

Virginia M. Barry, Ph.D.  
Commissioner of Education  
Tel. 603-271-3144



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PB  
Paul Leather  
Deputy Commissioner of Education  
Tel. 603-271-3801

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF EDUCATION  
101 Pleasant Street  
Concord, N.H. 03301  
FAX 603-271-1953  
Citizens Services Line 1-800-339-9900

January 3, 2017

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

1. Authorize the Department of Education, Division of Educational Improvement to enter into a contract with Southern New Hampshire University, Manchester, NH (Vendor Code 177206) in an amount not to exceed \$50,000.00, to support the Title IIA State Agency for Higher Education (SAHE) initiative for Improving Teaching Quality by providing Science, Technology, Engineering, Arts and Mathematics (STEAM) Middle School Teacher Professional Development, effective upon the date of Governor and Council approval through September 30, 2017. 100% Federal Funds

Funding is available in the account entitled Title II Prof Develop as follows:

	<u>FY 17</u>
06-56-56-563010-21830000-082-500599 Education Grants	\$50,000.00

2. Subject to Governor and Council approval, authorize the Department of Education to exercise a renewal option on this contract for up to one additional fiscal year, subject to the contractor's acceptable performance of the terms therein.

**EXPLANATION**

A Request for Proposals was developed and posted on the Department website on August 2, 2016 and in the Union Leader on August 8-10, 2016. The deadline for receipt of proposals was August 26, 2016. Two proposals were received, reviewed and rated by an evaluation team (see Attachment A). The team consisted of two Education Consultants and two Professors. They have recommended that both proposals be brought forward for approval. Southern New Hampshire University submitted one of the proposals.

SAHE projects must increase teachers' knowledge of core academic subjects and instructional strategies, to maximize achievement for all students. The Federal government has established strict criteria for awarding sub-grants to eligible partnerships. An eligible partnership must be comprised of at least (1) one institution of higher education (IHE) including its division that

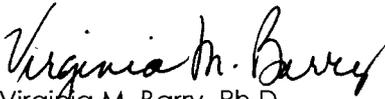
His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
January 3, 2017  
Page 2 of 2

prepares teachers and principals, (2) one school of arts and sciences, and (3) one high-need local education agency (LEA). The partnerships must use the funds to conduct professional development activities in core academic subjects to ensure that teachers, highly qualified paraprofessionals, and principals have a deep understanding of content and computer-related technology to enhance instruction.

This contract would specifically support the creation and program of professional development that builds pre- and in-service teacher's instructional skills in creating STEAM learning experiences that (1) engage a diverse audience (2) are experiential and authentic and (3) are data-driven and research-based. The program will specifically increase teachers' STEAM specialized content knowledge, interest, self-efficacy and STEAM career awareness.

In the event that Federal Funds no longer become available, General Funds will not be requested to support this project.

Respectfully submitted,

  
Virginia M. Barry, Ph.D.  
Commissioner of Education

VMB:emr

ATTACHMENT A

Scorers/proposa	SNHU	KSU	Scorer Name	Scorer Role	Scorer Expertise
Scorer 1	49	91	Alana Mosley, PhD	Professor, Franklin Pierce	Professor, Education Department, Behavioral Science Division
Scorer 2	32	100	Kelly Untiet	Consultant, Office of Student Wellness	Communications Coordinator
Scorer 3	42	100	Michele Myler	Consultant, Office of Student Wellness	Coordinator of the Safe Schools, Healthy Students project
Scorer 4	97	90	Cynthia Lucero	Professor, NH Technical Institute	Professor, Teacher Education & Coordinator of Field Experiences
Average	55	95.25			

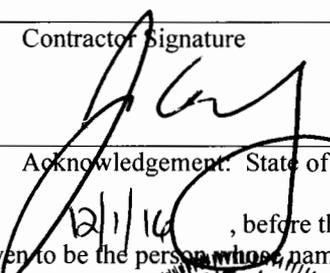
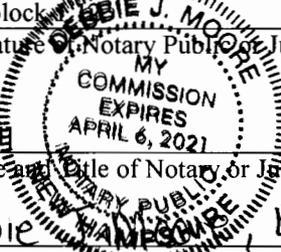
Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name NH Department of Education		1.2 State Agency Address 101 Pleasant Street, Concord, NH 03301	
1.3 Contractor Name Southern New Hampshire University		1.4 Contractor Address 2500 North River Road, Manchester, NH 03106-1045	
1.5 Contractor Phone Number 603-645-9695	1.6 Account Number See Exhibit B	1.7 Completion Date September 30, 2017	1.8 Price Limitation \$50,000.00
1.9 Contracting Officer for State Agency Ashley Frame, Education Consultant, Bureau of Integrated Programs		1.10 State Agency Telephone Number 603-271-6579	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory <b>Joseph A. Sergi</b> <b>EVP, Finance &amp; Administration</b>	
1.13 Acknowledgement: State of <u>New Hampshire</u> County of <u>Hillsborough</u> On <u>12/1/16</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or Justice of the Peace  [Seal] <u>Debbie J Moore</u>			
1.13.2 Name and Title of Notary or Justice of the Peace <u>Debbie J Moore</u> , Executive Assistant to CFO			
1.14 State Agency Signature <u>Virginia M Barry</u> Date:		1.15 Name and Title of State Agency Signatory <b>VIRGINIA M BARRY</b> <b>COMMISSIONER OF EDUCATION</b>	
1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable) By: _____ Director, On: _____			
1.17 Approval by the Attorney General (Form, Substance and Execution) (if applicable) By: <u>E. Melatye</u> On: <u>12/16/16</u>			
1.18 Approval by the Governor and Executive Council (if applicable) By: _____ On: _____			

**2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.18, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.14 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

**5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.**

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

**6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.**

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. This may include the requirement to utilize auxiliary aids and services to ensure that persons with communication disabilities, including vision, hearing and speech, can communicate with, receive information from, and convey information to the Contractor. In addition, the Contractor shall comply with all applicable copyright laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this

Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

## 8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

## 9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.

9.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

**10. TERMINATION.** In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

**11. CONTRACTOR'S RELATION TO THE STATE.** In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

**12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.** The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice and consent of the State. None of the Services shall be subcontracted by the Contractor without the prior written notice and consent of the State.

**13. INDEMNIFICATION.** The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

## 14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.



**EXHIBIT A**  
**SCOPE OF SERVICES**

Southern New Hampshire University will provide the following services to the New Hampshire Department of Education effective upon Governor and Council approval through September 30, 2017:

**Project Coordination**

- work to secure financial commitments from the New Hampshire business community, foundation grants and other financial resources for STEAM Ahead NH.
- continue coordinating an ongoing partnership with MIT on **Coding Across the Curriculum**.
- work during the 2016-2017 school year with MIT and New Hampshire higher education partners on follow-up professional development and implementation during the 2016-2017 academic year.
- coordinate, in association with the Greater Manchester Chamber of Commerce, the expansion of business relationships for a strong career exploration strand, including job shadowing, internships, externships and guest speakers (McLaughlin and West STEAM students) from local and regional business leaders for students to explore what jobs and skills are needed in New Hampshire and how they can best prepare to step into these jobs in the future.
- coordinate a *Tuesday Talk* (similar to Ted Talk) for students at Manchester West in the following fields: agriculture, media, building/construction, education, energy, engineering, fashion, business/finance, health sciences, hospitality/tourism, innovation technology, computer science, manufacturing, marketing/sales, public services, transportation and others. He will also collaborate with the McLaughlin STEAM teachers to develop a similar program.
- coordinate the purchase of program materials and supplies.

**Project Evaluation**

- conduct the external program evaluation.

**Professional Development**

- design and run a 10-day professional development program during the 2016-2017 academic year along with 2 professional institute days during the summer.

  
A  
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**EXHIBIT B  
BUDGET**

Project Coordination (STEAM Ahead Project Director)	\$25,000.00
Project Evaluation	5,000.00
Professional Development	10,000.00
Program Materials and Supplies (teacher resources and equipment)	6,000.00
Overhead & Grant Oversight (SNHU overhead)	4,000.00
<b>Total</b>	<b>\$50,000.00</b>

**Limitation on Price:** Upon mutual agreement between the state contracting officer and the contractor, line items in this budget may be adjusted one to another, but in no case shall the total budget exceed the price limitation of \$50,000.00.

**Funding Source:** Funding for this contract is 100% Federal Funds from the account titled Title II Prof Develop as follows:

**FY 17**

06-56-56-563010-21830000-082-500599	\$50,000.00
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**Method of Payment:** Payment is to be made monthly on the basis of invoices which are supported by a summary of activities that have taken place in accordance with the terms of the contract, along with a detailed listing of expenses incurred. If otherwise correct and acceptable, payment will be made for 100% of the expenditures listed. Invoices and reports shall be submitted to:

Ashley Frame  
Bureau of Integrated Programs  
NH Department of Education  
101 Pleasant Street  
Concord, NH 03301

Contractor Initial   
Date 12/1/16

**Exhibit C**

Subject to Governor and Council approval, authorize the Department of Education to include a renewal option on this contract for up to one additional fiscal year, subject to the contractor's acceptable performance of the terms therein, and pending legislative approval of the next biennium budget.

