growth annually, ensure continuous improvement over time and focus attention on gap closing.
- Academic assessments should be sophisticated, rigorous, effectively measure student achievement and provide useful and timely information to teachers and families.
- School accountability should incorporate tiered interventions based on school performance and progress with students.
- School accountability should disaggregate student achievement data and effectively use that data to inform real time instruction and interventions.
- School rankings should categorize schools based on student outcomes and should recognize excellence.
- School rankings and reports on student achievement should be transparent, clear and easily understood by parents and the public.

## **Viable Options for All Students**

- All students should have the opportunity to attend an excellent school.
- Funding should follow the student and allow for parents to decide what is best for their child.
- States should provide an expanded array of viable educational options for all students, including charter schools and digital learning opportunities.
- Funding and other policy incentives should be provided for rigorous, strategic and aligned digital learning options, specifically those that allow for customized, accelerated, student-centered learning.

Stephen L. Bowen, M.Ed.  
Commissioner  
Maine Department of Education  
23 State House Station  
Augusta, Maine 04333  
(207) 624-6620  
[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)

## Valliere, Georgette

---

**From:** Monthey, Wanda  
**Sent:** Friday, April 15, 2011 9:30 AM  
**To:** Bowen, Stephen; Rier, Jim; Friedman, Deborah; Scott, Greg; Connerty-Marin, David; Stone, Matthew; Seaberg, Valerie; Mao, Jeff  
**Cc:** Moreau, Sandra; Valliere, Georgette  
**Subject:** RE: Chiefs for Change

Last time – promise. Harry, Charlotte and I heard Jeb Bush present at an NGA meeting and these were the things he was/wanted to implement(ing) in Florida. He was grading schools.

*Wanda Monthey  
Team Leader PK-20/Adult Ed and Federal Programs  
Maine Department of Education  
23 State House Station  
Augusta, ME 04333  
207-624-6831*

**From:** Bowen, Stephen  
**Sent:** Thursday, April 14, 2011 8:54 PM  
**To:** Rier, Jim; Friedman, Deborah; Monthey, Wanda; Scott, Greg; Connerty-Marin, David; Stone, Matthew; Seaberg, Valerie; Mao, Jeff  
**Cc:** Moreau, Sandra; Valliere, Georgette  
**Subject:** Chiefs for Change

Hi all,

I should have shared this at leadership team the other day, but I have been asked to join a group called Chiefs for Change, which is a small group of state chiefs advocating for an ambitious school reform agenda. The group operates under the umbrella of Jeb Bush's Foundation for Excellence in Education, and is, as you might guess, on the conservative side. Their list of policy agenda items is below – nothing there that will surprise you, I don't imagine, as most of it is stuff we've talked about.

I mention this to you because the group is not without controversy. The CCSSO higher-ups are concerned about it – they see it, evidently, as a kind of splinter group - and when Wanda mentioned to me this afternoon that Gene Wilhoit wanted an hour with me in private when he comes up in a couple of weeks, I realized that he almost certainly knows about my joining CFC, and likely wants to talk with me about it.

For their part, the chiefs in CFC see their effort as separate and distinct from CCSSO (though the truth of the matter is that they do see CCSSO as a bit too centrist and moderate in its ambitions) and really see it as a way for more reform-minded chiefs to support one another.

Anyway, I thought you all ought to hear about it from me before it turns up in EdWeek. Let me know if you have any questions.

Never a dull moment in this job....

Steve

## A Roadmap to Excellent Education

## **Recruit, Reward and Retain Excellent Teachers and Leaders**

- We need a new compensation and support system that meets the modern-day needs of hiring, retaining and rewarding effective teachers and leaders for all students regardless of zip code.
- Highly effective teachers and leaders must be recognized, rewarded and supported based on their performance rather than certification or credentials.
- Teachers and leaders must be evaluated primarily based on student outcome data and growth with an emphasis on closing achievement gaps.
- Ineffective teachers and principals must be removed.

## **Reward Excellence**

- Teachers, schools, and districts must be rewarded for increasing student achievement and closing achievement gaps.
- As schools and districts meet academic targets and raise student achievement, they should earn flexibility and autonomy.

## **Replace Failure with Success**

- Intense interventions must be provided for chronically low-performing schools.
- Failing schools cannot be permitted to shuffle along the road to improvement; schools must show demonstrable and sustained improvement or face closure.
- School and district funding and governance are key leverage points to turnaround low-performing schools and districts.

## **High Academic Standards**

- High standards should be the norm for all students across the nation.
- Standards should be benchmarked against international standards.
- Expectations should be measured against the highest achieving students, states and countries while systematically raising the bar.
- Graduation standards should ensure success in college and careers.

## **Transparent and Rigorous Accountability**

- All schools must be accountable for the academic progress of all students.
- School accountability should measure student growth annually, ensure continuous improvement over time and focus attention on gap closing.
- Academic assessments should be sophisticated, rigorous, effectively measure student achievement and provide useful and timely information to teachers and families.
- School accountability should incorporate tiered interventions based on school performance and progress with students.
- School accountability should disaggregate student achievement data and effectively use that data to inform real time instruction and interventions.
- School rankings should categorize schools based on student outcomes and should recognize excellence.
- School rankings and reports on student achievement should be transparent, clear and easily understood by parents and the public.

## **Viable Options for All Students**

- All students should have the opportunity to attend an excellent school.
- Funding should follow the student and allow for parents to decide what is best for their child.
- States should provide an expanded array of viable educational options for all students, including charter schools and digital learning opportunities.
- Funding and other policy incentives should be provided for rigorous, strategic and aligned digital learning options, specifically those that allow for customized, accelerated, student-centered learning.

Stephen L. Bowen, M.Ed.  
Commissioner  
Maine Department of Education  
23 State House Station  
Augusta, Maine 04333  
(207) 624-6620  
[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)

## Valliere, Georgette

---

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Friday, April 15, 2011 1:02 PM  
**To:** Barresi asst Ginger Difalco; Bennett asst Amelia Hilliker; Valliere, Georgette; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Joseph Morgan  
**Cc:** Angie Recker (angie@excelined.org); Christy Hovanetz (christyh@excelined.org); Deirdre Finn (dfinn@excelined.org); Erin Price (Erin@excelined.org); Paula Noor (Pnoor@excelined.org)  
**Subject:** FW: Chiefs call – CANCELLED: Good Friday (4/22)

Dear Assts to Chiefs for Change:

Hello to all the new Chiefs assts: Chief Huffman's assistant Janice Mann and Chief Bowen's assistant Georgette Valliere.

We will do our best to not add too much to your workload; however, scheduling chiefs from 10 states does get to be complicated and we will have multiple emails on multiple events to put on your radar.

First issue: Chiefs for Change has previously held bi-weekly calls scheduled every other Friday at 8:30 a.m. ET

We are CANCELLING the next call scheduled for Friday, April 22 – because it is on Good Friday and many chiefs have conflicts.

Second issue: We need to pick another time for their bi-weekly calls because the current regularly scheduled time would be 6:30 am for Chief Hanna Skandera in New Mexico.

Can you please let us know, if Fridays (every other Friday) are still the best days and which of the following times would be best for your chief?

- 11:00 ET
- 11:30 ET
- Noon ET
- Or a late, late afternoon meeting
- 

Many chiefs have conflicts with the bi-weekly calls, so don't feel like you are locking your chiefs schedule permanently. This is just a bi-weekly catchup call for whomever can be available.

Last issue:

Please place a tentative hold on your chiefs calendar for May 19 – meeting in Washington, DC. This will be the first in person meeting of the chiefs – with an all day agenda of issues. I'm still waiting to hear from a few of you as to whether or not this date works – but it seems to be the date that most chiefs would be available. Will keep you posted on agenda and logistics after it is finalized.

Thank you so much,

Patricia

## Valliere, Georgette

---

**From:** Patricia Levesque ([patricia@excelined.org](mailto:patricia@excelined.org)) [[patricia@excelined.org](mailto:patricia@excelined.org)]  
**Sent:** Friday, April 15, 2011 1:27 PM  
**To:** Valliere, Georgette  
**Cc:** Moreau, Sandra; Paula Noor ([Pnoor@excelined.org](mailto:Pnoor@excelined.org))  
**Subject:** RE: Chiefs call -- CANCELLED: Good Friday (4/22)

Will do.

Georgette, do you want to be copied on other emails to Steve?

**From:** Valliere, Georgette [<mailto:Georgette.Valliere@maine.gov>]  
**Sent:** Friday, April 15, 2011 1:03 PM  
**To:** Patricia Levesque ([patricia@excelined.org](mailto:patricia@excelined.org))  
**Cc:** Moreau, Sandra  
**Subject:** RE: Chiefs call -- CANCELLED: Good Friday (4/22)

Good afternoon, Patricia – can you please add Sandra Moreau as the contact for Steve Bowen, she handles his schedule. Thank you very much!

**From:** Patricia Levesque ([patricia@excelined.org](mailto:patricia@excelined.org)) [<mailto:patricia@excelined.org>]  
**Sent:** Friday, April 15, 2011 1:02 PM  
**To:** Barresi asst Ginger Difalco; Bennett asst Amelia Hilliker; Valliere, Georgette; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Joseph Morgan  
**Cc:** Angie Recker ([angie@excelined.org](mailto:angie@excelined.org)); Christy Hovanetz ([christyh@excelined.org](mailto:christyh@excelined.org)); Deirdre Finn ([dfinn@excelined.org](mailto:dfinn@excelined.org)); Erin Price ([Erin@excelined.org](mailto:Erin@excelined.org)); Paula Noor ([Pnoor@excelined.org](mailto:Pnoor@excelined.org))  
**Subject:** FW: Chiefs call -- CANCELLED: Good Friday (4/22)

Dear Assts to Chiefs for Change:

Hello to all the new Chiefs assts: Chief Huffman's assistant Janice Mann and Chief Bowen's assistant Georgette Valliere.

We will do our best to not add too much to your workload; however, scheduling chiefs from 10 states does get to be complicated and we will have multiple emails on multiple events to put on your radar.

First issue: Chiefs for Change has previously held bi-weekly calls scheduled every other Friday at 8:30 a.m. ET

We are CANCELLING the next call scheduled for Friday, April 22 – because it is on Good Friday and many chiefs have conflicts.

Second issue: We need to pick another time for their bi-weekly calls because the current regularly scheduled time would be 6:30 am for Chief Hanna Skandera in New Mexico.

Can you please let us know, if Fridays (every other Friday) are still the best days and which of the following times would be best for your chief?

- 11:00 ET
- 11:30 ET
- Noon ET
- Or a late, late afternoon meeting
-

Many chiefs have conflicts with the bi-weekly calls, so don't feel like you are locking your chiefs schedule permanently. This is just a bi-weekly catchup call for whomever can be available.

Last issue:

Please place a tentative hold on your chiefs calendar for May 19 – meeting in Washington, DC. This will be the first in person meeting of the chiefs – with an all day agenda of issues. I'm still waiting to hear from a few of you as to whether or not this date works – but it seems to be the date that most chiefs would be available. Will keep you posted on agenda and logistics after it is finalized.

Thank you so much,

Patricia

Valliere, Georgette

Did Not take this trip .

---

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Friday, April 15, 2011 3:59 PM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Deirdre Finn (dfinn@excelined.org); Angie Recker (angie@excelined.org); Christy Hovanetz (christyh@excelined.org); ladner55@gmail.com; Fonda Anderson (fonda@excelined.org); Dani Su Bickley (Danisu@excelined.org); Paula Noor (Pnoor@excelined.org); Barresi asst Ginger Difalco; Bennett asst Amelia Hilliker; Valliere, Georgette; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Joseph Morgan  
**Subject:** New Orleans Recovery School District trip  
**Attachments:** New Orleans Visit 05 04 11.docx; Travel Reimbursement Participant Form Chiefs New Orleans Trip May 2011.doc; ChiefsTriptoLAOverview 04-15-11.docx

Chiefs,

Attached is the latest information we have received from the LA and NJ Dept of Education on the meetings in New Orleans on May 5 and 6.

The NJ Department of Education will be meeting in New Orleans with the LA Department of Education to learn about the creation, implementation and results of the Recovery School District.

On the evening of May 5, there is a small, private dinner with national leaders on education reform. All the members of Chiefs for Change have been invited to the dinner. The Eli Broad Foundation will be in attendance as will other philanthropic groups.

If you would like to participate in this 2-day event with the LA and NJ Departments of Education or if you just want to attend the private dinner with the education leaders and the Broad Foundation, the Foundation for Excellence in Education/Chiefs for Change will cover the costs of your trip.

If you or your staff have any questions, please let us know.

Patricia

**COLLABORATING FOR CHANGE – NEW JERSEY DOE VISIT TO LOUISIANA**

**MAY 5-6, 2011**

**NEW ORLEANS, LA**

**TULANE UNIVERSITY**

**Purpose – Participants will develop an understanding of:**

1. The process used to restructure the Louisiana Department of Education and the ultimate results (priorities, offices, staffing, etc.) of this initiative, particularly how the Department now interfaces and builds strong relationships with districts and schools;
2. The creation, structure, staffing, and implementation of the Recovery School District with particular emphasis on the conditions necessary to provide for the use of “portfolio management” from the state level to address persistently low-performing schools and the spillover effects on improving performance statewide beyond the RSD;
3. How the Department works with non-government organizations to advance key initiatives (e.g. school development, human capital, accountability); and
4. How education reform developed in New Orleans and the critical decision points, choices, and players contributed to its present and next phases.

**Date**

May 5-6, 2011

**Location**

New Orleans, LA

Tulane University

**Travel Arrangements**

**Travel:** Chiefs are responsible for booking their own travel and accommodations to New Orleans, LA.

**Hotel:** Below is a list of suggested hotels:

<u>Hilton New Orleans Riverside</u>	504-561-0500
<u>Sheraton on Canal</u>	504-525-2500
<u>W (Poydras)</u>	504-525-9444
<u>Intercontinental</u>	504-525-5566

### **Travel Reimbursements**

The Foundation will reimburse travel for Chiefs and their staff. Please see the attached form for more details. Please email a completed travel reimbursement form with receipts to Christy Hovanetz at [ChristyH@ExcelinEd.org](mailto:ChristyH@ExcelinEd.org). Receipts do not have to be mailed in; a scanned copy of the original receipts with the reimbursement form is fine.