  
12/11/16

## Corporate By-Laws and Delegated Authority

I, R. Yvette Clark, General Counsel, **herby certify** that I am the duly elected Assistant Clerk/Secretary (Name) of Southern New Hampshire University. I hereby certify the following is a true statement regarding the Corporate By-Laws of Southern New Hampshire University (Name of Corporation) having been duly adopted by the Board. The Corporate By-Laws read as follows and allow delegated contracting authority as adopted by University Policy.

### **ARTICLE VII. Special Corporate Acts.**

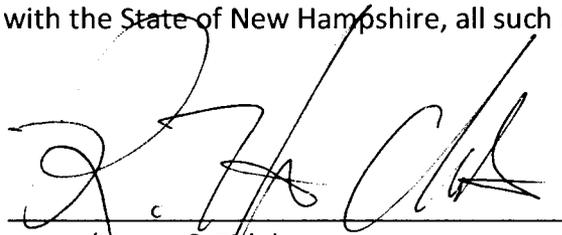
**Section 1. Execution of Written Instruments.** Contracts, deeds, documents and instruments shall be executed by the President or Treasurer under the seal of the University affixed and attested by the Secretary unless (a) the board shall designate another person/and or procedure for execution in a particular situation, (b) the President shall designate a member of the University's Senior Management Team as executor in a particular situation, or (c) in accordance with such policies and procedures as approved by the President.

Pursuant to the Corporate By-Laws, the University Delegated Authorities Policy was approved by the President effective September 1, 2014 and continues through the present. Pursuant to said Policy, Joseph Sergi, Chief Financial Officer, is duly authorized to enter into contracts or agreements up to \$5M on behalf of Southern New Hampshire University with the State of New Hampshire and any of its agencies or departments.

I **hereby certify** that said Delegated Authorities Policy pursuant to the Corporate By-Laws has not been amended or repealed and remains in full force and effect as of the date of the contract to which this certificate is attached. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.

DATED: 12/1/16

ATTEST:

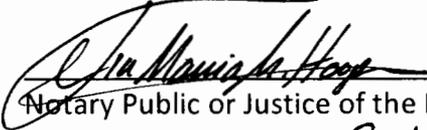
  
\_\_\_\_\_  
(Name & Title)

State of New Hampshire

County of Hillsborough

Subscribed and sworn to (or affirmed) before me this 1 day of December, 2016 by

R. Yvette Clark  
Name of Clerk/Secretary

  
Notary Public or Justice of the Peace  
My commission expires September 7, 2021  
**TIA MARIA M. HOOPER**  
Notary Public - New Hampshire  
My Commission Expires September 7, 2021

(Seal)

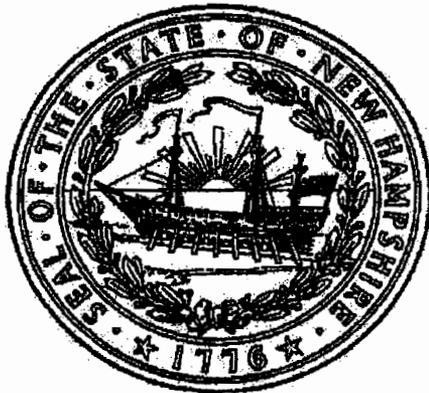
# State of New Hampshire

## Department of State

### CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that SOUTHERN NEW HAMPSHIRE UNIVERSITY is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on August 21, 1968. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 63841



IN TESTIMONY WHEREOF,  
I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 18th day of November A.D. 2016.

A handwritten signature in black ink, appearing to read "William M. Gardner".

William M. Gardner  
Secretary of State



**BOARD OF TRUSTEE MEMBER LISTING  
2016 – 2017**

TRUSTEE	BUSINESS ADDRESS	HOME ADDRESS
<p><b>Mark A. Ouellette '77</b> Chairman of the Board</p> <p>Spouse: Lisa Assistant: Tomomi Melton 203-351-7779 <a href="mailto:Tomomi.melton@pb.com">Tomomi.melton@pb.com</a></p>	<p>SVP Global Sales Operations Pitney Bowes 3001 Summer Street, 7<sup>th</sup> Floor Stamford, CT 06926 203-351-6450 Fax: 203-460-3550 <a href="mailto:mark.ouellette@pb.com">mark.ouellette@pb.com</a></p>	<p>*114 Gillotti Road New Fairfield, CT 06812 Home: 203-746-2916 Cell: 914-494-6915 <a href="mailto:maouellette12@gmail.com">maouellette12@gmail.com</a></p>
<p><b>Paul J. LeBlanc (Dr.)</b> President/CEO</p> <p>Spouse: Pat Findlen Assistant: Lisa Jennings 603-645-9770 <a href="mailto:l.jennings@snhu.edu">l.jennings@snhu.edu</a></p>	<p>*President Southern New Hampshire University 2500 North River Road Manchester, NH 03106-1045 603-645-9631 Fax: 603-645-9717 <a href="mailto:p.leblanc@snhu.edu">p.leblanc@snhu.edu</a></p>	<p>66 Highcrest Road Manchester, NH 03104 Home: 603-232-4648 Cell: 603-264-4025</p>
<p><b>Janet E. Breslin-Smith (Dr.)</b></p> <p>Spouse: James B. Smith</p>	<p>President Crosswinds Strategic Consulting 202-249-9268 <a href="mailto:janetbreslinsmith@gmail.com">janetbreslinsmith@gmail.com</a></p>	<p>*33 Woodmeadow Drive Salem, NH 03079 Home: 603-458-7969 Cell: 603-327-7575 DC Home: 3210 Tennyson St., NW Washington DC 20015</p>
<p><b>Howard Brodsky</b></p> <p>Spouse: Joan Assistant: Cheryl Newcombe 603-626-2194 <a href="mailto:cnewcombe@ccaglobal.com">cnewcombe@ccaglobal.com</a></p>	<p>*Chairman and CEO CCA Global Partners 670 Commercial Street Manchester, NH 03101 603-626-2102 <a href="mailto:hbrodsky@ccaglobal.com">hbrodsky@ccaglobal.com</a></p>	<p>1277 Chestnut Street Manchester, NH 03104 Home: 603-647-4322 Cell: 603-540-7035</p>
<p><b>Robert Allan Freese '89</b> Rob Secretary to the Board</p>	<p>*SVP Marketing Globe Manufacturing Company, LLC 37 Loudon Road Pittsfield, NH 03263 603-435-1403 Fax: 603-435-6388 <a href="mailto:robfglobefiresuits.com">robfglobefiresuits.com</a></p>	<p>45 Russet Drive Pittsfield, NH 03263 Home: 603-435-7614 Cell: 603-496-1670 4th gen. owner Globe Manufacturing</p>
<p><b>Lisa Guertin</b></p> <p>Spouse: Russ Assistant: Teresa Aldridge 603-541-2002 <a href="mailto:teresa.aldrige@anthem.com">teresa.aldrige@anthem.com</a></p>	<p>*President Anthem Blue Cross Blue Shield 1155 Elm Street, Suite 200 Manchester, NH 03101-1505 603-541-2071 Fax: 603-541-2266 <a href="mailto:Lisa.Guertin@anthem.com">Lisa.Guertin@anthem.com</a></p>	<p>115 Long Hill Road Hollis, NH 03049 Home: 603-465-6222 Cell: 603-321-0071</p>