### **Itinerary**

See attached.

**Foundation for Excellence in Education**  
**Travel Reimbursement Form**

Event: Chiefs for Change: New Orleans May 2011  
Location: New Orleans, LA  
Date: May 5 - 6, 2011

**Eligible Expenses:** The Foundation for Excellence in Education will reimburse eligible travel expenses, including:

1. Transportation including one of the following:
    - Coach airfare with a 14 day advanced purchase, plus cab fare to and from departure and arrival airports, or
    - Mid-size rental car plus gas, or
    - Mileage for use of personal car at 50 cents per mile (please attach mileage map, such as a Google directions map).
  2. Lodging
  3. Other expenses, such as airline baggage fees, taxi fares, parking and meals.

Expenses	Total	Official Use Only
Airfare:		
Lodging:		
Ground Transportation:		
Other:		
<b>Total</b>		

### Contact Information:

Name

Name on the reimbursement check, if different

**Address** \_\_\_\_\_ **City** \_\_\_\_\_ **State** \_\_\_\_\_ **Zip** \_\_\_\_\_

**Phone** \_\_\_\_\_ **Email** \_\_\_\_\_

Phone  Email

---

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

Please mail a completed form with receipts within 30 days of the event to:

Send a completed form with receipts to:

Foundation for  
COP Box 10601

P.O. Box 10091  
Tallahassee, Florida 32302

Reimbursements will be made within 30 days of receiving a completed travel reimbursement form with receipts attached.

**COLLABORATING FOR CHANGE – NEW JERSEY DOE VISIT TO LOUISIANA**  
**MAY 5-6, 2011**  
**NEW ORLEANS**

**Purpose – Participants will develop an understanding of:**

1. The process used to restructure the Louisiana Department of Education and the ultimate results (priorities, offices, staffing, etc.) of this initiative, particularly how the Department now interfaces and builds strong relationships with districts and schools;
2. The creation, structure, staffing, and implementation of the Recovery School District with particular emphasis on the conditions necessary to provide for the use of “portfolio management” from the state level to address persistently low-performing schools and the spillover effects on improving performance statewide beyond the RSD;
3. How the Department works with non-government organizations to advance key initiatives (e.g. school development, human capital, accountability); and
4. How education reform developed in New Orleans and the critical decision points, choices, and players contributed to its present and next phases.

**Overview of Schedule and Activities**

**Day 1 (Thursday)**

*Morning – Briefing and conversation comparing New Orleans and Newark*  
Cowen Institute, Tulane University

- History of RSD – structure, intervention models, performance, etc.
- Comparison to New Jersey and opportunities for change

*Morning – Meeting with Non-Profit Reform Enablers – Panel Discussion (90-120 min)*  
Cowen Institute, Tulane University

- In the post-Katrina environment, how did nonprofits organize to pave the way for the RSD, particularly regarding new school creation and human capital?
- What New Orleans lessons should inform NJ’s work in overhauling Newark Public Schools, particularly in creating the conditions for partnering with and mobilizing other organizations?
- What are the features of a successful partnership between the state and non-profit providers?
- How has the role of New Orleans education reform nonprofits changed since the early post-Katrina days? How are they changed their practices to meet current needs versus those immediately following Katrina?

- What issues are best handled by various levels of government and where are non-profits most impactful? Has this role changed over time? How might it shift again in future?
- How does the RSD and state interact with active reform nonprofits in New Orleans? How can this relationship be improved?

*Lunch (45 min)*

Cowen Institute, Tulane University

*Mid-Day – School Visit (180 min)*

Laurel Elementary School

- Visit a transformation RSD school in city for a brief tour and roundtable discussion with leaders from several successful turnaround schools (charter and direct-run).
- How does the governance structure of schools in New Orleans help/hinder your ability to run high-performing schools?
- For operators of schools that transitioned from direct-run to charter, how did this transition affect the school's ability to function smoothly and successfully? How can this be improved to better support incubation and launch periods?
- How do you interact with the RSD? What are its strengths and weaknesses? How do you interact with the State (Louisiana Department of Education and/or the State Board of Elementary and Secondary Education)?
- How do you interact with the nonprofit sector? What are its strengths and weaknesses?
- What are the state- and local-level policy conditions and constraints that help/hinder your efforts?

*3:00 – 4:30 PM – RSD Leaders & Lessons (120 min) [Chiefs for Change join NJ group]*

Laurel Elementary School

- Explanation of the creation, structure, leadership, staffing, and budget of RSD.
- What conditions are necessary from a local and state level to ensure RSD success?
- What does the RSD enable the state to do that it couldn't otherwise?
- How has the vision/mission of the RSD changed over time?
- Where has the RSD been successful? Not so successful?
- What are the challenges associated with driving school improvement efforts from the state level?
- How can the RSD be most effective outside of New Orleans? Is a certain scale or concentration of schools required?
- Under what circumstances are certain elements of the portfolio management strategy better emphasized than others?
- If starting from scratch, what steps would you take today to create the RSD?

*6:30 – 9:30 PM – Dinner with Local and National Leaders*

- Dinner with local and national education reform leaders to discuss changing landscape of state education reform and specific ideas for transforming NJ
  - How are reform-minded SEAs leading change? What are SEA priorities?
  - What are the major lessons learned from the LA reform experience so far (e.g., accountability, standards/assessments, human capital, choice, and failing schools)?
  - What role do national organizations play in state reform – who has been most helpful, aligned to state agendas?
  - What are the current priorities for NJ and key opportunities for reform? (Group helps NJ team address burning questions – how to sequence activities, balance priorities, etc.)
  - What big ideas or strategies can help transform the Department's impact statewide? What major policy changes should NJ make? In one or more districts (i.e., Newark)?

## **Day 2 (Friday)**

**8:00 – 8:30AM – Continental Breakfast**

Tulane University

**8:30 – 11:00 AM – Briefings from LDOE Senior Leaders**

Tulane University

- Overview of the Department and the transformation/restructuring process – what financial, human capital, political, and policy conditions are necessary? (Paul Pastorek)
- Why should NJ's first move be to create a Delivery Unit? (George Noell)
- Conversation with Goal Office leaders – how has the focus on student outcome goals transformed the culture at the department?
- How can the state support districts more effectively and how does it interact with districts and schools today? A conversation with Office of Innovation. (Human Capital – Elizabeth Shaw, District Support – Gayle Sloan, Trailblazers, and School Turnaround)

**11:15 AM – 1:00 PM – Lunch Conversation with Superintendent Pastorek and Senior LDOE Leaders**

Tulane University

- What should be in NJ's 30-day plan?
- What should be in NJ's 120-day plan?
- What should be in NJ's one-year plan?

**Afternoon – Flights home or attend Jazz Fest**

Moreau, Sandra

Did Not take this trip.

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Tuesday, April 19, 2011 10:55 AM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Angie Recker (angie@excelined.org); Jaryn Emhof (jaryn@excelined.org); Paula Noor (Pnoor@excelined.org); Mandy Clark (mandy@excelined.org); Christy Hovanetz (christyh@excelined.org); Matthew Ladner (Matthew@Excelined.org); ladner55@gmail.com; Deirdre Finn (dfinn@excelined.org); Fonda Anderson (fonda@excelined.org); David Coleman; Ann Margaret Michael; Barresi asst Ginger Difalco; Bennett asst Amelia Hilliker; Valliere, Georgette; Moreau, Sandra; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Jospeh Morgan  
**Subject:** RE: Chiefs: May 19 Meeting in Washington, DC  
**Follow Up Flag:** Follow up  
**Flag Status:** Purple  
**Attachments:** 5.19.11 - C4C Washington DC Meeting Agenda.docx

Dear Chiefs,

We finally have a date that works for the majority of chiefs for an in person meeting.

The meeting will take place on May 19 at the JW Marriott in Washington, DC. There is a block of rooms reserved under "Foundation for Excellence in Education."

The agenda for the meeting is attached.

Jaryn Emhof, our communications director will keep your communications' directors posted regarding any media interview profiles of the Chiefs while you are in DC.

Dear Chiefs Assistants, please reserve your chief's room under the Foundation's name. We have a room block and will pay for the rooms through a master account. Please arrange your own travel for your chief and then submit travel expenses after the event.

We're looking forward to a great meeting. Please let us know if you have any questions or need assistance.

Thanks,

Patricia

Patricia Levesque  
Foundation for Excellence in Education  
P.O. Box 10691  
Tallahassee, FL 32302-2691  
850-391-4090  
786-664-1794 - fax  
[www.ExcelinEd.org](http://www.ExcelinEd.org)  
[patricia@excelined.org](mailto:patricia@excelined.org)

**Chiefs for Change  
Washington, DC Meeting  
May 19, 2011**

**Location:**

JW Marriott  
1331 Pennsylvania Avenue NW  
Washington, DC 20004  
202-393-2000

**8:30 - Morning Session (Working Breakfast)**

- I. State Review – opportunity for chiefs to share what they are pursuing/what is going on in their respective states
- II. PARCC Discussion – David Coleman to join
  - a. PARCC States
  - b. Policy and Strategy

**12:30 - Afternoon Session (Working Lunch):**

- III. ESEA Reauthorization – Federal Waiver Strategy
  - a. States interested in pursuing waivers
  - b. Waiver principles
  - c. ESEA provisions to be waived
- IV. National Summit on Education Reform: October 13-14, 2011 in San Francisco, CA
- V. Funding Projects

**Afternoon Media:**

- VI. Washington Post interviews with Chiefs

Did Not take this trip.

Valliere, Georgette

**From:** Paula Noor (Pnoor@afloridapromise.org) [Pnoor@afloridapromise.org]  
**Sent:** Wednesday, April 20, 2011 9:58 AM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josph Morgan  
**Subject:** FW: Chiefs: May 19 Meeting in Washington, DC  
**Attachments:** 5.19.11 - C4C Washington DC Meeting Agenda.docx

Folks – please hold up on making your reservations at the JW Marriott for the Chiefs meeting in DC for the evening of May 18<sup>th</sup>. We are in the process of signing the hotel contract, which should be done today, and then the group name and rate will be available to you to make your reservation. I will let you know when that occurs. Please feel free to let me know if you need anything.

**Paula Noor**  
850-391-3071

**From:** Patricia Levesque ([patricia@excelined.org](mailto:patricia@excelined.org))  
**Sent:** Tuesday, April 19, 2011 10:55 AM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Angie Recker ([angie@excelined.org](mailto:angie@excelined.org)); Jaryn Emhof ([jaryn@excelined.org](mailto:jaryn@excelined.org)); Paula Noor ([Pnoor@excelined.org](mailto:Pnoor@excelined.org)); Mandy Clark ([mandy@excelined.org](mailto:mandy@excelined.org)); Christy Hovanetz ([christyh@excelined.org](mailto:christyh@excelined.org)); Matthew Ladner ([Matthew@Excelined.org](mailto:Matthew@Excelined.org)); [ladner55@gmail.com](mailto:ladner55@gmail.com); Deirdre Finn ([dfinn@excelined.org](mailto:dfinn@excelined.org)); Fonda Anderson ([fonda@excelined.org](mailto:fonda@excelined.org)); David Coleman; Ann Margaret Michael; Barresi asst Ginger Difalco; Bennett asst Amelia Hilliker; Bowen asst Georgette Valliere; Bowen Scheduler Sandra Moreau; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josph Morgan  
**Subject:** RE: Chiefs: May 19 Meeting in Washington, DC

Dear Chiefs,

We finally have a date that works for the majority of chiefs for an in person meeting.

The meeting will take place on May 19 at the JW Marriott in Washington, DC. There is a block of rooms reserved under "Foundation for Excellence in Education."

The agenda for the meeting is attached.

Jaryn Emhof, our communications director will keep your communications' directors posted regarding any media interview profiles of the Chiefs while you are in DC.

Dear Chiefs Assistants, please reserve your chief's room under the Foundation's name. We have a room block and will pay for the rooms through a master account. Please arrange your own travel for your chief and then submit travel expenses after the event.

We're looking forward to a great meeting. Please let us know if you have any questions or need assistance.

Thanks,

Patricia

Patricia Levesque  
Foundation for Excellence in Education  
P.O. Box 10691  
Tallahassee, FL 32302-2691  
850-391-4090  
786-664-1794 - fax  
[www.ExcelinEd.org](http://www.ExcelinEd.org)  
[patricia@excelined.org](mailto:patricia@excelined.org)

Moreau, Sandra

Trip Cancelled! He did not  
take this trip.

**From:** Moreau, Sandra  
**Sent:** Wednesday, April 20, 2011 1:27 PM  
**To:** 'Erin Price (Erin@excelined.org)'  
**Subject:** RE: Yuma visit

**Importance:** High

Dear Erin,

We have travel paperwork submitted for the Commissioner. As soon as we hear back from them with the approval, I'll be able to make the flight arrangements and will notify you ASAP. In the meantime, please let me know if you need further information. We will have the flight book by April 22<sup>nd</sup> as requested.

Thank you,

Sandra Moreau  
Scheduler  
Maine Dept. of Education  
23 State House Station  
Augusta, Maine 04333  
Phone - (207) 624-6613  
Fax - (207) 624-6601  
sandra.moreau@maine.gov

PLEASE READ CAREFULLY: Due to the nature of the Commissioner's duties to the State of Maine and its citizens, there are occasions when the Commissioner needs to cancel and/or postpone meetings or events in order to attend to pressing state matters. Please keep in mind when planning for events.

---

**From:** Erin Price (Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Friday, April 15, 2011 2:16 PM  
**To:** Bowen, Stephen  
**Cc:** Moreau, Sandra  
**Subject:** RE: Yuma visit

Steve-

We have secured a room at the hotel for two nights (May 11-13) for your trip to Yuma. If you or Sandra could send me your flight itinerary that would be great.

Have a wonderful weekend!

Sincerely,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

---

**From:** Bowen, Stephen [mailto:[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)]  
**Sent:** Thursday, April 14, 2011 8:28 PM  
**To:** Erin Price ([Erin@excelined.org](mailto:Erin@excelined.org))  
**Cc:** Moreau, Sandra  
**Subject:** RE: Yuma visit

Hi Erin,

We're going to figure out a way to make this work, but we're running into a slight snag, which is that all the flights from Yuma to Portland, Maine after noon or so on the 12<sup>th</sup> are overnight flights. The 5:40 pm Yuma-time flight, for instance, goes to L.A., then red-eyes to Philly then to Maine, 12 hours total and a pretty brutal trip. The more sensible thing to do, probably, is to stay a second night in Yuma and catch the 7am flight the next morning that gets us back by 7pm the next day our time. We burn up a second whole day, but it beats a red-eye, I think.

We may, then, need a second night at the hotel if that is possible, which we can pay for. We'll continue to look for flight options, but wanted to make you aware that this may end up being the plan.

Thanks!

Steve

---

**From:** Erin Price ([Erin@excelined.org](mailto:Erin@excelined.org)) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Thursday, April 14, 2011 1:17 PM  
**To:** Bowen, Stephen  
**Cc:** Moreau, Sandra  
**Subject:** RE: Yuma visit

Steve-

I am sorry that this has been confusing. I just sent an email to Sandra this morning with the attached Travel memo with greater details on the trip. You will be going on the May 12<sup>th</sup> trip so you just need to be in Yuma, AZ by 7pm for dinner with the Chiefs attending that visit. Dinner will be in the Radisson Hotel where everyone is staying. The visit to Carpe Diem is the next morning on the 12<sup>th</sup> starting at 7am and ending at noon. Folks will be traveling straight from the school to the airport after the tour. So this is only a one night stay in Yuma on the 11<sup>th</sup>. We are making all of the hotel arrangements as well as taxis from the airport and to the school (see memo attached). Does this help to clarify your questions?

Thanks  
Erin

---

**From:** Bowen, Stephen [mailto:[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)]  
**Sent:** Thursday, April 14, 2011 12:54 PM  
**To:** Erin Price ([Erin@excelined.org](mailto:Erin@excelined.org))  
**Cc:** Moreau, Sandra  
**Subject:** RE: Yuma visit

Hi Erin,

We're trying to get some final planning done on this, but I guess I'm still a little murky on the agenda for the trip—when to arrive, when we'll be done. We've talked broadly about a three day trip, but maybe it can be done in less (?)—I guess I'm struggling a little with getting the timeline/logistics nailed down. Do you an agenda for the trip that is a bit more firm?

Thanks!

Steve

---

**From:** Bowen, Stephen  
**Sent:** Wednesday, March 30, 2011 6:39 PM  
**To:** Moreau, Sandra  
**Subject:** FW: Yuma visit

FYI

---

**From:** Erin@excelined.org [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Wednesday, March 30, 2011 5:36 PM  
**To:** Bowen, Stephen; fonda@excelined.org  
**Subject:** RE: Yuma visit

Stephen-

It is nice to meet you via email and I look forward to meeting in person. You are correct on the amount of travel time. Yuma, AZ is tricky to get to so we plan on most likely staying two nights. Traveling one day, site visit the next day and flying out the third day. If we can fly folks out that second night we will do so but it might be tough since we have to get you from Yuma to Phoenix which is a short flight, 3 hour drive.

We will let you know once all is finalized.

Sincerely,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

---

**From:** Bowen, Stephen [mailto:[Stephen.Bowen@maine.gov](mailto:Stephen.Bowen@maine.gov)]  
**Sent:** Wednesday, March 30, 2011 5:23 PM  
**To:** fonda@excelined.org  
**Cc:** [Erin@excelined.org](mailto:Erin@excelined.org)  
**Subject:** RE: Yuma visit

Hi Fonda,

Thanks for this – I know this is still a ways off, but I want to try to set aside the right amount of time for the trip. Do you anticipate having me fly out one day, spend the night, then visit the school and fly back the next day?

Thanks – my schedule is crazy!

Steve

---

**From:** fonda@excelined.org [mailto:fonda@excelined.org]

**Sent:** Wednesday, March 30, 2011 4:04 PM

**To:** Bowen, Stephen

**Cc:** Erin@excelined.org

**Subject:** RE: Yuma visit

Steve, we have set Yuma's two trips for May 4 and May 12. We have you down as tentative for the 12th. Let us know if you need to change that.

By way of this email, I'm introducing you to Erin Price, our program director for Digital Learning Now. Erin and I are working together on this trip. We are looking forward to seeing you in Yuma, and will continue to provide details as they become available. Hope all is well.

Fonda

---

**From:** Bowen, Stephen [Stephen.Bowen@maine.gov]

**Sent:** Wednesday, March 30, 2011 1:27 PM

**To:** fonda@excelined.org

**Subject:** Yuma visit

Hi Fonda,

Has the group settled on a date for this trip to Yuma to see the Carpe Diem school? I'm trying to figure out some scheduling pieces.

Thanks!

Steve

Stephen L. Bowen, M.Ed.

Commissioner

Maine Department of Education

23 State House Station

Augusta, Maine 04333

(207) 624-6620

Stephen.Bowen@maine.gov

**Bowen, Stephen**

Did NOT take this trip.

**From:** Moreau, Sandra  
**Sent:** Wednesday, April 20, 2011 2:59 PM  
**To:** Bowen, Stephen  
**Subject:** FW: Chiefs: May 19 Meeting in Washington, DC  
**Attachments:** 5.19.11 - C4C Washington DC Meeting Agenda.docx

Hi – will you be attending?  
Thanks

---

**From:** Valliere, Georgette  
**Sent:** Wednesday, April 20, 2011 8:52 AM  
**To:** Moreau, Sandra  
**Subject:** FW: Chiefs: May 19 Meeting in Washington, DC

Did you get this?

**From:** Patricia Levesque ([patricia@excelined.org](mailto:patricia@excelined.org)) [<mailto:patricia@excelined.org>]  
**Sent:** Tuesday, April 19, 2011 10:55 AM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Angie Recker ([angie@excelined.org](mailto:angie@excelined.org)); Jaryn Emhof ([jaryn@excelined.org](mailto:jaryn@excelined.org)); Paula Noor ([pnoor@excelined.org](mailto:pnoor@excelined.org)); Mandy Clark ([mandy@excelined.org](mailto:mandy@excelined.org)); Christy Hovanetz ([christyh@excelined.org](mailto:christyh@excelined.org)); Matthew Ladner ([Matthew@Excelined.org](mailto:Matthew@Excelined.org)); [ladner55@gmail.com](mailto:ladner55@gmail.com); Deirdre Finn ([dfinn@excelined.org](mailto:dfinn@excelined.org)); Fonda Anderson ([fonda@excelined.org](mailto:fonda@excelined.org)); David Coleman; Ann-Margaret Michael; Barresi asst Ginger Difalco; Bennett asst Amelia Hilliker; Valliere, Georgette; Moreau, Sandra; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Joseph Morgan  
**Subject:** RE: Chiefs: May 19 Meeting in Washington, DC

Dear Chiefs,

We finally have a date that works for the majority of chiefs for an in person meeting.

The meeting will take place on May 19 at the JW Marriott in Washington, DC. There is a block of rooms reserved under "Foundation for Excellence in Education."

The agenda for the meeting is attached.

Jaryn Emhof, our communications director will keep your communications' directors posted regarding any media interview profiles of the Chiefs while you are in DC.

Dear Chiefs Assistants, please reserve your chief's room under the Foundation's name. We have a room block and will pay for the rooms through a master account. Please arrange your own travel for your chief and then submit travel expenses after the event.

We're looking forward to a great meeting. Please let us know if you have any questions or need assistance.

Thanks,

Patricia

Patricia Levesque  
Foundation for Excellence in Education  
P.O. Box 10691  
Tallahassee, FL 32302-2691  
850-391-4090  
786-664-1794 - fax  
[www.ExcelinEd.org](http://www.ExcelinEd.org)  
[patricia@excelined.org](mailto:patricia@excelined.org)

**Chiefs for Change  
Washington, DC Meeting  
May 19, 2011**

**Location:**

JW Marriott  
1331 Pennsylvania Avenue NW  
Washington, DC 20004  
202-393-2000

**8:30 - Morning Session (Working Breakfast)**

- I. State Review – opportunity for chiefs to share what they are pursuing/what is going on in their respective states
- II. PARCC Discussion – David Coleman to join
  - a. PARCC States
  - b. Policy and Strategy

**12:30 - Afternoon Session (Working Lunch):**

- III. ESEA Reauthorization – Federal Waiver Strategy
  - a. States interested in pursuing waivers
  - b. Waiver principles
  - c. ESEA provisions to be waived
- IV. National Summit on Education Reform: October 13-14, 2011 in San Francisco, CA
- V. Funding Projects

**Afternoon Media:**

- VI. Washington Post interviews with Chiefs

## Valliere, Georgette

---

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Wednesday, April 20, 2011 4:03 PM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Jospeh Morgan  
**Cc:** Deirdre Finn (dfinn@excelined.org); Angie Recker (angie@excelined.org); Christy Hovanetz (christyh@excelined.org); Paula Noor (Pnoor@excelined.org)  
**Subject:** bi-weekly chiefs call

Dear Chiefs for Change assistants,

I had polled you previously for a good time to have a standing bi-weekly chiefs call. Based upon the responses, it looks like bi-weekly calls at 11:00 am ET on Friday's works for most chiefs.

Again, we know issues come up and chiefs will not be able to make each call. But just holding this time on the calendar helps them get together for quick calls to catch up.

If ok with all of you can we start scheduling bi-weekly calls next week on April 29 at 11:00 am ET?

Unless we hear a lot of protests, Paula will send you all an invitation and get this on the chiefs' schedules asap.

Thanks,

Patricia

## Valliere, Georgette

---

**From:** Teixeira, Angela [Angela.Teixeira@ride.ri.gov]  
**Sent:** Wednesday, April 20, 2011 4:30 PM  
**To:** patricia@excelined.org; Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Jospeh Morgan  
**Cc:** dfinn@excelined.org; Angie Recker (angie@excelined.org); Christy Hovanetz (christyh@excelined.org); Pnoor@excelined.org  
**Subject:** RE: bi-weekly chiefs call

As of this moment, the only dates that do not work for Commissioner Gist are May 27<sup>th</sup> and June 10<sup>th</sup>.

Angela

Angela M. Teixeira  
Special Assistant to the Commissioner  
and Liaison to the Board of Regents  
RI Department of Education  
255 Westminster Street  
Providence, RI 02903  
401-222-8435  
401-222-6178  
[www.ride.ri.gov](http://www.ride.ri.gov)



**From:** Patricia Levesque ([patricia@excelined.org](mailto:patricia@excelined.org)) [<mailto:patricia@excelined.org>]  
**Sent:** Wednesday, April 20, 2011 4:03 PM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Bowen asst Georgette Valliere; Bowen Scheduler Sandra Moreau; Cerf asst Helene Leona; Teixeira, Angela; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Jospeh Morgan  
**Cc:** Deirdre Finn ([dfinn@excelined.org](mailto:dfinn@excelined.org)); Angie Recker ([angie@excelined.org](mailto:angie@excelined.org)); Christy Hovanetz ([christyh@excelined.org](mailto:christyh@excelined.org)); Paula Noor ([Pnoor@excelined.org](mailto:Pnoor@excelined.org))  
**Subject:** bi-weekly chiefs call

Dear Chiefs for Change assistants,

I had polled you previously for a good time to have a standing bi-weekly chiefs call. Based upon the responses, it looks like bi-weekly calls at 11:00 am ET on Friday's works for most chiefs.

Again, we know issues come up and chiefs will not be able to make each call. But just holding this time on the calendar helps them get together for quick calls to catch up.

If ok with all of you can we start scheduling bi-weekly calls next week on April 29 at 11:00 am ET?

Unless we hear a lot of protests, Paula will send you all an invitation and get this on the chiefs' schedules asap.

Thanks,

Patricia

Moreau, Sandra

---

Trip Cancelled! He did not

take this trip.

**From:** Moreau, Sandra  
**Sent:** Thursday, April 21, 2011 1:34 PM  
**To:** 'Erin Price (Erin@excelined.org)'  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview  
**Importance:** High

Dear Erin,

I'm working on flights now. Could you please tell me how far it is from the Airport to the Hotel and the Hotel to the school you're touring? Also confirming we are confirmed for rooms the dates of May 11 and 12. Thanks for your help.

Thank you,

Sandra Moreau  
Scheduler  
Maine Dept. of Education  
23 State House Station  
Augusta, Maine 04333  
Phone - (207) 624-6613  
Fax - (207) 624-6601  
sandra.moreau@maine.gov

PLEASE READ CAREFULLY: Due to the nature of the Commissioner's duties to the State of Maine and its citizens, there are occasions when the Commissioner needs to cancel and/or postpone meetings or events in order to attend to pressing state matters. Please keep in mind when planning for events.

---

**From:** Erin Price (Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Thursday, April 14, 2011 9:43 AM  
**To:** Valliere, Georgette; Moreau, Sandra; Connerty-Marin, David  
**Subject:** Chiefs for Change Carpe Diem Travel Overview

Dear Georgette, Sandra and David-

We are excited about the upcoming Chiefs for Change trip to Carpe Diem Academy in Yuma, Arizona.

The attached memorandum provides an overview of the school visit including, travel arrangements, the travel reimbursement procedure (note the attached reimbursement form explained in the memo), trip attendees, and the school visit itinerary.

Please make your travel arrangements by next Friday, April 22. Yuma may take some time to get to but I promise it will be well worth the trip.

Please let us know if you have any questions or concerns.