TRUSTEE	BUSINESS ADDRESS	HOME ADDRESS
<p><b>André Hawaux '92</b></p> <p>Spouse: Rita Assistant: Tracy Paxinos 724-273-5683 <a href="mailto:Tracy.Paxinos@dcsbg.com">Tracy.Paxinos@dcsbg.com</a></p>	<p>EVP and COO Dick's Sporting Goods 345 Court Street Coraopolis, PA 15108 724-273-3311 Fax: 724-227-2250 <a href="mailto:Andre.hawaux@dcsbg.com">Andre.hawaux@dcsbg.com</a></p>	<p>*1417 Scarlett Ridge Drive Pittsburgh, PA 15237 Home: 412-367-7067 Cell: 412-295-6205 8960 Bay Colony Drive, Unit 902 Naples, FL 34108 Florida Home: 239-566-1937</p>
<p><b>Winnie Lerner</b></p> <p>Spouse: Rob</p>	<p>Managing Director/Head of NY Office GPG - The Glover Park Group 121 East 24th Street, 10th Floor New York, NY 10010 646-495-2700 <a href="mailto:wlerner@gpg.com">wlerner@gpg.com</a></p>	<p>*43 E 20th Street #4 New York City, NY 10003 Home: Cell: 917- 375-5652 <a href="mailto:winnie.lerner@gmail.com">winnie.lerner@gmail.com</a></p>
<p><b>Rick Loeffler</b></p> <p>Spouse: Maureen</p>	<p>Founder and Former Owner/CEO Shorty's Management Group</p> <p>Hospitality Consultant</p>	<p>*69 Kensington Lane Bedford, NH 03110 Home: 603-627-8438 Cell: 603-620-6339 <a href="mailto:freddyquest7@gmail.com">freddyquest7@gmail.com</a></p>
<p><b>Lisa Marsh Ryerson</b> SNHU Honorary PhD – May 2015</p> <p>Spouse: George E. Farenthold Assistant: Sandra Ashford 202-434-6100 <a href="mailto:sashford@aarp.org">sashford@aarp.org</a></p>	<p>President AARP Foundation 601 E Street NW Washington, DC 20049 202-434-6100 <a href="mailto:lryerson@aarp.org">lryerson@aarp.org</a></p>	<p>*4501 Connecticut Avenue NW, #418 Washington, DC 20008 Cell: 315-246-6399 <a href="mailto:lryerson3@gmail.com">lryerson3@gmail.com</a> - Preferred</p>
<p><b>Arthur W. Sullivan</b></p> <p>Partner: Lisa Dougherty Assistant: Denise Rees 603-622-6223 <a href="mailto:drees@bradysullivan.com">drees@bradysullivan.com</a></p>	<p>*Principal Owner Brady Sullivan Properties 670 N. Commercial Street, Suite 303 Manchester, NH 03101 603-622-6223 Fax: 603-622-7342 <a href="mailto:asullivan@bradysullivan.com">asullivan@bradysullivan.com</a></p>	<p>751 River Road Manchester, NH 03104 Cell: 603-321-0909</p>
<p><b>Ed Wolak '74</b></p> <p>Spouse: Debby Assistant: Beth Giesler 207-797-7600 X102 <a href="mailto:Beth.giesler@wolakgroup.com">Beth.giesler@wolakgroup.com</a></p>	<p>President/CEO - The Wolak Group Dunkin Donuts Plaza 65 Gray Road, Box 4 Falmouth, ME 04105 207-797-7600 x101 Fax: 207-797-7977 <a href="mailto:ed.wolak@wolakgroup.com">ed.wolak@wolakgroup.com</a></p>	<p>*4 Deake Street South Portland, ME 04106 Cell: 207-450-3865</p>
<p><b>Peter R. Worrell</b></p> <p>Spouse: Dr. Karen K. Worrell Assistant: Alyssa L. Erhartic 603-766-2945 <a href="mailto:aerhartic@bigelowllc.com">aerhartic@bigelowllc.com</a></p>	<p>*Managing Director/CEO Bigelow LLC; 1 Harbour Place Portsmouth, NH 03801 603-766-2928 <a href="mailto:pworrell@bigelowllc.com">pworrell@bigelowllc.com</a></p>	<p>15 Steamboat Lane PO Box 558 New Castle, NH 03854-0558 Cell: 617-366-7365</p>
<p><i>*Preferred Mailing Address</i></p>		<p><b>Revised: October 2016</b></p>



**SOUTHERN NEW HAMPSHIRE UNIVERSITY**

**Consolidated Financial Statements**

**June 30, 2016**

**(with comparative information for June 30, 2015)**

**(With Independent Auditors' Report Thereon)**



**KPMG LLP**  
Two Financial Center  
60 South Street  
Boston, MA 02111

## **Independent Auditors' Report**

The Board of Trustees  
Southern New Hampshire University:

We have audited the accompanying consolidated financial statements of Southern New Hampshire University (the University), which comprise the consolidated statement of financial position as of June 30, 2016, and the related consolidated statements of activities and cash flows for the year ended, and the related notes to the consolidated financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditors' Responsibility***

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Opinion***

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Southern New Hampshire University as of June 30, 2016, the changes in their net assets and their cash flows for the year ended in accordance with U.S. generally accepted accounting principles.



***Report on Summarized Comparative Information***

We have previously audited the University's 2015 consolidated financial statements, and expressed an unmodified audit opinion on those audited consolidated financial statements in our report dated October 6, 2015. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2015 is consistent, in all material respects, with the audited consolidated financial statements from which it was derived.

**KPMG LLP**

October 3, 2016

**SOUTHERN NEW HAMPSHIRE UNIVERSITY**

Consolidated Statements of Financial Position

June 30, 2016

(with comparative information as of June 30, 2015)

Assets	2016	2015
Cash and cash equivalents	\$ 135,542,866	124,792,908
Short-term investments	39,986,400	—
Student accounts receivable, net	3,511,835	10,075,743
Other assets, net	74,030,520	9,103,897
Deposits with trustees	63,695,223	33,340,624
Long-term investments, at fair value	77,005,338	74,832,812
Property and equipment, net	156,300,025	147,245,662
Total assets	\$ 550,072,207	399,391,646
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued expenses	\$ 56,587,771	39,587,267
Student deposits and advance payments	68,994,798	16,117,369
Bonds payable, net	159,944,234	127,823,948
Refundable advances – U.S. government grants	3,135,738	3,486,425
Total liabilities	288,662,541	187,015,009
Net assets:		
Unrestricted	236,179,195	189,852,911
Temporarily restricted	5,192,828	6,229,083
Permanently restricted	20,037,643	16,294,643
Total net assets	261,409,666	212,376,637
Total liabilities and net assets	\$ 550,072,207	399,391,646

See accompanying notes to consolidated financial statements.

**SOUTHERN NEW HAMPSHIRE UNIVERSITY**

Consolidated Statements of Activities

Year ended June 30, 2016

with summarized information for 2015)

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>2016</u>	<u>2015</u>
<b>Operating:</b>					
<b>Revenues and other support:</b>					
Tuition and fees	\$ 551,031,040	—	—	551,031,040	470,421,605
Residence and dining	21,674,712	—	—	21,674,712	20,541,114
Less student financial aid	<u>(48,182,526)</u>	<u>—</u>	<u>—</u>	<u>(48,182,526)</u>	<u>(49,417,170)</u>
Tuition and fees, net	524,523,226	—	—	524,523,226	441,545,549
Other auxiliary enterprises	1,890,804	—	—	1,890,804	1,989,722
Contributions	141,468	246,041	—	387,509	469,632
Grants and contracts	2,867,918	25,000	—	2,892,918	2,103,050
Other interest income	110,792	—	—	110,792	1,611,384
Other income	<u>2,534,360</u>	<u>—</u>	<u>—</u>	<u>2,534,360</u>	<u>1,814,056</u>
Total operating revenues	532,068,568	271,041	—	532,339,609	449,533,393
Net assets released from restrictions	<u>975,960</u>	<u>(975,960)</u>	<u>—</u>	<u>—</u>	<u>—</u>
Total operating revenues and other support	<u>533,044,528</u>	<u>(704,919)</u>	<u>—</u>	<u>532,339,609</u>	<u>449,533,393</u>
<b>Expenses:</b>					
<b>Education and general:</b>					
Instruction	89,588,069	—	—	89,588,069	76,310,367
Academic support	86,399,051	—	—	86,399,051	68,212,179
Student services	202,507,799	—	—	202,507,799	167,750,607
Institutional support	79,248,363	—	—	79,248,363	55,156,425
Auxiliary enterprises	<u>24,105,802</u>	<u>—</u>	<u>—</u>	<u>24,105,802</u>	<u>20,490,949</u>
Total operating expenses	<u>481,849,084</u>	<u>—</u>	<u>—</u>	<u>481,849,084</u>	<u>387,920,527</u>
Increase (decrease) in net assets from operations	<u>51,195,444</u>	<u>(704,919)</u>	<u>—</u>	<u>50,490,525</u>	<u>61,612,866</u>
<b>Nonoperating:</b>					
Contributions for long-term investment	—	793,741	3,743,000	4,536,741	2,738,935
Investment return, net	(2,000,890)	(1,125,077)	—	(3,125,967)	(1,241,301)
Loss on extinguishment of debt	—	—	—	—	(1,899,726)
Other	<u>(2,868,270)</u>	<u>—</u>	<u>—</u>	<u>(2,868,270)</u>	<u>(738,023)</u>
(Decrease) increase from nonoperating activity	<u>(4,869,160)</u>	<u>(331,336)</u>	<u>3,743,000</u>	<u>(1,457,496)</u>	<u>(1,140,115)</u>
Increase (decrease) in net assets	46,326,284	(1,036,255)	3,743,000	49,033,029	60,472,751
Net assets at beginning of year	<u>189,852,911</u>	<u>6,229,083</u>	<u>16,294,643</u>	<u>212,376,637</u>	<u>151,903,886</u>
Net assets at end of year	<u>\$ 236,179,195</u>	<u>5,192,828</u>	<u>20,037,643</u>	<u>261,409,666</u>	<u>212,376,637</u>

See accompanying notes to consolidated financial statements.