Thank You,  
Erin

Erin Price  
Program Director

Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

Yuma International Airport: <http://www.yumainternationalairport.com/yumahome.nsf/home/1?opendocument>

Moreau, Sandra

Trip Cancelled! - He did not take  
this trip

**From:** Moreau, Sandra  
**Sent:** Thursday, April 21, 2011 2:23 PM  
**To:** Bowen, Stephen  
**Subject:** FW: Chiefs for Change Carpe Diem Travel Overview  
**Importance:** High

Hi – For your approval:

### Itinerary

#### Wednesday, May 11, Portland – Yuma

Depart Portland, 8:00am,  
Arrive Yuma, 2:45pm  
US Airways flights: 1053 / 1509 / 2848

#### Wednesday, May 11

7:00pm Dinner with Chiefs, Radisson Hotel Restaurant

#### Thursday, May 12

6:30 am Depart Hotel  
7:00 am – Noon Carpe Diem School Visit

#### Friday, May 13, Yuma - Portland

Depart Yuma, 7:45am  
Arrive Portland, 8:43pm  
US Airways flights? 2840 / 304 / 1118

**From:** Erin Price (Erin@excelined.org) [mailto:Erin@excelined.org]  
**Sent:** Thursday, April 21, 2011 1:56 PM  
**To:** Moreau, Sandra  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview

Sandra-

The airport is about 5-10 minutes to the Radisson in Yuma. The School is about 10 minutes away from the hotel and about 15 minutes to the airport. All transportation from the airport to the hotel on May 11<sup>th</sup> will be arranged by me once I receive your itinerary. We also have arranged all transportation to

and from the school. Commissioner Bowen is confirmed to stay two nights on May 11<sup>th</sup> and May 12<sup>th</sup> for a departure from Yuma airport on May 13<sup>th</sup>. We can arrange the hotel shuttle to also take him to the airport on the 13th. Please send the travel details as soon as you can and feel free to call or email with any other questions.

Thank you,  
Erin

Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax

---

**From:** Moreau, Sandra [mailto:[Sandra.Moreau@maine.gov](mailto:Sandra.Moreau@maine.gov)]  
**Sent:** Thursday, April 21, 2011 1:34 PM  
**To:** Erin Price (Erin@excelined.org)  
**Subject:** RE: Chiefs for Change Carpe Diem Travel Overview  
**Importance:** High

Dear Erin,

I'm working on flights now. Could you please tell me how far it is from the Airport to the Hotel and the Hotel to the school you're touring? Also confirming we are confirmed for rooms the dates of May 11 and 12. Thanks for your help.

Thank you,

Sandra Moreau

---

**From:** Erin Price (Erin@excelined.org) [mailto:[Erin@excelined.org](mailto:Erin@excelined.org)]  
**Sent:** Thursday, April 14, 2011 9:43 AM  
**To:** Valliere, Georgette; Moreau, Sandra; Connerty-Marin, David  
**Subject:** Chiefs for Change Carpe Diem Travel Overview

Dear Georgette, Sandra and David-

We are excited about the upcoming Chiefs for Change trip to Carpe Diem Academy in Yuma, Arizona.

The attached memorandum provides an overview of the school visit including, travel arrangements, the travel reimbursement procedure (note the attached reimbursement form explained in the memo), trip attendees, and the school visit itinerary.

Please make your travel arrangements by next Friday, April 22. Yuma may take some time to get to but I promise it will be well worth the trip.

Please let us know if you have any questions or concerns.

Thank You,  
Erin

**Erin Price  
Program Director  
Foundation for Florida's Future  
Foundation for Excellence in Education  
850.391.4183 Telephone  
917.922.5816 Cell  
786.664.1794 Fax**

**Yuma International Airport: <http://www.yumainternationalairport.com/yumahome.nsf/home/1?opendocument>**

**Moreau, Sandra**

---

**From:** Moreau, Sandra  
**Sent:** Thursday, April 21, 2011 2:24 PM  
**To:** 'Patricia Levesque (patricia@afloridapromise.org)'  
**Subject:** Tentative: Chiefs for Change bi-weekly teleconference

**Valliere, Georgette**

---

Did Not take this trip.

**From:** Paula Noor (Pnoor@excelined.org) [Pnoor@excelined.org]  
**Sent:** Monday, April 25, 2011 9:01 AM  
**To:** amichael@studentsachieve.net; Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller;  
Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira;  
Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb;  
Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Jospeh Morgan  
**Cc:** Paula Noor (Pnoor@excelined.org)  
**Subject:** Hotel for May 19th Chiefs for Change Meeting  
  
**Importance:** High

Folks – Hope you all had a nice holiday weekend. For the May 19<sup>th</sup> Chiefs for Change Meeting, the JW Marriott now has a group rate under “Excellence in Education” at \$249 (for the evening of May 18<sup>th</sup>), which group rate is only available until Friday, April 29, 2011. For reservations, please call 800-228-9290 and request the group rate for Excellence in Education. I would suggest you book early. Please let me know if you need anything further. ☺

*Paula Noor  
850-391-3071*

Valliere, Georgette

Did Not take this trip.

**From:** Moreau, Sandra  
**Sent:** Monday, April 25, 2011 1:37 PM  
**To:** Valliere, Georgette  
**Subject:** Help  
**Attachments:** 5.19.11 - C4C Washington DC Meeting Agenda.doc.docx  
**Importance:** High

Hi Georgette – I'm not able to open this document, probably because of my older version of word. Could you please see if you're able to open it?

**Thanks, Sandra**

---

**From:** Moreau, Sandra [mailto:Sandra.Moreau@maine.gov]  
**Sent:** Wednesday, April 20, 2011 1:05 PM  
**To:** Paula Noor (Pnoor@afloridapromise.org)  
**Subject:** RE: Chiefs: May 19 Meeting in Washington, DC

Hi Paula,

I'm having problem opening this document. Could you save it with a .doc extension? I'm still using the older version of word (reluctant about upgrading!)

Thanks, Sandra Moreau

---

**From:** Paula Noor (Pnoor@afloridapromise.org) [mailto:Pnoor@afloridapromise.org]  
**Sent:** Wednesday, April 20, 2011 9:58 AM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josphah Morgan  
**Subject:** FW: Chiefs: May 19 Meeting in Washington, DC

Folks – please hold up on making your reservations at the JW Marriott for the Chiefs meeting in DC for the evening of May 18<sup>th</sup>. We are in the process of signing the hotel contract, which should be done today, and then the group name and rate will be available to you to make your reservation. I will let you know when that occurs. Please feel free to let me know if you need anything.

**Paula Noor**  
850-391-3071

---

**From:** Patricia Levesque (patricia@excelined.org)  
**Sent:** Tuesday, April 19, 2011 10:55 AM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Angie Recker (angie@excelined.org); Jaryn Emhof (jaryn@excelined.org); Paula Noor (Pnoor@excelined.org); Mandy Clark (mandy@excelined.org); Christy Hovanetz (christyh@excelined.org); Matthew Ladner (Matthew@Excelined.org); ladner55@gmail.com; Deirdre Finn (dfinn@excelined.org); Fonda Anderson (fonda@excelined.org); David Coleman; Ann Margaret Michael; Barresi asst Ginger Difalco; Bennett asst Amelia Hilliker; Bowen asst Georgette Valliere; Bowen

Scheduler Sandra Moreau; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Jospah Morgan  
**Subject:** RE: Chiefs: May 19 Meeting in Washington, DC

Dear Chiefs,

We finally have a date that works for the majority of chiefs for an in person meeting.

The meeting will take place on May 19 at the JW Marriott in Washington, DC. There is a block of rooms reserved under "Foundation for Excellence in Education."

The agenda for the meeting is attached.

Jaryn Emhof, our communications director will keep your communications' directors posted regarding any media interview profiles of the Chiefs while you are in DC.

Dear Chiefs Assistants, please reserve your chief's room under the Foundation's name. We have a room block and will pay for the rooms through a master account. Please arrange your own travel for your chief and then submit travel expenses after the event.

We're looking forward to a great meeting. Please let us know if you have any questions or need assistance.

Thanks,

Patricia

Patricia Levesque  
Foundation for Excellence in Education  
P.O. Box 10691  
Tallahassee, FL 32302-2691  
850-391-4090  
786-664-1794 - fax  
[www.ExcelinEd.org](http://www.ExcelinEd.org)  
[patricia@excelined.org](mailto:patricia@excelined.org)

**Chiefs for Change  
Washington, DC Meeting  
May 19, 2011**

**Location:**

JW Marriott  
1331 Pennsylvania Avenue NW  
Washington, DC 20004  
202-393-2000

**8:30 - Morning Session (Working Breakfast)**

- I. State Review – opportunity for chiefs to share what they are pursuing/what is going on in their respective states
- II. PARCC Discussion – David Coleman to join
  - a. PARCC States
  - b. Policy and Strategy

**12:30 - Afternoon Session (Working Lunch):**

- III. ESEA Reauthorization – Federal Waiver Strategy
  - a. States interested in pursuing waivers
  - b. Waiver principles
  - c. ESEA provisions to be waived
- IV. National Summit on Education Reform: October 13-14, 2011 in San Francisco, CA
- V. Funding Projects

**Afternoon Media:**

- VI. Washington Post interviews with Chiefs

## Valliere, Georgette

---

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Monday, April 25, 2011 3:57 PM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Angie Recker (angie@excelined.org); John Bailey; Deirdre Finn (dfinn@excelined.org); Fonda Anderson (fonda@excelined.org); Mandy Clark (mandy@excelined.org); Jaryn Emhof (jaryn@excelined.org); Christy Hovanetz (christyh@excelined.org); ladner55@gmail.com; Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Joseph Morgan  
**Subject:** Duncan Issues Far More NCLB Waivers Than Predecessors

Chiefs,

In light of your upcoming discussions on reauthorization and waivers, please see article below. Secretary Duncan issued a waiver this month to the 2,400-student McPherson Unified School District, in Kansas. The school district won approval to implement a different test and different standards than those set by the state. The district indicates they are following higher standards than the state.

Patricia

"The waiver effectively upends a top priority of NCLB, which tries to ensure that all students be held to the same standards and be tested with the same assessments so there's a uniform yardstick by which schools and students in a state can be compared."

## NATIONAL NEWS

### Duncan Issues Far More NCLB Waivers Than Predecessors

Education Week

By: Michele McNeil

April 22, 2011

[http://www.edweek.org/ew/articles/2011/04/22/29nclb\\_ep.h30.html?tkn=PNYFQt35NTqsEpxVZ4m4lu3qFe1Nnl9ADfx%2B&cmp=clp-edweek](http://www.edweek.org/ew/articles/2011/04/22/29nclb_ep.h30.html?tkn=PNYFQt35NTqsEpxVZ4m4lu3qFe1Nnl9ADfx%2B&cmp=clp-edweek)

With Secretary Arne Duncan at the helm, the U.S. Department of Education is gradually—and sometimes quietly—chipping away at key parts of the No Child Left Behind Act as states and districts demand more relief from the elusive goal that all students be what the law terms "proficient" in reading and math by 2014.

The pressure on Mr. Duncan to waive substantial parts of the 9-year-old federal school-accountability law is only growing as Congress continues to drag its feet on reauthorizing the Elementary and Secondary Education Act, of which NCLB is the latest version.

Although President Barack Obama and Mr. Duncan have called for revision of the law by the start of the next school year, draft legislation has yet to be introduced, and school leaders anxious about rapidly approaching deadlines are clamoring for leeway in the meantime.

"We need flexibility as we age out of NCLB," said Kansas Commissioner of Education Diane DeBacker, who, in a request also being made by officials in Arkansas, is seeking a waiver of the law's hallmark 2014 proficiency requirement.

Officially, the Education Department remains mum on any plans it has to issue waivers if the ESEA is not renewed by the time students return to school in the fall.

"We're working very hard to address these issues for all states when we fix No Child Left Behind this year," department spokesman Justin Hamilton said this week.

But during Secretary Duncan's first year in office, in 2009, he granted 315 waivers under NCLB—many linked to the education aid Congress provided as part of the economic-stimulus package. That marks a nine-fold increase in the number under his predecessor, Margaret Spellings, the year before, according to annual reports made to Congress.

Information for 2010 is not yet available. But waivers continue—including some that strike at the heart of the requirement that students, schools, and districts be measured against the same state tests.

In Kansas, for example, a school district just this month got a first-of-its-kind waiver to use its own standards and tests, opting out of state exams for its oldest students. In Utah, the state in March won approval to let 12 districts use computer-adaptive tests for accountability purposes—a request rejected in 2008 by Ms. Spellings.

The waivers are a sign of the need for flexibility under the current system, in the view of Gene Wilhoit, the executive director of the Washington-based Council of Chief State School Officers.

#### *Broad Discretion*

The NCLB law—the centerpiece of President George W. Bush's education agenda—requires states to test all students annually in reading and math in grades 3-8 and once during high school. Schools that fail to meet proficiency targets, or make "adequate yearly progress"—known as AYP—face an escalating set of sanctions. Periodically, those proficiency targets get higher, as states seek to bring all students to the 100 percent proficiency mark by the end of the 2013-14 school year.

The law gives the education secretary broad waiver authority aside from areas involving civil rights and funding. But between 2002 and 2004, just eight NCLB-related waivers were granted under then-Secretary Rod Paige, who had made it clear he didn't want to entertain requests from states or districts to circumvent what were then new requirements under the revamped ESEA.

The first substantial waivers were granted in 2005 by Secretary Spellings and involved the requirement that schools and districts provide public school choice and supplemental education services, or tutoring, to students who attend schools in need of improvement.

That year, Virginia got a first-of-its kind waiver for four districts to reverse the order of those remedies and provide tutoring before offering public school choice. That same year, Ms. Spellings granted another precedent-setting waiver to the Boston and Chicago school districts, letting them be their own providers of tutoring. (Current law requires outside providers to do the tutoring for districts "in need of improvement" under the law.)

The overall number of waivers grew to 51 in 2008 as Ms. Spellings expanded a pilot program to allow states to use student-academic-growth models for accountability purposes.

Mr. Duncan, who sought flexibility as Chicago's schools chief prior to being appointed education secretary by President Obama, has embraced his waiver authority in his current role.

The majority of the 315 NCLB-related waivers granted in 2009 were related to how states and districts could use the additional \$10 billion in Title I funding wrapped up in the American Recovery and Reinvestment Act, the economic-stimulus package Congress passed that year.

Mr. Duncan also invited and granted dozens of waivers involving tutoring and school choice.

#### *'Shocked' in Kansas*

The decision to grant a waiver depends on many factors, department officials say, such as the impact of the request on students and teachers, whether the waiver would improve education for all students, and what precedent would be set if the waiver was approved.

But for now, Mr. Duncan is avoiding saying much of anything about waivers. "My whole mentality is to get [NCLB] passed," the secretary said on Feb. 7 at a meeting of the National School Boards Association, when asked repeatedly about what waivers he was considering.

Nevertheless, the waivers Mr. Duncan has granted suggest where he might be willing to bend if the ESEA remains stalled in Congress. A prime example: the waiver given this month to the 2,400-student McPherson Unified School District, in Kansas.

McPherson won approval to ditch its state's standards and tests for grades 6 and up, and to implement a more rigorous curriculum set to college- and career-ready standards tied to new tests—all developed by the Iowa City, Iowa-based testing company ACT.

The waiver effectively upends a top priority of NCLB, which tries to ensure that all students be held to the same standards and be tested with the same assessments so there's a uniform yardstick by which schools and students in a state can be compared.

"I was shocked," said Superintendent Randy Watson, who has since fielded calls from state lawmakers, superintendents, and other education officials from across the country who wanted to know how he secured the waiver.

The federal Education Department said that, generally, requests from states and districts for McPherson-like waivers will only be granted if the standards and cutoff scores on tests are more difficult than those currently in place. And states and districts must demonstrate they need the flexibility as they switch to new, tougher standards.

"The [Kansas] waiver was not about relief, it was about reform," Mr. Hamilton, the federal department spokesman, said.

Even with tougher standards and a harder test, the department insists in its [April approval letter](#) that McPherson be measured against Kansas' AYP benchmarks and the 2014 proficiency deadline. That decision came even though two months earlier, Mr. Watson said federal officials told him they were also going to waive the accountability provisions.

### *Transparency Issues*

The lack of transparency around waiver decisions worries some education policy advocates.

In the case of the McPherson waiver, "I think it's extremely confusing," said Vic Klatt, a principal at Penn Hill Group, a government-relations and advocacy organization in Washington, and a former top Republican aide on the House education committee. He said allowing a district to operate under its own standards, with its own tests, seems to fly in the face of the main impetus behind NCLB.

Charles Barone, the director of federal legislation for Democrats for Education Reform, a New York City-based political action committee, put it this way: "It's very murky when these decisions are made, how they're made. No one knows."

Another waiver approved with no fanfare from the Education Department allows 12 districts in Utah to use computer-adaptive tests rather than traditional state exams for accountability purposes. The waiver, for the 2010-11 school year, affects about 4 percent of the state's students and allows them to take tests that adjust their questions according to how a student is performing. Three years ago, when two districts wanted to use such tests, Secretary Spellings' administration said no.

In Missouri, the 25,000-student Springfield district is hopeful it can persuade federal officials to let it use its own computer-adaptive tests for some grade levels, instead of state exams. The district will still abide by the state's accountability plan and AYP targets because it's able to translate the scores students receive on the district tests onto a scale used for state tests.

"We're hoping to be a sample of where the states and the country will go," said Superintendent Norm Ridder. "I think we might become the pilot that everyone wants to look at."

## *Other Routes*

Those waivers aren't the only way to gain flexibility under NCLB. States can also tweak their accountability workbooks, which serve as each state's master accountability plan.

Georgia, for example, was allowed in 2009 to use for AYP purposes the highest scores from students who retook the graduation exit exam. In 2010, Alabama was allowed to lower the attendance-rate requirement for making AYP to 90 percent from 95 percent.

Also last year, the federal department allowed Virginia to deviate from its plan and freeze its proficiency targets at 2008-09 levels, rather than make gradual progress toward the 100 percent proficiency goal, because the state was getting ready to administer new tests. In addition, it temporarily let Virginia leave its proficiency targets for 2010-11 and beyond undetermined for a period of time—something unprecedented up to that time because the law requires specific numeric targets every year.

So Virginia officials were a bit taken aback that the department wouldn't allow them to keep their proficiency targets frozen, given that their first request was accepted. The federal Education Department had led the state to believe "that we were making a reasonable request," said state education department spokesman Charles Pyle.

## *Challenging AYP*

One of the biggest threats to a central tenet of the No Child Left Behind law is the chorus of demands to relax the AYP requirement that is supposed to lead states, districts, and schools to 100 percent proficiency for their students by 2014.

Mr. Duncan, in an effort to turn up the heat on Congress to reauthorize the ESEA, has cited Education Department estimates that more than 80 percent of schools could be labeled as "failing" this year (the law's technical term is "in need of improvement"). For the secretary, the concern is over the validity of the label.

For that reason, Kansas state board Chairman David Dennis has petitioned the federal department to hold its AYP targets at 2009-10 levels.

"We're not taking our foot off the accelerator. We have schools that are failing that aren't failing—they just are not meeting an arbitrary target," Mr. Dennis said. But he's not very hopeful that the request will be granted as Secretary Duncan instead presses for reauthorization. Instead, he asserted, Mr. Duncan wants to "use us as a hostage of ESEA reauthorization."

Arkansas officials are making a similar request, asking that AYP targets be held at 2011-12 levels as the state implements the common-core standards.

And Kentucky could be next in line as part of its "Next Generation Accountability Model," which relies on student academic growth measured against the higher, common-core standards.

"Our goal is that kids reach proficiency or higher in the tested subjects, but our model doesn't have a date," said Kentucky Department of Education spokeswoman Lisa Gross.

The federal education department said a handful of these kinds of requests are pending. But if history is any guide, those requests—especially when it comes to waiving the 100 percent proficiency target—are likely to be rejected.

In 2009, the federal department rejected a request by West Virginia to move its 100 percent proficiency goal to 2019-20. "Secretary [Duncan] has stated that he does not intend to change this timeline through administrative action; this should occur through the reauthorization process," the department's letter to the state's education department reads.

(Back to top)

## Valliere, Georgette

---

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Tuesday, April 26, 2011 3:42 PM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** John Bailey; Deirdre Finn (dfinn@excelined.org); Christy Hovanetz (christyh@excelined.org); ladner55@gmail.com; Mandy Clark (mandy@excelined.org); Jaryn Emhof (jaryn@excelined.org); Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Joseph Morgan  
**Subject:** None of the above? Colorado could ditch more school tests, joining national trend

Chiefs,

Another state considering eliminating testing not required by federal law.

Patricia

## **None of the above? Colorado could ditch more school tests, joining national trend**

Associated Press

By: Kristen Wyatt

April 23, 2011

<http://www.greenfieldreporter.com/view/story/61e4152279a94de086174f2b9daa61db/CO-XGR-Schools-Fewer-Tests/>

DENVER — Opponents of standardized tests for schoolchildren have a fresh weapon this year in Colorado — the high price tag of exams.

Colorado lawmakers are expected to consider joining other states in dropping statewide testing requirements beyond those required by the federal government. That could mean a sharp reduction in the \$20 million or so spent each year giving students in grades three through 11 annual writing exams and other standardized tests. The change would also get rid of mandatory ACT exams for high school juniors.

"We over-test," said Democratic Rep. Judith Solano of Brighton, who plans to propose abolishing non-mandatory standardized tests. "There are more meaningful and useful tools out there for accountability."

Solano has tried and failed before to ratchet back standardized tests in Colorado. But this year, when schools face dramatic budget cuts forcing likely teacher layoffs and even the closure of some schools, testing opponents say the time is ripe for a big change in how often the state orders tests.

Republican Rep. Tom Massey, who leads the House Education Committee, says lawmakers from both parties are more open this year to abolishing tests he called "mandated excess."

"We're so significantly over-testing that everyone feels this is something we want to look at," Massey said.

It's hard to pin down exactly how much the change would save. The state Department of Education puts annual testing costs near \$20 million, but Colorado isn't free to chuck standardized tests completely. Federal law requires students to be tested annually in reading and math in grades three through eight, with one exam in high school.

What Colorado may drop is additional tests, joining a national trend away from non-required exams. Colorado gives annual writing tests in addition to the Colorado Student Assessment Program tests, and requires extra tests in high school. Giving ACT tests to all high school juniors, for example, cost \$1.8 million last year, according to the state Department of Education.

"States are looking at any way to reduce expenses" for schools, said Ron Dietel of UCLA's Center for Research on Evaluation, Standards and Student Testing.

At least six states in recent years have gotten rid of high school graduation exams, which aren't required under federal law. In Georgia, lawmakers last year simply stopped paying for standardized tests in first and second grades, effectively ending those exams. Even test-happy Texas is considering lowering requirements for annual exams for students who scored well the previous year, under pending legislation in that state.

Colorado's CSAP tests have long been derided by opponents who question both the tests and the practice of using scores to evaluate teachers and schools. The tests will be replaced with new exams next year, called the Transitional Colorado Assessment Program.

But even educators quick to point out CSAP flaws take pause at the idea of getting rid of some tests completely.

"Testing takes up a lot of instructional time, I understand that," said Elliott Asp, assistant superintendent for performance improvement for the Cherry Creek school district in suburban Denver. "But I want us to think about this in a systematic way before getting rid of it all."

The Colorado Association of School Boards is likely to oppose getting rid of any statewide tests.

"We owe something to the public that is an empirical test," said Jane Urschel, deputy executive director of the school boards group. "It's a moral obligation, really, to parents and to students themselves."

A state senator who is principal of a charter high school said he'd have serious reservations about throwing out test requirements. Republican Sen. Keith King said he'd be willing to replace current tests, but not get rid of them completely.

"We still need testing every year so we can determine longitudinal growth," said King, who is principal of Colorado Springs Early Colleges. King added that giving ACTs to all high school juniors can help open some students' eyes to the possibility of college.

Others question the wisdom of conforming to federal requirement that could change.

Dietel, the UCLA exam expert, said states like Colorado may also prefer to wait for looming congressional action on school testing and accountability standards in the federal Elementary and Secondary Education Act.

"Shouldn't states wait to make statewide changes until after the Act is reauthorized, so that they don't have to go back and make more changes?" he asked.

Parents and students weren't sure what to make of the changing test landscape, if recent Capitol visitors were any guide.

Several teachers interviewed by the AP simply laughed when asked how much time they spend on standardized tests. But the teachers seemed to object more to how the tests are used, not their existence.

"I go back and forth on this," said Michelle Whiteaker, a fifth grade teacher at Denver's Swansea Elementary School. "The data is nice because it drives my instruction."

Whiteaker wasn't ready to call for an end to the tests, but said it's a debate Colorado needs to have.

"Examining testing is always prudent, especially when so much pressure is put on schools to improve," said Whiteaker, who brought students to recite the pledge for lawmakers.

Another Capitol visitor, third-grader Ryder Hewston of Boulder County just came through his first annual state-mandated exam — but he seemed to brush off concerns that the annual exam is a waste of student and teacher time.

"I don't think they should get rid of it. They gotta know how much we're learning," Hewston said.

[\(Back to top\)](#)

Moreau, Sandra

Did Not take this trip.

**From:** Paula Noor (Pnoor@afloridapromise.org) [Pnoor@afloridapromise.org]  
**Sent:** Thursday, April 28, 2011 1:48 PM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josph Morgan  
**Cc:** Paula Noor (Pnoor@excelined.org); Patricia Levesque (patricia@excelined.org); Dani Su Bickley (Danisu@excelined.org)  
**Subject:** Chiefs for Change Meeting on 5/19

**Follow Up Flag:** Follow up

**Flag Status:** Purple

**Attachments:** Travel Reimbursement Participant Form 5-19 DC.doc

Dear Chiefs Schedulers and Assistants:

The Chiefs for Change meeting is coming up quickly (May 19). Here is some information you need to know:

**LOCATION OF MEETING AND OVERNIGHT HOTEL FOR 5/18:**

JW Marriott  
1331 Pennsylvania Avenue NW  
Washington, DC 20004

Room rate of \$249 is available ONLY UNTIL TOMORROW, 4/29.

Ask for the group rate "Excellence in Education"

You can cancel up to 6pm the day of arrival, so everyone needs to book now and can cancel later if necessary

For reservations, please call 800-228-9290

You need to only hold the room under your credit card. Your credit card will not actually be billed for the room. The Foundation will pay for your room through a master account.

**TRAVEL RESERVATIONS:**

Please arrange your chief's travel. Air travel needs to be reserved and booked two weeks out for optimum value (no later than May 4). Expenses will be reimbursed after the meeting. Please use the attached Travel Reimbursement Form and mail back to the Foundation with original receipts within 30 days of the event.

**TIME OF MEETING:**

The current agenda has the meeting starting at 8:30am with a working breakfast, through a 12:30pm working lunch and an afternoon media avail. You can plan your travel around that.

Further information will be forthcoming as we get closer to the meeting time. Please let me know if you need any further information. I am here to help in any way necessary. Here's to a great meeting!

Paula Noor  
850-391-3071

## Travel Reimbursement Form

Event: Chiefs for Change Meeting  
Location: Washington, DC  
Date: May 19, 2011

**Eligible Expenses:** The Foundation for Excellence in Education will reimburse eligible travel expenses, including:

1. Transportation including *one* of the following:
  - Coach airfare with a 14 day advanced purchase, plus cab fare to and from departure and arrival airports, or
  - Mid-size rental car plus gas, or
  - Mileage for use of personal car at 50 cents per mile (please attach mileage map, such as a Google directions map).
2. Lodging (N/A - already paid for by Foundation)
3. Other expenses, such as airline baggage fees, taxi fares, parking and meals.