**SOUTHERN NEW HAMPSHIRE UNIVERSITY**

Consolidated Statements of Cash Flows

Year ended June 30, 2016

(with comparative information as of June 30, 2015)

	<u>2016</u>	<u>2015</u>
Cash flows from operating activities:		
Increase in net assets	\$ 49,033,029	60,472,751
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation and amortization expense	12,735,450	9,909,240
Realized and unrealized loss on investments, net	3,052,262	2,223,497
Loss on disposal of property and equipment	1,972,130	57,459
Contributions for long-term investments	(3,743,000)	(2,738,935)
Loss on extinguishment of debt	—	1,899,726
Change in other receivables	(59,471,321)	15,643,337
Change in student deposits and advance payments	52,877,429	3,336,453
Change in operating assets	262,949	(4,053,647)
Change in operating liabilities	12,001,931	(5,155,228)
Net cash provided by operating activities	<u>68,720,859</u>	<u>81,594,653</u>
Cash flows from investing activities:		
Purchase of property and equipment	(19,227,600)	(21,959,889)
Proceeds from sales of property and equipment	13,275	13,000
Purchase of investments	(101,750,267)	(21,099,979)
Proceeds from sale of investments	56,539,079	19,762,763
Change in deposits with trustees	(30,354,599)	(5,538,245)
Issuance of Perkins loans	—	(444,938)
Repayment of Perkins loans	845,657	1,003,739
Net cash used in investing activities	<u>(93,934,455)</u>	<u>(28,263,549)</u>
Cash flows from financing activities:		
Payments on bonds payable	(2,858,000)	(55,456,000)
Proceeds from issuance of bonds payable, net of costs of issuance	35,429,241	66,348,000
Change in refundable advances – U.S. Government grants	(350,687)	152,103
Contributions for long-term investments	3,743,000	2,738,935
Net cash provided by financing activities	<u>35,963,554</u>	<u>13,783,038</u>
Net increase in cash and cash equivalents	10,749,958	67,114,142
Cash and cash equivalents at beginning of year	<u>124,792,908</u>	<u>57,678,766</u>
Cash and cash equivalents at end of year	\$ <u>135,542,866</u>	<u>124,792,908</u>
Supplemental disclosure:		
Increase in accounts payable from capital acquisitions	\$ 4,907,820	1,613,676

See accompanying notes to consolidated financial statements.

# Robert A. Baines

## EMPLOYMENT:

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<b>Executive Director</b> STEAM Ahead NH	2013- Present
<b>Director of Community Relations</b> Dyn	2014 – 2016
<b>President</b> Chester College of New England	2007 – 2013
<b>Executive-in-Residence</b> Southern New Hampshire University	2006 - 2007
<ul style="list-style-type: none"><li>• School of Education: Assisting in the development of state-wide dual enrollment program</li><li>• Business Partnerships: Facilitator in support of Corporate Liaison Coordinator to develop business relationships with the University</li><li>• Special Projects: Assist the University with the coordination and development of special projects</li><li>• Adjunct Faculty: Political Science</li></ul>	
<b>Mayor of Manchester, NH</b>	2000-2006
<ul style="list-style-type: none"><li>• Chief Executive Officer: FY06 Budget \$331.2M</li><li>• \$105 million design-build school construction and renovation project</li><li>• Riverfront Development Project (minor league baseball team, new stadium, hotel and condominiums)</li><li>• Highest bond rating (AA+) in city's history</li><li>• City rated Number 21 of all cities in America for "business- friendly" environment by INC Magazine</li><li>• Workforce and senior housing initiatives</li><li>• Construction of \$3 million Senior Activity Center and \$30 million water treatment plant</li><li>• Standard and Poors recognition as one of six cities in America that "beat the recession"</li><li>• \$41% increase in tax base from 1999-2005</li><li>• Mayor's Youth Council</li></ul>	
<b>Principal</b> Manchester High School West, Manchester, NH	1980-1999
<ul style="list-style-type: none"><li>• Partnerships with area colleges and businesses</li><li>• Rigorous curriculum with high standards for all and aligned with state frameworks</li><li>• Community of Caring Program that integrated the values of caring, respect, responsibility, trust and family</li><li>• Suicide Prevention Program and Student Assistance Program</li><li>• Alternative Learning for Freshman Program (ALF)</li><li>• Richard and Maurice McDonald Youth Leadership Program (all city schools)</li><li>• Francis Wayland Parker Scholar of the Month Program (state-wide)</li><li>• For Manchester Education Awards Program (all city schools)</li><li>• Red Book Magazine recognition as one the "Best Schools in America"</li></ul>	
<b>Interim Executive Director – Community of Caring</b> Joseph P. Kennedy Jr. Foundation, Washington, D.C.	Jan. 1998-June 1998
<ul style="list-style-type: none"><li>• Coordinated the network of over 600 Community of Caring schools in the country</li><li>• Facilitated the program in the City of Baltimore, MD</li><li>• Recruited schools in Philadelphia, PA and Dade County, FL to the program</li><li>• Organized the largest Community of Caring Conference in the program's history</li></ul>	
<b>Assistant Principal</b> , Alvirne High School, Hudson, NH	1977-1980
<b>Music Educator</b> , Alvirne High School, Hudson, NH	1968-1977

<b>Chairman</b> , Fine Arts Department, Alvirne High School, Hudson, NH, Grades 9-12	1974-1977
<b>Director of Music</b> , School District, Grades 1-12	1973-1977

**EDUCATION:**

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<b>Master of Education in School Administration</b> Rivier College, Nashua, NH	1976
<b>Graduate Study in Music Education</b> University of New Hampshire	
<b>Bachelor of Education Degree in Music –</b> Keene State College, Keene, NH	1968

**CERTIFICATIONS:**

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**Principal**  
**Superintendent**

**OTHER PROFESSIONAL EXPERIENCE:**

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<b>Member</b> , Heritage United way Cabinet	2007-
<b>Chair</b> , Greater Manchester Chamber of Commerce Housing Task Force	2006-
<b>Community Advisory Board</b> , Palace Theatre	2006-
<b>Committee Member</b> , U.S. Conference of Mayors, Education Committee, Homeland Security Committee <b>Committee Chair</b> , U.S. Conference of Mayors, Urban Economic Policy Committee	
<b>Trustee</b> , Southern New Hampshire University	1995-2005
<b>President</b> , Board of Directors, Community of Caring, • Joseph P. Kennedy, Jr. Foundation, National Advisory Committee	1997-1999
<b>Board of Directors</b> , National Association of Secondary School Principals	1992-1996
<b>Delegate</b> , International Confederation of School Principals Geneva, Switzerland	1993
<b>President</b> , New Hampshire Joint Educational Council Council of Principals, Superintendents and School Board Members	1988-1989
<b>State Coordinator</b> , National Association of Secondary School Principals	1987-1992
<b>Founding Member</b> , New Hampshire Alliance for Effective Schools	1986-1988
<b>President</b> , New Hampshire Association of School Principals	1986-1987
<b>Executive Board</b> , New Hampshire Association of School Principals	1985-1996
<b>Executive Board</b> , New Hampshire Music Educators Association	1977-1988

**New England Association of Schools and Colleges (NEASC) Evaluating Teams:** Taconic Regional High School, Pittsfield, Massachusetts (1974); Fitchburg High School, Fitchburg, Massachusetts (1979); and Salem High School, Salem, New Hampshire (1984); Lynn High School, Lynn, Massachusetts (1992)

**COMMUNITY INVOLVEMENT:**

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<b>Board of School Committee Chair</b> , City of Manchester, NH	2000- 2006
<b>Board of School Committee member</b> , City of Manchester, NH	1974-1977
<b>Commissioner and Vice Chairman</b> , City of Manchester Charter Commission	1996
<b>Chairman</b> , Association of Manchester Principals Task Force on Violence	1994

**MILITARY EXPERIENCE:**

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39 <sup>th</sup> Army Band, New Hampshire Army National Guard	1970-1976
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**HONORS AND RECOGNITION:**

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<b>Citizen of the Year</b> Greater Manchester Chamber of Commerce	2005
<b>One of the Ten Most "Powerful People in New Hampshire"</b> Business NH Magazine	2004, 2005
<b>Alumni Achievement Award</b> Keene State College	2004
<b>Granite State Award</b> University of New Hampshire Board of Trustees	2004
<b>Outstanding Business Person</b> Bedford Rotary Club	1999
<b>Educator of the Year</b> Greater Manchester Chamber of Commerce, Manchester	1996
<b>Principal of the Year</b> New Hampshire Secondary School	1990

**PAST AND PRESENT PROFESSIONAL ASSOCIATIONS:**

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U.S. Conference of Mayors  
National League of Cities  
New Hampshire Association of School Principals  
National Association of Secondary School Principals  
Association for Supervision and Curriculum Development

**PROFESSIONAL REFERENCES**

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Dr. Wendy Jack  
Director of Curriculum  
Lowell High School, Lowell, MA  
978.937.8900

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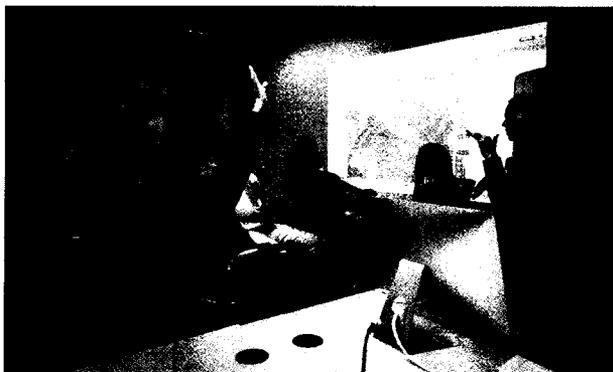
Thomas J. Brennan, Jr.  
Superintendent of Schools  
Kearsarge Regional School District  
New London, NH  
603.526.2051