Expenses	Total	Official Use Only
Airfare:		
Ground Transportation:		
Lodging: N/A - already paid for by Foundation		
Other:		
<b>Total</b>		

### Contact Information:

Name \_\_\_\_\_

Name on the reimbursement check, if different \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Please mail a completed form with receipts within 30 days of the event to:**

Foundation for Excellence in Education  
P.O. Box 10691  
Tallahassee, Florida 32302

Reimbursements will be made within 30 days of receiving a completed travel reimbursement form with receipts attached.

## Valliere, Georgette

---

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Thursday, April 28, 2011 2:24 PM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Angie Recker (angie@excelined.org); John Bailey; Deirdre Finn (dfinn@excelined.org); Fonda Anderson (fonda@excelined.org); Jaryn Emhof (jaryn@excelined.org); Mandy Clark (mandy@excelined.org); Christy Hovanetz (christyh@excelined.org); Matthew Ladner; Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Jospeh Morgan  
**Subject:** agenda and materials for Chiefs call tomorrow  
**Attachments:** 4-29-11 C4C Call Agenda.doc; Chiefs for Change ESEA Guiding Principle - short version 04.27.11.docx; Chiefs for Change ESEA Guiding Principles FINAL 04.27.11.pdf

Chiefs,

Attached is the agenda for the bi-weekly call tomorrow.

The call in number is: 850-391-3071/Passcode: 77084

Also, attached are two documents:

1. PDF of the Chiefs ESEA reauthorization guiding principles.  
*The only change from the approved version is changing the order of two principles: Leading with standards and closing with choice.*
2. Word document with a shortened version of the ESEA guiding principles.  
*In light of Fordham's recent reauthorization release, we are recommending you have a shortened version of the guiding principles for easier distribution.*

We are working on a press release for the reauthorization principles and will be sending it to you communications directors for review before any release is done.

Please let me know if you need anything before tomorrow's call.

Patricia



Foundation for  
**Excellence**  
in Education

**Chiefs for Change Conference Call**  
**Friday, April 29, 2011**  
**11:00am-12:00pm EST**  
**Agenda**

**Call-In Info: Number: 850-391-3071/Passcode: 77084**

- I. Update on the Hill – reauthorization in the House**
- II. Release of Reauthorization Principles**
- III. Review of upcoming meetings**
  - New Orleans – May 5-6, 2011**
  - Washington, DC – May 19, 2011**
  - Carpe Diem trips – May 4, 2011 and May 12, 2011**
  - Next Chiefs Call – May 13, 2011**

[www.ExcelinEd.org](http://www.ExcelinEd.org)

P.O. Box 10691 • Tallahassee, FL 32302 • (850) 391-4090 • (786) 664-1794 fax

The Foundation for Excellence in Education (FEE) is a 501(c)(3) organization. A copy of the official registration and financial information for FEE may be obtained from the Division of Consumer Services by calling toll-free 800-435-7352 within the state of Florida. FEE may use a percentage of your contribution to support required administrative costs, direct costs, and/or activities in support of education. Registration does not imply endorsement, approval, or recommendation by the state. Registration number is CH20082.

# Chiefs FOR CHANGE

## **Statement of Principles for Reauthorization of the Elementary and Secondary Education Act**

Education reform is a national priority and an economic necessity.

It has been nearly three decades since the National Commission on Excellence in Education issued "A Nation at Risk," a compelling report that sounded the alarm on the state of public education in America. Since then, we have spent billions of taxpayer dollars to improve our public schools. Yet American students have fallen behind their international peers in math and science, and our national achievement gap persists.

In 2001, Congress enacted the No Child Left Behind Act - landmark legislation that organized the nation around the imperative of providing an excellent education to every student. Reauthorization of this important law provides an opportunity to renew our commitment to America's children and transform education for the 21<sup>st</sup> century.

No Child Left Behind was historic both for its substance and the manner in which it was passed. President George W. Bush, the late Senator Ted Kennedy, and new House Speaker John Boehner shepherded the legislation to a bipartisan majority in both chambers. We believe that, when it comes to putting the needs of students' first, leaders on both sides of the aisle share common ground.

As education leaders in ten states, we share a common approach to improving the federal law. We encourage the Congress to consider the following principles as it moves forward reauthorizing the Elementary and Secondary Education Act.

## **Guiding Principles**

### **Federal law should incentivize rigorous academic standards.**

High standards must be the norm for all students across the nation. Every state must have rigorous academic standards and set a high standard for proficiency.

Congress should ensure states cannot dumb down standards, lower cut scores or otherwise manipulate accountability. Standards should be benchmarked against international standards and expectations should be measured against the highest achieving states and countries. In the interim, the National Assessment of Educational Progress (NAEP), which is administered in every state, should become one benchmark for evaluating state standards.

### **Federal law should encourage transparent and rigorous accountability.**

Individual student performance and progress must be the centerpiece of every school accountability system. By targeting individual student growth, schools will be motivated to help all children improve.

Congress should consider these elements in the federal accountability framework:

- **All Students, All Schools.** All schools - not just the lowest performing schools – are held accountable for the academic performance of all of its students.
- **Annual Assessments.** All schools must maintain annual assessments in reading and math to measure student performance and teacher effectiveness.
- **Student Gains.** Accountability should recognize annual growth or learning gains, in addition to achievement.
- **Clear and Differentiated Rankings for Schools.** Accountability should reflect the true range of performance, such as grading schools on a scale of A-F, rather than pass or fail.
- **Recognition of Different Levels of Success.** Accountability should incorporate tiered interventions based on school performance and progress with students. Many schools are making great progress with students, and they deserve recognition for their hard work and encouragement to achieve even greater success with students.
- **Disaggregated Student Data.** Schools should continue to disaggregate student achievement data and effectively use that data to inform real time instruction and interventions. All students must be held to the same high expectations.

### **Federal law should recognize and reward excellence.**

Accountability should not only be transparent and rigorous, it should also recognize and reward excellence. Teachers, schools, and districts must be recognized and rewarded for academic performance, increasing student achievement and closing achievement gaps.

Congress should ensure rewards for these accomplishments are achievable, which will encourage even greater student achievement. As schools and districts meet academic targets and raise student achievement, they should earn the right to have greater flexibility and autonomy, including funding flexibility, to leverage federal resources toward innovative reform and policies that put students first.

**Federal law should encourage states to replace failure with success.**

When schools persistently fail to meet standards, aggressive action must be taken to replace failure with success. States should intervene with urgency to turnaround chronically low-performing schools. Schools that fail to improve student performance should be closed. Ineffective teachers and leaders should be removed. And students and families should have more educational options.

Congress should encourage and empower all states to take these bold and necessary actions by reducing federal funding to the state when such action is not taken. Federal funding cannot be an entitlement for failure.

**Federal law should encourage and reward the recruitment and retention of excellent teachers and leaders.**

Highly effective teachers and leaders must be recruited, recognized, rewarded and supported based on their performance rather than certification or credentials. Teacher effectiveness should be based on student learning gains, as determined by valid educator evaluation systems. Effective teachers who increase student achievement should receive additional compensation through higher salaries, bonuses or both. Highly effective teachers should be offered incentives to work with student populations that have the greatest need. Employment decisions should be based on performance, not seniority.

Professional development must be closely linked with teacher evaluations. Addressing areas for growth revealed by enhanced evaluation systems should be the first priority. Highly effective teachers should be able to choose their own professional development opportunities that will improve and enhance their skills.

Congress should encourage and incentivize states and districts to reform their educator hiring, firing and compensation systems.

**Federal law should encourage viable options for all students.**

Every child – regardless of income, race or zip code – should have the opportunity to attend an excellent school. States should be incentivized to provide an expanded array of viable educational options for all students, including charter schools and digital learning opportunities.

Congress should overhaul federal education funding to empower individual students and their families, rather than simply continue to fund the system. Funding should follow the student and allow for parents to decide what is best for their child.

# Chiefs FOR CHANGE

## Guiding Principles for No Child Left Behind Reauthorization

Nearly three decades ago, the National Commission on Excellence in Education issued "A Nation at Risk," a compelling report that sounded the alarm on the state of public education in America. Since then, we have spent billions of taxpayer dollars to improve our public schools. Yet American students have fallen behind their international peers in math and science, and our national achievement gap persists.

In 2001, Congress enacted the No Child Left Behind Act - landmark legislation that organized the nation around the imperative of providing an excellent education to every student. Reauthorization of this important law provides an opportunity to renew our commitment to America's children and transform education for the 21<sup>st</sup> century.

One decade later, education reform is still a national priority and an economic necessity. Under our federalist system, each level of government plays a role in providing a quality education. In return for federal dollars, the President and U.S. Congress should set high expectations for students and schools. States should hold schools accountable for achieving those goals. School boards and superintendents should manage their fiscal and human capital resources effectively to ensure students are achieving.

As education leaders in ten states, we share a common approach to improving the federal law. We encourage the Congress to consider the following six principles as it moves forward with education legislation. The federal law should set high expectations and hold states and schools accountable for improving student performance and closing the achievement gap. The federal law should ensure that states:

- **Have transparent and rigorous accountability systems.**
- **Have high academic standards.**
- **Recognize and reward excellence.**
- **Replace failure with success.**
- **Provide viable options for students.**
- **Recruit, reward and retain excellent teachers and leaders.**

No Child Left Behind was historic both for its substance and the manner in which it was passed. President George W. Bush, the late Senator Ted Kennedy, and new House Speaker John Boehner shepherded the legislation to a bipartisan majority in both chambers. We believe that, when it comes to putting the needs of students' first, leaders on both sides of the aisle share common ground.

## **Guiding Principles for Reauthorization**

### **Every State Must Have High Academic Standards**

Every state must have rigorous academic standards and set a high standard for proficiency. We must set the bar high, benchmark against international standards, and measure expectations against the highest achieving states and countries. States must not dumb down standards, lower cut scores or otherwise manipulate accountability. High standards must be the norm for all students across the nation.

- **Common Core Standards.** States that adopt the common core standards should continue to work together on standards that are challenging, rigorous and ensure high school graduates are prepared for success in college and careers. States that do not adopt the common core standards should have standards that meet or exceed the common core.
- **Benchmark state standards to NAEP.** In the interim, the National Assessment of Educational Progress (NAEP) is administered in every state and should become one benchmark for evaluating state standards.

### **Every State Must Have Transparent and Rigorous Accountability**

Individual student performance and progress must be the centerpiece of every school accountability system. Many states and districts have data systems that track and measure individual student progress from year to year. By targeting individual student growth, we can motivate schools to help all children improve. The federal accountability framework should include these key elements:

- **Accountability for All Students.** All students must be held to the same high expectations. Schools and districts must ensure that all students reach their highest potential. All schools must continue to be held accountable for the academic performance and progress of all students, not just the lowest performing schools or bottom 5% of schools.
- **Maintain Annual Assessments.** All schools must continue annual assessments to measure student achievement and teacher effectiveness. Academic assessments should be sophisticated, rigorous, effectively measure student progress and provide useful and timely information to teachers and families.
- **Measure Student Gains.** School accountability should measure student growth from year to year. 100% proficiency must be our goal, and schools must be required to make continuous and meaningful improvement in student achievement over time, particularly with those students who are furthest behind.
- **Recognize Different Levels of Success.** School accountability should incorporate tiered interventions based on school performance and progress with students. Many schools are making great progress with students, and they deserve recognition for their hard work and encouragement to achieve even greater success with students.

- **Clear and Differentiated Rankings for Schools.** School rankings and annual report cards should categorize schools based on student outcomes. The current “pass/fail” options are insufficient and cannot distinguish or reward varying levels of school progress. AYP rankings should be replaced with straightforward and clear labels that recognize achievement levels, progress, and the closing of achievement gaps, such as grading schools on an A-F scale, like Florida, Indiana, Louisiana and other states.
- **Disaggregate Student Achievement Data.** Schools should continue to disaggregate student achievement data and effectively use that data to inform real time instruction and interventions. All students must be held to the same high expectations.

### **Every State Must Recognize and Reward Excellence**

Accountability should not only be transparent and rigorous, it should also recognize and reward excellence. High quality, effective teachers and leaders should be identified and rewarded with pay for performance, greater leadership opportunities and more autonomy.

- **Recognize and Reward Excellence.** Teachers, schools, and districts must be recognized and rewarded for academic performance, increasing student achievement and closing achievement gaps. Rewards for these accomplishments should be achievable, to encourage even greater student achievement.
- **Reward Progress with Flexibility.** As schools and districts meet academic targets and raise student achievement, they should earn the right to have greater flexibility and autonomy, including funding flexibility, to leverage federal resources toward innovative reform and policies that put students first.

### **Every State Should Replace Failure with Success**

Every child deserves an excellent education. When schools persistently fail to meet standards, we must act aggressively to replace failure with success. States should intervene with urgency to turnaround chronically low-performing schools. Schools that fail to improve student performance should be closed. Ineffective teachers and leaders should be removed. And students and families should have more educational options. Congress should encourage and empower all states to take these bold and necessary actions by reducing federal funding to the state when such action is not taken. Federal funding cannot be an entitlement for failure.

- **Intervene Now.** Intense interventions must be provided for chronically low-performing schools.
- **Close Schools.** Failing schools cannot be permitted to shuffle along the road to improvement; schools must show demonstrable and sustained improvement or face the possibility of closure.
- **Guarantee Options.** Students in failing schools should be given an unprecedented array of options, such as: public school choice (including re-constituted, new schools), charter schools, virtual learning, tax credit scholarships, scholarships for students with disabilities and scholarships for pre-K students. Each of these options should also be accountable for student learning.