Leslee Stewart  
Vice-Chair  
Board of School Committee  
Manchester, NH School District  
603.624.9422

## LAUREN E. PROVOST

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*Director of STEM Outreach, Dartmouth College*



### PROFESSIONAL PROFILE

In all of her work, Lauren Provost is an advocate for equity and excellence in education at all levels, P-16+ for all students. Currently policy work includes the development of and advocacy for STEM P-16 pathways and teacher certification in New Hampshire. She is involved in multiple STEM initiatives nationally and at the state level serving as a liaison to the state STEM education organizations and the National Alliance for Partnership in Equity's STEM Equity Pipeline Project. Dr. Provost was responsible in part for the Massachusetts Department of Education's Science and Mathematics Advisory Council's development of the Mathematics and Technology/Engineering Standards. At the local level, Dr. Provost is a community advocate for educational resources for all, creating, supervising and administering community STEM programming based on community needs. A selection of scholarly work includes:

- (1) *The State of Computer Science Education in New Hampshire*. (To be submitted June, 2015 to the Journal of Computer Science Education).
- (2) *STEM Ambassadors: STEM mathematics high school interventions to support STEM pathways*. (To be submitted July, 2015 to the Journal for STEM Education).
- (3) *Adult STEM CTE: A Vital Link*. Policy brief developed for OCTAE, U.S. Department of Educational. Created with the Hawkins Foundation at the request of the Office of the Assistant Secretary, Johan Uvin, Acting Assistant Secretary (November, 2014).
- (4) *The Multifaceted Nature of STEM Teacher Knowledge: Understanding Middle School Teachers' Specialized Content Knowledge*. (Submitted and accepted to the Journal for Research in Mathematics Education, May, 2015).

### EDUCATION

**Ph.D.**            **Education, University of New Hampshire, 2013.** Concentrations: STEM Education & Policy and Quantitative Research Methodology

Dissertation Committee Members: Dr. Uri Treisman (Director, Charles A. Dana Center, Professor, Departments of Mathematics & Public Policy, University of Texas at Austin), Dr. Karen J. Graham (Director, James L. Leitzel Center, Professor of Mathematics, UNH), Dr. Thomas H. Schram (Director of Teacher Education Professor of Education, UNH), Dr. Suzanne E. Graham, Dr. Sharon Nodie Oja (Education, UNH).

**M.S.T. Mathematics Teaching, University of New Hampshire, 2009.**

**B.S. Computer Science, University of Texas at Austin, 2002.**

## **RESEARCH INTERESTS**

**STEM Education** – The conceptualization of P-12 STEM education, formal and informal, and policy with a focus on mathematics education, specializing in STEM equity issues as they relate to STEM pathway access, including the implementation and evaluation of English Language Learner instructional and wider community interventions for academically at-risk students at all levels of education.

## **UNIVERSITY EXPERIENCE**

*Director of STEM Outreach, Dartmouth College.* 2016 – Present. To support faculty across the institution in meeting the broader impact, educational outreach, research translation or community engagement requirements of funded research and scholarship in keeping with Dartmouth's mission; to advise the senior administration on the broad relevance of Dartmouth research and scholarship; to serve as the institution's principle liaison for Dartmouth's external and internal outreach constituencies, regionally and nationally.

*Research Assistant Professor of Education, Research & Evaluation Coordinator, STEM Discovery Lab, University of New Hampshire.* August 2014 – December 2015. Manage and implement the research agenda and programming, as well as support the sustainability of the lab through grant opportunities. Work to empower underrepresented students in STEM, especially in computer science, to overcome barriers along their educational pathways in New Hampshire school districts in grades K-16 and adult education. Foster STEM teacher specialized content knowledge of New Hampshire STEM educators as well as instructional skill development attuned to equity and inquiry. Support the Department of Education and other key leaders in STEM Education in policy development. Teach P-12 STEM methods coursework.

*Lecturer, University of New Hampshire, Department of Education,* 2011 to 2013. Taught courses in STEM foundations, early childhood and elementary mathematics education, integrating technology in the P-12 classroom, supervised secondary mathematics interns and conducted the intern secondary science subject seminar. Course Delivery Formats: *Online, hybrid, face-to-face.*

*Graduate Research Assistant, University of New Hampshire, Department of Education, 5-Year Teacher Education Program Evaluation Project,* 2009 – 2012. Coordinated a multi – method, 5-year

evaluation of the teacher education program informing the process of reaccreditation with TEAC (requiring a NCATE/TEAC crosswalk due the consolidation of both organizations under CAEP) with Dr. Thomas H. Schram, Director of Teacher Education.

*Graduate Research Assistant, University of Texas at Austin, Department of Computer Science.* Worked with the ACL2 Formal Methods Group using *A Computational Logic*, in proving the correctness of the computer algorithm Taylor's Formula with Remainder for IBM. Worked with the National Security Agency in enhancing computer algorithms used by the National Security Agency, PI: Dr. J Strother Moore (2000-2001).

## **STEM NATIONAL AND STATE POLICY INITIATIVES**

*Policy Program Committee, STEM Equity Pipeline National, National Alliance for Partnerships in Equity (NAPE).* Bridge communication between NH STEM state organizations and federal legislative activity affecting gender equity in education and workforce development. Work with the Director of Public Policy to draft position papers and respond to request for comments from federal agencies supporting equity in STEM education. Advocate for NAPE's positions with a variety of constituents (2013 – present).

*New Hampshire Society for Technology in Education.* Executive Board Member, IHE Liaison and STEM Liaison. Support state level computer science and technology education initiatives. Report to state STEM organizations and the NH Institutes of Higher Education on STEM initiatives (May 2013 to present).

*Mathematics and Science Education Advisory Council, Massachusetts Board of Elementary and Secondary Education.* Advise the Commissioner and the Board of Elementary and Secondary Education on matters pertinent the creation and modification of the *Mathematics and Technology/Engineering Standards*. Supported the creation a comprehensive statewide definition of the terms *STEM Industries* and *STEM Education*. (2012-2014).

## **INVITED TALKS**

*U.S. Department of Education/OCTAE STEM Equity Panel.* (October, 2014).

*The Think Tank Project: Computer Science in High School.* A four-day short course on key instructional content in computer science coursework at Berwick Academy, New Hampshire (October, November, February & March, 2013 - 2014).

*First Women.* A panel presented by First Robotics. *The Importance of Science Education and the role of the Next Generation Science Standards.* (October, 2014).

*Technology – It's About the Pedagogy!* Keynote address at the New Hampshire Digital Technology Symposium, Manchester, New Hampshire (August, 2013).

*The T in STEM. The Roles of Educational Technology and Computer Science.* Pinkerton Academy, New Hampshire (March, 2012).

## **UNIVERSITY TEACHING**

### STEM Undergraduate Coursework

Computer science and mathematics courses: ET 603: Analytical Methods in Engineering Technology, CS 336: *Discrete Mathematics*, CS 345: *Number Theory I*, MATH 365: *Real Analysis I*, MATH 325: *Introduction to Number Theory*, MATH 420: *Finite Mathematics*.

### P-12 STEM Methods Coursework

STEM P-12 foundations, early childhood and elementary science and mathematics methods, integrating technology in the P-12 classroom and supervision coursework for secondary mathematics interns.

## **STEM TEACHING K-12**

*Maine School Administrative District 57, Lyman, Maine*, 2006 to 2008. STEM Specialist and Instructor of Gifted Children K – 12 and Gifted & Talented Program Coordinator, March 2006- June 2008. Taught full-year pull-out computer science and mathematics enrichment classes at the elementary, middle and high school levels. Coordinated school-wide STEM projects supported by NASA Education and Orion's Quest. Created a district-wide STEM program. Coordinated a district-wide STEM program evaluation.

*Timberlane Regional High School, Plaistow, New Hampshire*, 2008 to 2009. Taught Algebra 1, Algebra 2 and Honors Geometry. Offered professional development in the integration of statistical software JMP in STEM lessons involving Chemistry and AP Statistics content to high school faculty.

## **STEM COACHING AND CONSULTING EXPERIENCE**

*John K. Tarbox Elementary School, Lawrence, Massachusetts*. STEM Educational Consultant. Provided a enrichment computer science curriculum. Model STEM practices and fully integrated STEM educational experiences. Currently developing a state of the art STEM learning lab (2012 – present).

*East Kingston Elementary School, East Kingston, New Hampshire*. STEM Educational Consultant. Provided a enrichment computer science curriculum. Model STEM practices and fully integrated STEM educational experiences. Currently developing a state of the art STEM learning lab (2012 – present).

*Educational Consultant, New Hampshire STEM Collaborative*. Consult on STEM policy, grant-writing, curriculum and instruction throughout New England. Provide professional development in STEM education (2005 – present).

*Kensington Elementary School, Kensington, New Hampshire*. STEM Educational Consultant. Provided a enrichment computer science curriculum. Model STEM practices and fully integrated STEM educational experiences. Currently developing a state of the art STEM learning lab (2012 – present).

## **STEM PROFESSIONAL DEVELOPMENT**

*STEM Ambassadors in Action: Building and Supporting STEM Pathways in Innovative Ways.* STEM Ambassadors PD Day (October, 2014).

*Computer Science High School Pathways.* National models of exemplary high school computer science programs in the nation. Presented at Dover High School (August 2014).

*Technology Tools that Build STEM Practices.* Presented at Boothbay Harbor Elementary School, Boothbay Harbor, ME (March, 2014).

*The Use of Formative Assessment Strategies in Key K-8 Conceptual Areas in the New Generation Science Standards (NGSS).* Presented at Dover High School, Dover, NH (April, 2013).

*Supporting and Modeling STEM Classroom Practices.* Presented at the Seacoast Professional Development Center, Exeter, NH (October, 2012).

*Building STEM Habits of Mind in the Classroom, K-8.* Presented at Lyman Elementary School, Lyman, ME (November, 2011).

*Building integrated STEM specialized content knowledge in the classroom K-12.* Presented at Lyman Elementary School, Lyman, ME (May, 2008).

## **STEM INDUSTRY EXPERIENCE**

*Research Lead, IBM & University of Texas at Austin.* Worked with both IBM and the ACL2 Formal Methods Group in proving the correctness of the computer algorithm Taylor's Formula with Remainder for IBM (2001-2002).

*National Security Agency & University of Texas at Austin.* Worked with the ACL2 Formal Methods Group at UNH and the National Security Agency in enhancing computer algorithms used by the National Security Agency (2000-2001).

*Software Engineer Intern, National Instruments.* Designed algorithms that represent secondary science laboratory procedures for the software *Labview*, using C++ and Java programming. Led a program verification team for *Labview* (1999-2000).

## **SOFTWARE SKILLS**

Programming Languages: Fluency: Java, C++, LISP

Operating Systems: Unix, Linux (Ubuntu), Mac OS X, Windows

Statistical Software: SAS, SPSS, MPLUS, JMP

Other Tools: SQL, Matlab (Octave), Mathematica, Maple, LaTeX, LabVIEW

## HONORS AND AWARDS

*Presidents' Good Steward Award, Campus Compact for New Hampshire.* For service and commitment to the communities of New Hampshire as a result of the Design-Make-Code program in collaboration with Granite United Way's Bring It! Program (2015).

*New England Board of Higher Education's National Science Foundation's Advanced Technological Education program for Advanced Manufacturing Problem Based Learning (AM PBL).* Developed interdisciplinary problem-based learning (PBL) challenges focused on authentic real-world problems in advanced manufacturing that can be infused into STEM curricula. The project aims to increase the pipeline of students prepared and motivated to pursue STEM-related careers in advanced manufacturing (October, 2013).

*Maine Math and Science Alliance Teacher Leadership Award.* 2006. Awarded for exemplary leadership in mathematics and computer science integration at the secondary level (2006).

*Robert Lee Moore Teaching Award, University of Texas at Austin, Department of Computer Science.* Awarded for exemplary inquiry-based computer science and mathematic teaching (2003-2004).

*Teaching Assistant of the Year Award, University of Texas at Austin, Department of Computer Science.* (2003-2004).

*Undergraduate Research Opportunities Program Award, University of Texas at Austin, Department of Computer Science* (2002).

## GRANT WRITING EXPERIENCE

IES Partnerships and Collaborations Focused on Problems of Practice or Policy Grant. *Examining the Effects of the STEM Ambassadors Program on High School English Learners and At-Risk Students' Participation, Interest and Achievement in Computer Science Content and Careers.* Funding amount: \$250,000/2 years. To be submitted August 6, 2015.

100Kin10 AT&T and Lockheed Martin Funding Opportunity. Project Title: *STEM Discovery Lab's NH High School Computer Science Initiative.* Funding amount: \$50,000/2 years. Grant submitted June 2, 2015.

*New Hampshire Innovation Research Center.* Project Title: *The Quinks STEM Curriculum: Preparing Future Innovators Early in STEM Education.* With Learniverse, LLC. Funding amount: \$50,000.00/1 year. Grant submitted May 1, 2015.

*UNH Research Office of Evaluation.* STEM Center Evaluation. With Mihaela Sabin. Funding amount: \$50,000/1 year. Grant Writer, Researcher, and Project Director. Grant awarded December 1, 2014.

*Texas Instruments.* Project Title: *Accumulating STEM Experiences Over Time: The STEM Discovery Lab.* With Sarah Jacobs, Strategic Partnerships, University of New Hampshire. Funding

amount: 10,000/1 year. Grant Writer, Researcher, and Project Director. Grant awarded September 1, 2014.

## **PUBLICATIONS**

Provost, L. E. (2015). *Adult STEM CTE: A Vital Link*. Policy brief developed for OCTAE, U.S. Department of Educational. Created with the Hawkins Foundation at the request of the Office of the Assistant Secretary, Johan Uvin, Acting Assistant Secretary.

Provost, L. E. (2015). *The Multifaceted Nature of STEM Teacher Knowledge: Understanding Middle School Teachers' Specialized Content Knowledge*. (Submitted and accepted to the Journal for Research in Mathematics Education, May, 2015).

Provost, L. E. with Massachusetts Department of Elementary and Secondary Education Mathematics and Science Advisory Council, Massachusetts Department of Elementary and Secondary Education. (September, 2013). *Mathematics and Science Education Advisory Council with the Engineering Education Advisory Council's Joint Annual Report, 2012-2013*. Malden, MA: Department of Elementary and Secondary Education. (See <http://www.doe.mass.edu/boe/sac/13annual.pdf>).

Provost, L. E. (May, 2014). Book Review of Rethinking Mathematics by Eric Gutstein. *Journal of Democracy & Education*.

Graham, S. E., & Provost, L.E. (2012). Mathematics achievement gains of rural, urban, and suburban students between kindergarten and eighth grade. *Issue Brief No. 52*. Carsey Institute, University of New Hampshire.

Provost, L. E. with Massachusetts Department of Elementary and Secondary Education Mathematics and Science Advisory Council, Massachusetts Department of Elementary and Secondary Education. (September, 2012). *Mathematics and Science Education Advisory Council with the Engineering Education Advisory Council's Joint Annual Report, 2011-2012*. Malden, MA: Department of Elementary and Secondary Education. (See <http://www.doe.mass.edu/boe/sac/12annual.pdf>).

Provost, L. E. with Massachusetts Department of Elementary and Secondary Education Mathematics and Science Advisory Council, Massachusetts Department of Elementary and Secondary Education. (September, 2011). *Mathematics and Science Education Advisory Council with the Engineering Education Advisory Council's Joint Annual Report, 2010-2011*. Malden, MA: Department of Elementary and Secondary Education.

Provost, L. E. & Gamboa, R. "Taylor's Formula with Remainder." In 3rd International Workshop on the ACL2 Theorem Prover and its Applications, Grenoble, France, 2002.

## **MANUSCRIPTS IN PREPARATION**

Provost, L. E. The state of computer science education in New Hampshire. (To be submitted June, 2015 to the Journal of Computer Science Education).

Provost, L. E. STEM Ambassadors: STEM high school interventions to support STEM pathways. (To be submitted July, 2015 to the Journal for STEM Education).

Provost, L. E. *I Would Like for My Teacher to Know That I'm Not African-American*. Policy brief in development for June 2015 for OCTAE, U.S. Department of Educational. Created with the Augustus F. Hawkins. Foundation, Washington, D.C.

## **UNPUBLISHED WORK**

Provost, L. E. (2013). The multifaceted nature of mathematics knowledge for teaching: *Understanding the use of teachers' specialized content knowledge the role of teachers' beliefs from a practice-based perspective*. Dissertation, University of New Hampshire.

## **PROFESSIONAL PRESENTATIONS**

Provost, L. E. Multiple Tools for Online Engagement: Creating Authentic Learning Experiences. Presented at the International Society for Technology in Education. (ISTE) in Atlanta, Georgia (June, 2014).

Provost, L. E. Understanding Specialized Content Knowledge at the Middle School Level. Presented at the National Council for Teachers of Mathematics (NCTM ) Research Conference in New Orleans, Louisiana (April, 2014).

Provost, L. E. (2013). NGSS Connections with CCSS Mathematics: Building Students' Depth of Knowledge in Science and Mathematics from a STEM Perspective. Presented at the annual meeting of the New Hampshire Science Teacher's Association, Meredith, NH.

Provost, L. E. (2013). "It's the pedagogy!" Tools for Preparation Program Accountability and Transformation. Keynote address presented at The NH Education Technology Symposium, Concord, NH.

Provost, L. E. (2012). Technology that engages and supports content learning in mathematics. Presented at Seacoast Professional Development Center, Exeter, NH.

Provost, L. E. (2012). Scientific inquiry and the CCSS-mathematics practices.. Presented at Seacoast Professional Development Center, Exeter, NH.

Provost, L. E. (2011). Key concepts in energy in grades P-6. Presented at Seacoast Professional Development Center, Exeter, NH.

Provost, L. E. (2010). What does computer science look like in the elementary school classroom? Presented at Seacoast Professional Development Center, Exeter, NH.