- **Give Parents a Voice.** States must support parents as advocates for their children, by providing easy-to-understand information about school and teacher performance, and empowering parents through options such as school choice and what is known as the “parent trigger,” that allows parents to petition for dramatic changes at struggling schools.
- **Remove Ineffective Teachers and Leaders.** Every student deserves an excellent and effective teacher. Research shows that teachers are the most important factor in a child’s education. Ineffective teachers and leaders should be dismissed and replaced with quality educators.
- **Empower Change and Turnaround.** When it comes to failing schools, turnaround managers and school leaders must be liberated from the rigid strictures of collective bargaining agreements that prevent innovative and immediate changes to improving quality and raising student achievement.
- **Cut Red Tape.** Review and eliminate outdated and unnecessary education rules, regulations or long-standing practices that stifle problem solving and impede innovation.
- **Fund Accountability not Failure.** Funding should be directly linked to accountability. If schools or districts fail to meet accountability standards, empower state to assume control of federal funding and intervene. Funding and governance are critical leverage points to turnaround chronically low-performing schools and districts. States and districts that refuse to take action on failing schools should be subject to reduced federal funding.

## **Every State Must Create Systems to Recruit and Retain Excellent Teachers and Leaders**

We need a new compensation and support system that meets the modern-day needs of hiring, retaining and rewarding effective teachers and leaders for all students regardless of zip code. Congress should encourage and incentivize states and districts to reform their educator hiring, firing and compensation systems and condition employment on performance, not seniority.

- **Recruit and Reward Effective Teachers and Leaders.** Highly effective teachers and leaders must be recruited, recognized, rewarded and supported based on their performance rather than certification or credentials. Teacher effectiveness should be based on student learning gains, as determined by valid educator evaluation systems. Highly effective teachers should be offered incentives to work with student populations that have the greatest need.
- **Evaluate and Compensate Based on Results.** Teachers and leaders must be evaluated primarily on student learning data and growth. Effective teachers who increase student achievement should receive additional compensation through higher salaries, bonuses or both. Employment decisions should be based on performance, not seniority.

- **Invest in Teachers:** Professional development must be closely linked with teacher evaluations. The first priority of professional development should be to address areas for growth revealed by the new, enhanced evaluation systems based primarily on student learning and growth.
- **Empower Highly Effective Teachers.** Highly effective teachers should be able to choose their own professional development opportunities that will improve and enhance their skills, through such means as “professional development savings accounts” or other funding and regulatory flexibility.

### **Every State Must Provide Viable Options for All Students**

Every child – regardless of income, race or zip code – should have the opportunity to attend an excellent school. Congress should overhaul federal education funding to empower individual students and their families, rather than simply continue to fund the system.

- **Fund the Student, not the System.** Funding should follow the student and allow for parents to decide what is best for their child.
- **Create Options.** Incentivize states to provide an expanded array of viable educational options for all students, including charter schools and digital learning opportunities.
- **Customize Student Learning.** Prioritize funding and other policy incentives to enable rigorous, strategic and aligned digital learning options, specifically those that allow for a customized education for each student, such as blended learning models like Carpe Diem Academy in Arizona and the School of One in New York.
- **Recruit and Support Innovative Solutions.** Incentivize states to recruit and support creative, non-traditional problem solvers and educational entrepreneurs, such as high quality charter schools, The New Teacher Project, Wireless Generation and blended learning models.

Did NOT take this trip.

**Valliere, Georgette**

---

**From:** Paula Noor (Pnoor@afloridapromise.org) [Pnoor@afloridapromise.org]  
**Sent:** Thursday, April 28, 2011 5:16 PM  
**To:** Paula Noor (Pnoor@afloridapromise.org); Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josph Morgan  
**Cc:** Paula Noor (Pnoor@excelined.org); Patricia Levesque (patricia@excelined.org); Dani Su Bickley (Danisu@excelined.org)  
**Subject:** RE: Chiefs for Change Meeting on 5/19

Folks – if you are having trouble reserving the hotel room at the group rate quoted by using the number below (which is only available for the evening of 5/18), you can also call 800-266-9432, if necessary. I hope this helps!

**Paula Noor**  
**850-391-3071**

**From:** Paula Noor ([Pnoor@afloridapromise.org](mailto:Pnoor@afloridapromise.org))  
**Sent:** Thursday, April 28, 2011 1:48 PM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Bowen asst Georgette Valliere; Bowen Scheduler Sandra Moreau; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josph Morgan  
**Cc:** Paula Noor ([Pnoor@excelined.org](mailto:Pnoor@excelined.org)); Patricia Levesque ([patricia@excelined.org](mailto:patricia@excelined.org)); Dani Su Bickley ([Danisu@excelined.org](mailto:Danisu@excelined.org))  
**Subject:** Chiefs for Change Meeting on 5/19

Dear Chiefs Schedulers and Assistants:

The Chiefs for Change meeting is coming up quickly (May 19). Here is some information you need to know:

**LOCATION OF MEETING AND OVERNIGHT HOTEL FOR 5/18:**

JW Marriott  
1331 Pennsylvania Avenue NW  
Washington, DC 20004

Room rate of \$249 is available **ONLY UNTIL TOMORROW**, 4/29.

Ask for the group rate "Excellence in Education"

You can cancel up to 6pm the day of arrival, so everyone needs to book now and can cancel later if necessary

For reservations, please call 800-228-9290

You need to only hold the room under your credit card. Your credit card will not actually be billed for the room. The Foundation will pay for your room through a master account.

**TRAVEL RESERVATIONS:**

Please arrange your chief's travel. Air travel needs to be reserved and booked two weeks out for optimum value (no later than May 4). Expenses will be reimbursed after the meeting. Please use the attached Travel Reimbursement Form and mail back to the Foundation with original receipts within 30 days of the event.

**TIME OF MEETING:**

The current agenda has the meeting starting at 8:30am with a working breakfast, through a 12:30pm working lunch and an afternoon media avail. You can plan your travel around that.

Further information will be forthcoming as we get closer to the meeting time. Please let me know if you need any further information. I am here to help in any way necessary. Here's to a great meeting!

*Paula Noor*  
**850-391-3071**

## Valliere, Georgette

---

**From:** Paula Noor (Pnoor@afloridapromise.org) [Pnoor@afloridapromise.org]  
**Sent:** Friday, April 29, 2011 10:56 AM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josphah Morgan  
**Subject:** Please reply if your chief is or is not calling into the meeting at 11am eastern today.  
**Importance:** High

*Paula Noor  
850-391-3071*

## Valliere, Georgette

---

**Subject:** Chiefs for Change bi-weekly teleconference  
**Location:** CONFERENCE 850-391-3071 PASSCODE 77084

**Start:** Fri 4/29/2011 11:00 AM  
**End:** Fri 4/29/2011 12:00 PM  
**Show Time As:** Tentative

**Recurrence:** Weekly

**Meeting Status:** Not yet responded

**Organizer:** patricia@afloridapromise.org

**Importance:** High

Dear Chiefs for Change assistants,

I had polled you previously for a good time to have a standing bi-weekly chiefs call. Based upon the responses, it looks like bi-weekly calls at 11:00 am ET on Friday's works for most chiefs.

Again, we know issues come up and chiefs will not be able to make each call. But just holding this time on the calendar helps them get together for quick calls to catch up.

If ok with all of you can we start scheduling bi-weekly calls next week on April 29 at 11:00 am ET?

Unless we hear a lot of protests, Paula will send you all an invitation and get this on the chiefs' schedules asap.

Thanks,

Patricia

## Valliere, Georgette

---

**Subject:** Canceled: Chiefs for Change bi-weekly teleconference  
**Location:** CONFERENCE 850-391-0329 PASSCODE 84940

**Start:** Fri 4/29/2011 11:00 AM  
**End:** Fri 4/29/2011 12:00 PM  
**Show Time As:** Tentative

**Recurrence:** Weekly

**Meeting Status:** Not yet responded

**Organizer:** Patricia Levesque (patricia@afloridapromise.org)

**Importance:** High

**When:** Occurs every 2 weeks on Friday effective 4/29/2011 from 11:00 AM to 12:00 PM (GMT-05:00) Eastern Time (US & Canada).

**Where:** CONFERENCE 850-391-0329 PASSCODE 84940

**Note:** The GMT offset above does not reflect daylight saving time adjustments.

\*~\*~\*~\*~\*~\*~\*~\*~\*

Dear Chiefs for Change assistants,

I am sorry for the conference line confusion this morning. I have reserved a new and separate conference line for these calls, as noted above. Hopefully, we will not have the same issue again.

Thank you for your patience and understanding.

Paula

**Moreau, Sandra**

---

**From:** Moreau, Sandra  
**Sent:** Friday, April 29, 2011 11:04 AM  
**To:** Bowen, Stephen  
**Subject:** this afternoon's chiefs for change call

**Importance:** High

Hi Steve,

I received a call from Patricia Levesque's office inquiring whether or not you'll be on this afternoon's Chiefs for Change conference call. I told them you were at a conference and might be stepping out to participate. Is this something you're going to be able to do or should I tell them you're not available?

Thanks, Sandra

Info: CONFERENCE 850-391-3071 PASSCODE 77084

## Valliere, Georgette

---

**From:** Leona, Helene [helene.leona@doe.state.nj.us]  
**Sent:** Friday, April 29, 2011 11:23 AM  
**To:** Pnoor@afloridapromise.org; Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josphah Morgan  
**Subject:** RE: Please reply if your chief is or is not calling into the meeting at 11am eastern today.  
**Importance:** High

Paula -

Commissioner Cerf is trying to get on the call but the dial in number is incorrect. Every time we dial the number we get your voice mail. Please let me know the correct number so Commissioner can participate in the call. Thanks.

Helene Leona  
Office of the Commissioner  
(609) 292-1722  
[Helene.Leona@doe.state.nj.us](mailto:Helene.Leona@doe.state.nj.us)

**From:** Paula Noor ([Pnoor@afloridapromise.org](mailto:Pnoor@afloridapromise.org)) [<mailto:Pnoor@afloridapromise.org>]  
**Sent:** Friday, April 29, 2011 10:56 AM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Bowen asst Georgette Valliere; Bowen Scheduler Sandra Moreau; Leona, Helene; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Josphah Morgan  
**Subject:** Please reply if your chief is or is not calling into the meeting at 11am eastern today.  
**Importance:** High

*Paula Noor*  
850-391-3071

## Valliere, Georgette

---

**From:** Patricia Levesque (patricia@excelined.org) [patricia@excelined.org]  
**Sent:** Friday, April 29, 2011 12:54 PM  
**To:** Barresi, Janet; Bennett, Tony; Bowen, Stephen; Cerf, Chris; Gist, Deborah; Huffman, Kevin; Pastorek, Paul; Robinson, Gerard; Skandera, Hanna; Smith, Eric  
**Cc:** Fonda Anderson (fonda@excelined.org); John Bailey; Angie Recker (angie@excelined.org); Deirdre Finn (dfinn@excelined.org); Christy Hovanetz (christyh@excelined.org); Matthew Ladner <ladner55@gmail.com> (ladner55@gmail.com); Mandy Clark (mandy@excelined.org); Jaryn Emhof (jaryn@excelined.org); Todd Huston; Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicki Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Joseph Morgan  
**Subject:** summary of Chiefs' call  
**Attachments:** Chiefs for Change ESEA Guiding Principles FINAL 04.27.11.pdf; Chiefs for Change ESEA Guiding Principle - short version 04.27.11.docx

Chiefs,

Here is a summary of today's call.

### Update on reauthorization:

John Bailey has been in communication with House education committee staff. The House committee is planning on releasing at least 3 ESEA bills in late May:

- 1) Bill that provides flexibility with federal funds (would allow districts to reallocate funds as they see fit, except for Title I)
- 2) Bill to consolidate and eliminate federal programs
- 3) Bill to deal with charter schools

The House committee will deal with issues related to teacher effectiveness and accountability later.

Commissioner Huffman asked about Chiefs activities related to reauthorization since it appears that the House and Senate are so far apart. Should the chiefs spend more time on waiver policy.

General discussion that Chiefs should remain engaged/have a public presence on reauthorization and work behind the scenes on policy recommendations for federal waiver policy, so that Chiefs are ready to release their recommendations when it is clear that reauthorization has publicly stalled.

Secretary Skandera recommended that Chiefs work on a multi-state waiver policy -- if there is agreement, the chiefs would request the same waiver for all Chiefs for Change member/states. General consensus to work and discuss this at the May 19 meeting.

Re: waiver policy

Angie Recker will provide a draft of waiver principles for Chiefs to review/react for the May 19 meeting.

Re: reauthorization principles

Staff raised the issue on timing of release of the Chiefs reauthorization principles and on taking a second look at the principles to make sure they are tight, crisp and clear as to what federal action/non-action is being recommended. Staff has provided Chiefs with their original 5-page reauthorization guidelines as well as a shortened 2 ½ page document.

Chiefs agreed to review both docs with recs due to staff by Wednesday May 4.

Next Chiefs call is May 13, 11:0 ET.

**Next Chiefs in person meeting is May 19 in Washington, DC.**

**Chiefs assistant's have details on the meetings.**

# **Chiefs FOR CHANGE**

## **Guiding Principles for No Child Left Behind Reauthorization**

Nearly three decades ago, the National Commission on Excellence in Education issued “A Nation at Risk,” a compelling report that sounded the alarm on the state of public education in America. Since then, we have spent billions of taxpayer dollars to improve our public schools. Yet American students have fallen behind their international peers in math and science, and our national achievement gap persists.

In 2001, Congress enacted the No Child Left Behind Act - landmark legislation that organized the nation around the imperative of providing an excellent education to every student. Reauthorization of this important law provides an opportunity to renew our commitment to America’s children and transform education for the 21<sup>st</sup> century.

One decade later, education reform is still a national priority and an economic necessity. Under our federalist system, each level of government plays a role in providing a quality education. In return for federal dollars, the President and U.S. Congress should set high expectations for students and schools. States should hold schools accountable for achieving those goals. School boards and superintendents should manage their fiscal and human capital resources effectively to ensure students are achieving.