Provost, L. E. (2008). Key STEM practices in the math and science classroom. What are we doing for above-grade level students? Presented at the Massachusetts Association for the Gifted Conference, Andover, MA.

## **ACADEMIC COMMITTEES AND SERVICE**

*University of New Hampshire, Durham, New Hampshire*

- University of New Hampshire CAEP Program Evaluation Committee, Department of Education, (2010-2014).
- University of New Hampshire Teacher Education Committee, Department of Education, (2009-2014).

## **EDITORIAL ACTIVITIES**

*Reviewer of Grant Proposals Submitted to the Icelandic Center for Research: Science and Technology Policy Council Grant Program.* (October, 2014; 2015).

*Manuscript Reviewer.* Current Issues in Education (CIE) Journal (2012-present).

## **STATISTICAL EXPERIENCE**

*University of New Hampshire, Durham.* Working with Dr. Suzanne Graham on a project entitled *Mathematics achievement trajectories of rural, urban, and suburban students*, including the analysis of a large national data set employing multiple advanced statistical techniques. Specifically, after conducting exploratory descriptive data analysis, we modeled trajectories of change in mathematics achievement using multilevel modeling. The data resulted from the National Center for Education Statistics' Early Childhood Longitudinal Program, September 2010-May 2012.

*NECAP Item Review Committee.* Reviewed passages and items for alignment to the Grade Learning Expectations, correct depth of knowledge levels, universal design principals such as reliability and validity, and for bias and sensitivity concerns, February 2011.

*New Hampshire Alternate Learning Progressions (NH ALPs) Alignment Study Panelist.* Reviewed passages and items for alignment to the Grade Learning Expectations, correct depth of knowledge levels, universal design principals such as reliability and validity, and for bias and sensitivity concerns for students with special needs and ELL students. August, 2011.

## **PROFESSIONAL MEMBERSHIP**

*Computer Science Teachers Association*, 2003 – present.

*New Hampshire Society for Technology in Education*, 2013 - present.

*American Association of Colleges for Teacher Education*, 2012 – present.

*New Hampshire Institutes of Higher Education*, 2012 – present.

*New Hampshire Teachers of Mathematics.* 2009 – present.

## OTHER SKILLS AND EXPERIENCE

*Spanish.* High level of reading and comprehension ability, intermediate levels of writing and speech ability.

## REFERENCES

Dr. Thomas H. Schram, Associate Professor of Education  
Director of Teacher Education  
Morrill Hall  
Department of Education  
University of New Hampshire  
Durham, NH 03824  
[Tom.schram@unh.edu](mailto:Tom.schram@unh.edu)

Robert Baines  
STEAM Ahead  
Dyn, Inc.  
Address  
Email

Dr. Ruben Gamboa, Associate Professor of Computer Science  
Room 4084B, Engineering Building  
University of Wyoming  
College of Engineering and Applied Science  
Department of Computer Science  
Dept. 3315  
1000 E. University Avenue  
Laramie, WY 82071  
[ruben@uwyo.edu](mailto:ruben@uwyo.edu)

Paul Packebush  
Section Manager – Global Engineer Services  
11500 N MO Pac Expy  
Austin TX 78759-3504  
National Instruments  
(512)-683-5783  
[Paul.packebush@ni.com](mailto:Paul.packebush@ni.com)

J Strother Moore  
Admiral B.R. Inman Centennial Chair in Computing Theory,  
Department of Computer Science  
Gates Dell Center, 2317 Speedway, 2.302  
University of Texas at Austin  
Austin, TX 78701  
(512)- 471-9568  
[moore@cs.utexas.edu](mailto:moore@cs.utexas.edu)

Dr. Uri Treisman, Professor in Mathematics and Public Affairs  
Director, Charles A. Dana Center

The University of Texas at Austin

1616 Guadalupe Street

Suite 3.206 Austin, TX 78701

Campus mail code: D9000

(512)-471-6190

[uri@austin.utexas.edu](mailto:uri@austin.utexas.edu)

Patrick Tufts, MSW

President & CEO, Granite United Way

22 Concord Street, Floor 2

Manchester, NH 03101

603.625.6939, ext. 111

[Patrick.Tufts@graniteuw.org](mailto:Patrick.Tufts@graniteuw.org)

Nick Soggu

CEO, Silverttech

196 Bridge St,

Manchester, NH 03104

(603) 669-6600

[nick.soggu@silverttech.com](mailto:nick.soggu@silverttech.com)

## Larry M. Myatt

Brandeis University, Waltham, MA B.A.  
University of Massachusetts, Amherst, MA M.Ed.  
University of Massachusetts, Amherst, MA Ed.D.  
• Dissertation: "Establishing the Conditions for Urban School Reform"

### Professional History

**Co-Founder, Principal, Education Resources Consortium**  
Providence, RI (2011-present)

**Senior Fellow, Leadership & Education Ventures, Graduate School of Education,  
Northeastern University Boston, MA (2009-11)**

#### **Headmaster-on-Assignment / Senior Associate,**

Office of High School Renewal , Boston Public Schools 2003-2007

- Implementation of Gates & Carnegie High School Restructuring Grants
- Leadership coaching; coordination of capacity coaches; School Redesign
- Designed/led Multiple Pathways School Quality review process
- Parthenon/HSR Over-age/Off-track project-Core team member
- HSR Partners Working Group

**Founder, Co-Director, Greater Boston Principal Residency Network (2000-2009)**  
Boston, MA (Principal Leadership & Licensure Program: affiliated w/ The Center for Collaborative Education and Northeastern University)

#### **Founding Headmaster, Fenway (Pilot) High School**

Boston, MA 1983-2003 -a U.S. Department of Education *New American High School*, and *Blue Ribbon School*, and a *Breakthrough High School*, Bill & Melinda Gates Foundation and the National Association of Secondary School Principals

### Related Experiences

**Design Team Founding Member, Leadership High School Network, Albuquerque, NM;** liaison to the New Mexico Center for School Leadership in School Re-Design, Innovation and Leadership Consultant; 2011-present

**Consultant for Social/Emotional programming;** Hoosick Falls, NY Central School District -2013-present

**Executive Coach and Consultant – Dr. Jorge Alvarez High School, Providence, RI, 2013-16**

**Founding Chair, Board of Trustees 2010-2013**

Boston Green Academy Horace Mann Charter HS, Boston, MA

**Co-Founder, Center for Collaborative Education**

Boston, MA

**Commission Charter Member**, Commission for the Common Core of Learning,  
Commonwealth of Massachusetts (*at the invitation of Governor William Weld*)

**Thompson Fellow**, Brown University, Coalition of Essential Schools, National Faculty  
Providence, RI

**Consultant for Inquiry and Project-Based Learning- STEAM-Ahead NH**, STEM  
initiative, Manchester NH. 2014-present

**Turn-Around Consultant for Supervision & Evaluation/Organizational Effectiveness**  
Central Falls HS, Central Falls. RI

**Professional Development Designer/Facilitator:**

Annenberg Institute for School Reform- Superintendents Study Group; National  
Principals Institutes

Harvard Smithsonian/Annenberg CPB School reform series

- Moderator, Consultant

Harvard University Graduate School of Education; Summer Faculty,  
*Redesigning the American High School*

**Forum for Democracy and Education**, Washington, D.C., Amesville, OH  
Founding Convener

**Project Advisor**

New England I3 Network, CSSR

**Advisory Boards**

New Mexico Performance Assessment Network

Facing History and Ourselves Program Board

*Confianza*, ELL Professional Development

New Mexico Center for School Leadership

**Consultant in Teacher Leadership and Inquiry-based Learning**, Keefe and Blue Hills  
Regional Voc-Tech collaborative, MA (2015-present)

## Other Distinctions

**Recipient, Harry S. Levitan Prize, Brandeis University**  
Career Achievement in the Field

**One of Ten "Distinguished Principals"**, the Big Picture Company Providence RI  
**Featured** in Annenberg Institute for School Reform video series, *"In the Line of Fire: The Challenge of Authentic Leadership"*

## Selected Articles:

"Fulfilling the Promise of Small Schools",	<i>Phi Delta Kappan</i>
"Lessons of School Reform" (w/ Linda Nathan)	<i>Phi Delta Kappan</i>
"Friction Points"	<i>Education Week</i>
"Taking Stock" (w/ Peggy Kemp)	<i>Phi Delta Kappan</i>
"Connecting the Dots"	<i>Phi Delta Kappan</i>
"Giving Our Schools More Hope"	<i>FED On-Line Newsletter</i>

## Seminars, Presentations & Keynotes (partial list)

- Alliance for Excellent Education: C-SPAN "Turning Around Failing Schools": for Senator Bingaman (NM),
- TED-X, Education presenter, Albuquerque, NM
- Keynote- STEAM-Ahead, NH, STEM schools and business conference
- Indianapolis Public Schools / C.E.L.L. Summer Institute-Keynote and facilitator
- International Education & Innovation Conference, Manchester, England, Panelist & Seminar Leader
- National Education Association Foundation- Keynote
- Race and Achievement Series; Co-Keynote and seminar; Boston Center for Leadership Development
- Tremont Forum- Keynote
- YouthBuild Summer Institute- Seminar leader (2)
- National Center for Student-Centered Learning- Keynote and workshop-2013
- Rennie Center, MassINC: Panelist, Education Reform Revisited
- Oregon Small Schools E3 Initiative 2010, Keynote
- Harvard University Law and Education Conference, Speaker
- Killington / CCE Small Schools Summer Institute Presenter
- Facing History and Ourselves Annual Conference: Panel, Teacher Effectiveness
- Chicago Public Schools Principals Cohort Facilitator
- NEASC High School Showcase- Keynote Speaker (2)
- New Hampshire Principals Association -Keynote