As education leaders in ten states, we share a common approach to improving the federal law. We encourage the Congress to consider the following six principles as it moves forward with education legislation. The federal law should set high expectations and hold states and schools accountable for improving student performance and closing the achievement gap. The federal law should ensure that states:

- **Have transparent and rigorous accountability systems.**
- **Have high academic standards.**
- **Recognize and reward excellence.**
- **Replace failure with success.**
- **Provide viable options for students.**
- **Recruit, reward and retain excellent teachers and leaders.**

No Child Left Behind was historic both for its substance and the manner in which it was passed. President George W. Bush, the late Senator Ted Kennedy, and new House Speaker John Boehner shepherded the legislation to a bipartisan majority in both chambers. We believe that, when it comes to putting the needs of students’ first, leaders on both sides of the aisle share common ground.

## **Guiding Principles for Reauthorization**

### **Every State Must Have High Academic Standards**

Every state must have rigorous academic standards and set a high standard for proficiency. We must set the bar high, benchmark against international standards, and measure expectations against the highest achieving states and countries. States must not dumb down standards, lower cut scores or otherwise manipulate accountability. High standards must be the norm for all students across the nation.

- **Common Core Standards.** States that adopt the common core standards should continue to work together on standards that are challenging, rigorous and ensure high school graduates are prepared for success in college and careers. States that do not adopt the common core standards should have standards that meet or exceed the common core.
- **Benchmark state standards to NAEP.** In the interim, the National Assessment of Educational Progress (NAEP) is administered in every state and should become one benchmark for evaluating state standards.

### **Every State Must Have Transparent and Rigorous Accountability**

Individual student performance and progress must be the centerpiece of every school accountability system. Many states and districts have data systems that track and measure individual student progress from year to year. By targeting individual student growth, we can motivate schools to help all children improve. The federal accountability framework should include these key elements:

- **Accountability for All Students.** All students must be held to the same high expectations. Schools and districts must ensure that all students reach their highest potential. All schools must continue to be held accountable for the academic performance and progress of all students, not just the lowest performing schools or bottom 5% of schools.
- **Maintain Annual Assessments.** All schools must continue annual assessments to measure student achievement and teacher effectiveness. Academic assessments should be sophisticated, rigorous, effectively measure student progress and provide useful and timely information to teachers and families.
- **Measure Student Gains.** School accountability should measure student growth from year to year. 100% proficiency must be our goal, and schools must be required to make continuous and meaningful improvement in student achievement over time, particularly with those students who are furthest behind.
- **Recognize Different Levels of Success.** School accountability should incorporate tiered interventions based on school performance and progress with students. Many schools are making great progress with students, and they deserve recognition for their hard work and encouragement to achieve even greater success with students.

- **Clear and Differentiated Rankings for Schools.** School rankings and annual report cards should categorize schools based on student outcomes. The current “pass/fail” options are insufficient and cannot distinguish or reward varying levels of school progress. AYP rankings should be replaced with straightforward and clear labels that recognize achievement levels, progress, and the closing of achievement gaps, such as grading schools on an A-F scale, like Florida, Indiana, Louisiana and other states.
- **Disaggregate Student Achievement Data.** Schools should continue to disaggregate student achievement data and effectively use that data to inform real time instruction and interventions. All students must be held to the same high expectations.

## **Every State Must Recognize and Reward Excellence**

Accountability should not only be transparent and rigorous, it should also recognize and reward excellence. High quality, effective teachers and leaders should be identified and rewarded with pay for performance, greater leadership opportunities and more autonomy.

- **Recognize and Reward Excellence.** Teachers, schools, and districts must be recognized and rewarded for academic performance, increasing student achievement and closing achievement gaps. Rewards for these accomplishments should be achievable, to encourage even greater student achievement.
- **Reward Progress with Flexibility.** As schools and districts meet academic targets and raise student achievement, they should earn the right to have greater flexibility and autonomy, including funding flexibility, to leverage federal resources toward innovative reform and policies that put students first.

## **Every State Should Replace Failure with Success**

Every child deserves an excellent education. When schools persistently fail to meet standards, we must act aggressively to replace failure with success. States should intervene with urgency to turnaround chronically low-performing schools. Schools that fail to improve student performance should be closed. Ineffective teachers and leaders should be removed. And students and families should have more educational options. Congress should encourage and empower all states to take these bold and necessary actions by reducing federal funding to the state when such action is not taken. Federal funding cannot be an entitlement for failure.

- **Intervene Now.** Intense interventions must be provided for chronically low-performing schools.
- **Close Schools.** Failing schools cannot be permitted to shuffle along the road to improvement; schools must show demonstrable and sustained improvement or face the possibility of closure.
- **Guarantee Options.** Students in failing schools should be given an unprecedented array of options, such as: public school choice (including re-constituted, new schools), charter schools, virtual learning, tax credit scholarships, scholarships for students with disabilities and scholarships for pre-K students. Each of these options should also be accountable for student learning.

- **Give Parents a Voice.** States must support parents as advocates for their children, by providing easy-to-understand information about school and teacher performance, and empowering parents through options such as school choice and what is known as the “parent trigger,” that allows parents to petition for dramatic changes at struggling schools.
- **Remove Ineffective Teachers and Leaders.** Every student deserves an excellent and effective teacher. Research shows that teachers are the most important factor in a child’s education. Ineffective teachers and leaders should be dismissed and replaced with quality educators.
- **Empower Change and Turnaround.** When it comes to failing schools, turnaround managers and school leaders must be liberated from the rigid strictures of collective bargaining agreements that prevent innovative and immediate changes to improving quality and raising student achievement.
- **Cut Red Tape.** Review and eliminate outdated and unnecessary education rules, regulations or long-standing practices that stifle problem solving and impede innovation.
- **Fund Accountability not Failure.** Funding should be directly linked to accountability. If schools or districts fail to meet accountability standards, empower state to assume control of federal funding and intervene. Funding and governance are critical leverage points to turnaround chronically low-performing schools and districts. States and districts that refuse to take action on failing schools should be subject to reduced federal funding.

## **Every State Must Create Systems to Recruit and Retain Excellent Teachers and Leaders**

We need a new compensation and support system that meets the modern-day needs of hiring, retaining and rewarding effective teachers and leaders for all students regardless of zip code. Congress should encourage and incentivize states and districts to reform their educator hiring, firing and compensation systems and condition employment on performance, not seniority.

- **Recruit and Reward Effective Teachers and Leaders.** Highly effective teachers and leaders must be recruited, recognized, rewarded and supported based on their performance rather than certification or credentials. Teacher effectiveness should be based on student learning gains, as determined by valid educator evaluation systems. Highly effective teachers should be offered incentives to work with student populations that have the greatest need.
- **Evaluate and Compensate Based on Results.** Teachers and leaders must be evaluated primarily on student learning data and growth. Effective teachers who increase student achievement should receive additional compensation through higher salaries, bonuses or both. Employment decisions should be based on performance, not seniority.

- **Invest in Teachers:** Professional development must be closely linked with teacher evaluations. The first priority of professional development should be to address areas for growth revealed by the new, enhanced evaluation systems based primarily on student learning and growth.
- **Empower Highly Effective Teachers.** Highly effective teachers should be able to choose their own professional development opportunities that will improve and enhance their skills, through such means as “professional development savings accounts” or other funding and regulatory flexibility.

### **Every State Must Provide Viable Options for All Students**

Every child – regardless of income, race or zip code – should have the opportunity to attend an excellent school. Congress should overhaul federal education funding to empower individual students and their families, rather than simply continue to fund the system.

- **Fund the Student, not the System.** Funding should follow the student and allow for parents to decide what is best for their child.
- **Create Options.** Incentivize states to provide an expanded array of viable educational options for all students, including charter schools and digital learning opportunities.
- **Customize Student Learning.** Prioritize funding and other policy incentives to enable rigorous, strategic and aligned digital learning options, specifically those that allow for a customized education for each student, such as blended learning models like Carpe Diem Academy in Arizona and the School of One in New York.
- **Recruit and Support Innovative Solutions.** Incentivize states to recruit and support creative, non-traditional problem solvers and educational entrepreneurs, such as high quality charter schools, The New Teacher Project, Wireless Generation and blended learning models.



## **Statement of Principles for Reauthorization of the Elementary and Secondary Education Act**

Education reform is a national priority and an economic necessity.

It has been nearly three decades since the National Commission on Excellence in Education issued “A Nation at Risk,” a compelling report that sounded the alarm on the state of public education in America. Since then, we have spent billions of taxpayer dollars to improve our public schools. Yet American students have fallen behind their international peers in math and science, and our national achievement gap persists.

In 2001, Congress enacted the No Child Left Behind Act - landmark legislation that organized the nation around the imperative of providing an excellent education to every student. Reauthorization of this important law provides an opportunity to renew our commitment to America’s children and transform education for the 21<sup>st</sup> century.

No Child Left Behind was historic both for its substance and the manner in which it was passed. President George W. Bush, the late Senator Ted Kennedy, and new House Speaker John Boehner shepherded the legislation to a bipartisan majority in both chambers. We believe that, when it comes to putting the needs of students’ first, leaders on both sides of the aisle share common ground.

As education leaders in ten states, we share a common approach to improving the federal law. We encourage the Congress to consider the following principles as it moves forward reauthorizing the Elementary and Secondary Education Act.

## **Guiding Principles**

### **Federal law should incentivize rigorous academic standards.**

High standards must be the norm for all students across the nation. Every state must have rigorous academic standards and set a high standard for proficiency.

Congress should ensure states cannot dumb down standards, lower cut scores or otherwise manipulate accountability. Standards should be benchmarked against international standards and expectations should be measured against the highest achieving states and countries. In the interim, the National Assessment of Educational Progress (NAEP), which is administered in every state, should become one benchmark for evaluating state standards.

### **Federal law should encourage transparent and rigorous accountability.**

Individual student performance and progress must be the centerpiece of every school accountability system. By targeting individual student growth, schools will be motivated to help all children improve.

Congress should consider these elements in the federal accountability framework:

- **All Students, All Schools.** All schools - not just the lowest performing schools – are held accountable for the academic performance of all of its students.
- **Annual Assessments.** All schools must maintain annual assessments in reading and math to measure student performance and teacher effectiveness.
- **Student Gains.** Accountability should recognize annual growth or learning gains, in addition to achievement.
- **Clear and Differentiated Rankings for Schools.** Accountability should reflect the true range of performance, such as grading schools on a scale of A-F, rather than pass or fail.
- **Recognition of Different Levels of Success.** Accountability should incorporate tiered interventions based on school performance and progress with students. Many schools are making great progress with students, and they deserve recognition for their hard work and encouragement to achieve even greater success with students.
- **Disaggregated Student Data.** Schools should continue to disaggregate student achievement data and effectively use that data to inform real time instruction and interventions. All students must be held to the same high expectations.

### **Federal law should recognize and reward excellence.**

Accountability should not only be transparent and rigorous, it should also recognize and reward excellence. Teachers, schools, and districts must be recognized and rewarded for academic performance, increasing student achievement and closing achievement gaps.

Congress should ensure rewards for these accomplishments are achievable, which will encourage even greater student achievement. As schools and districts meet academic targets and raise student achievement, they should earn the right to have greater flexibility and autonomy, including funding flexibility, to leverage federal resources toward innovative reform and policies that put students first.

### **Federal law should encourage states to replace failure with success.**

When schools persistently fail to meet standards, aggressive action must be taken to replace failure with success. States should intervene with urgency to turnaround chronically low-performing schools. Schools that fail to improve student performance should be closed. Ineffective teachers and leaders should be removed. And students and families should have more educational options.

Congress should encourage and empower all states to take these bold and necessary actions by reducing federal funding to the state when such action is not taken. Federal funding cannot be an entitlement for failure.

### **Federal law should encourage and reward the recruitment and retention of excellent teachers and leaders.**

Highly effective teachers and leaders must be recruited, recognized, rewarded and supported based on their performance rather than certification or credentials. Teacher effectiveness should be based on student learning gains, as determined by valid educator evaluation systems. Effective teachers who increase student achievement should receive additional compensation through higher salaries, bonuses or both. Highly effective teachers should be offered incentives to work with student populations that have the greatest need. Employment decisions should be based on performance, not seniority.

Professional development must be closely linked with teacher evaluations. Addressing areas for growth revealed by enhanced evaluation systems should be the first priority. Highly effective teachers should be able to choose their own professional development opportunities that will improve and enhance their skills.

Congress should encourage and incentivize states and districts to reform their educator hiring, firing and compensation systems.

### **Federal law should encourage viable options for all students.**

Every child – regardless of income, race or zip code – should have the opportunity to attend an excellent school. States should be incentivized to provide an expanded array of viable educational options for all students, including charter schools and digital learning opportunities.

Congress should overhaul federal education funding to empower individual students and their families, rather than simply continue to fund the system. Funding should follow the student and allow for parents to decide what is best for their child.

## **Valliere, Georgette**

---

**From:** Paula Noor (Pnoor@excelined.org) [Pnoor@excelined.org]  
**Sent:** Friday, April 29, 2011 2:24 PM  
**To:** Barresi asst Ginger Difalco; Bennett Scheduler Amy Miller; Valliere, Georgette; Moreau, Sandra; Cerf asst Helene Leona; Gist asst Angela Teixeira; Huffman asst Janice Mann; Pastorek asst Vicky Thomas; Robinson asst Emily Webb; Skandera asst Kristy Campbell; Smith asst Nyla Benjamin; Smith Scheduler Jospeh Morgan  
**Cc:** Patricia Levesque (patricia@excelined.org); Deirdre Finn (dfinn@excelined.org)  
**Subject:** SO SORRY!!!!  
  
**Importance:** High

Folks – as with everything electronic today, it seems my computer has blown up and sent a million meeting notices and cancellations for the bi-weekly chiefs call. I am so very sorry. We are trying to correct this problem as I type. Please just delete any notices you receive today for the chiefs call and we will try to reschedule the recurring call on Monday for Friday's at the same time (with a different phone in number). Again, please pass along my sincere apologies to your bosses and apologies to you also.

*Paula Noor*  
**850-391-3071**