- New England I3 Network- Courageous Leadership Presenter
- LEAD New Mexico Leadership Training Presenter
- CES 50 Schools Project- Leadership Facilitator
- New Mexico CES/Re-Learning Institute Speaker/Presenter
- Massachusetts Department of Education School Redesign
- Alternative High School Initiative, Workshop -San Diego, CA
- CES Fall Forum Workshop Presenter (10)
- New England Association of Schools & Colleges Annual Convocation, Keynote
- Washtenaw, MI ISD/ Jackson Community Foundation, Seminar Leader
- Tufts University Democrats "Issues of the Future" Panel
- Maine Department of Education Statewide Summit
- New Mexico Learning Alliance- presenter
- University of Massachusetts-Dartmouth- Panelist; 21st International Vedanta Conference
- Providence Public Schools Leadership Seminar
- Middle College Consortium / American Social History Project, Hunter College
- Brown University Educational Liaison to RI DOE, RI Higher Education Consortium
- University of South Carolina/CES Leadership Institute
- Broward County, FL – Jacksonville Foundation, High School Initiative
- NEASC/Annenberg Institute College Admissions Seminar, Coordinator
- Michigan Department of Education Summer Institute Seminar Leader
- Minnesota Department of Education; Speaker, Education 2000
- Rhode Island Special Education Association –Conference Keynote
- Vermont Department of Education; Statewide Learning Institute, Keynote
- New Mexico Coalition of Charter Schools; Speaker/Presenter
- Fall River (MA) School Committee Scenario Development Strategist
- Rhode Island College Partnership: Education Summit Speaker
- New Mexico Forum for Youth and Communities: Keynote

# Christina A. Stavenger

## EDUCATION

5/16 – present Enrolled in Master in Curriculum and Instruction Southern NH University, Manchester, NH

05/08 NH Certification – Secondary Social Studies Education  
Highly Qualified Teacher/Praxis I and II

05/08 B.A. Social Studies Education/History Concentration Southern NH University, Manchester, NH  
Cum Laude

## EXPERIENCE

07/14 – Present Henry J. McLaughlin Middle School Manchester, NH  
Teacher: US History, Grade 8 and World Cultures, Grade 7

- Successfully created and implemented a pilot middle school STEAM team program partnering with the education department at SNHU, as well as incorporating local businesses, universities, and the MANSD assistant superintendent and superintendent
- Voluntary member of the District Social Studies committee responsible for developing a district wide middle school writing prompt and redesigning the curriculum
- Continuously attending workshops and seminars to enhance best instructional practices and content knowledge
- Collaborated with colleagues to provide interdisciplinary learning experiences
- Planned and delivered instruction to two 7<sup>th</sup> and two 8<sup>th</sup> grade heterogeneously grouped classes, incorporating STEM, PBL, UBD, and depth of knowledge into all units

07/09-07/14 Middle School at Parkside Manchester, NH  
Teacher: World Cultures, Grade 7

- Successfully created and implemented a pilot program for classroom behavior which went school wide with great success
- An essential member of the PRIDE/PBIS team playing an integral role in the creation of several different school wide behavior plans, improving the climate and culture of the school over the course of two years
- Continuously attending workshops and seminars to enhance best instructional practices and content knowledge
- Team player in the pilot program to create SLO goals for social studies
- Planned and delivered instruction to 4 heterogeneously grouped classes
- Collaborated with colleagues to provide interdisciplinary learning experiences

07/08 – 07/09 Henry J. McLaughlin Middle School Manchester, NH  
Teacher: US History, Grade 8

- Planned and delivered instruction to 4 heterogeneously grouped classes
- Responsible for mapping curriculum to ensure alignment with Social Studies Frameworks and Grade Span Expectations
- Developed units of instruction utilizing Understanding By Design
- Developed and administered assessments to plan instruction and monitor student learning
- Collaborated with colleagues to provide interdisciplinary learning experiences

01/08 – 05/08 Memorial High School Manchester, NH  
Student Teacher: World History, Grades 10-12

- Planned and delivered instruction to 5 homogeneously grouped classes with supervision
- Effectively managed the classroom in areas of behavior and social responsibility
- Designed and implemented lesson plans in World History for varied levels
- Worked with staff in sharing lesson plans and instructional materials

08/99-7/05 United States Air Force Shaw Air Force Base, SC  
Non-Commissioned Officer in Charge: Optometry Clinic

- Assisted the Optometrist in patient care
- Managed the optometry clinic and supervised clinic personnel
- Managed the PRK/LASIK program base wide, a new program for the military
- Responsible for execution of all administrative duties

## **MILITARY AWARDS**

- Chief Master Sergeant John Pollock Memorial Sharp Award, outstanding personal appearance and exemplary duty performance
- Mirror Image Award, “Exceptional” duty performance and military bearing
- 20<sup>th</sup> Medical Group Coin, selfless dedication to the job

## Thomas Eric Miksad Higginbotham, PhD

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### PROFILE

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Experienced school leader with unique skill set grounded in research, theory, and practice. Doctoral work in Curriculum & Instruction focused on Science Education / Gender Issues in Education. Administrative experience at Elementary, Middle, and High School levels. Consistent history of improving student and teacher culture and student learning. Deep knowledge of cultivating teacher learning about Common Core State Standards, standards-based grading, technology in education, using data to inform instruction, and Professional Learning Communities.

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### EDUCATION

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*Boston College, Chestnut Hill, MA*

**Ph.D. in Curriculum & Instruction (Advisor: Mike Barnett)**

Areas of Focus: science education, technology & gender issues in education 2006

*State University of New York (SUNY) at Potsdam, Potsdam, NY*

**M.S. in Secondary Science Teaching**

1995

*SUNY College of Environmental Science and Forestry, Syracuse, NY*

**B.S. with Honors in Forest Biology**

1992

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### ADMINISTRATIVE LEADERSHIP EXPERIENCE

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Public Consulting Group, Portsmouth, NH

**Consultant**

2014-present

- Led multiple day-long modules for Connecticut State Department of Education to teach district leaders about implementing Common Core Math Standards

Achievement Network, Boston, MA

2014

**Director of School Support, Northeast MA**

- Coached 12 schools' leaders and leadership teams on adopting data-driven teaching and learning cycle
- Led in-school professional development on key components of Common Core State Standards
- Advised school leaders on details and direction of data-driven instructional leadership decisions

Newmarket School District, SAU 31

*Newmarket Elementary School, Newmarket, NH*

**Principal**

2012-2014

- Led staff learning and adoption of Common Core State Standards
- Led staff creation of Standards-Based Report Cards
- Student NECAP pass rate rose in all categories: Reading (2%), Math (3%), Writing (11%)
- Revised and focused school-wide data practice to inform instructional decisions
- Trained staff and district administrative team in Google Apps for Education

North Clackamas School District

*Rock Creek Middle School, Happy Valley, OR*

**Principal**

2011-2012

- Changed teacher culture to one of respect, trust, and support during a year of acute change
- Oversaw student culture; discipline incidents decreased by 33%, despite 50% student body increase
- Facilitated PD program described as "outstanding" and "best PD ever experienced" by teachers
- Led staff learning and adoption of Common Core State Standards

North Clackamas School District  
Happy Valley & Sunrise Middle Schools, Happy Valley, OR  
Assistant Principal

2008-2011

- Supervised technology adoption and maintenance, including Google Apps
- Supervised student culture, including overall discipline and Positive Behavioral Intervention & Support
- Supervised science, math, and electives departments
- Schools rated "outstanding", Oregon's highest designation

Waynesboro Public Schools  
Waynesboro High School, Waynesboro, VA

Assistant Principal

2006-2008

- Supervised science, math, fine arts, and physical education departments
  - School recognized as Virginia's Most Improved High School, due largely to growth in my departments
  - Math and science pass rates grew between 11% and 16% under my supervision
- Supervised discipline and special education for 10<sup>th</sup> and 12<sup>th</sup> grades

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### TEACHING EXPERIENCE

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Kestrel Heights School, Durham, NC

Teacher – science 8, math 8, algebra 1, environmental science

1998-2002

- Awarded 'Teacher of the Year 2002' by staff, student, and parent choice
- Chaired professional development, hiring, and grants committees
- Student Algebra state test pass rates exceeded county pass rates by 20 percentage points

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### OTHER TEACHING EXPERIENCE

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Boston College, Chestnut Hill, MA

2002-2006

Teaching assistant: elementary and secondary science methods courses

Hi Hill Outdoor School, Long Beach USD, Long Beach, CA

1997-1998

Outdoor Trail Teacher – environmental science

Nature's Classroom, Charlton, MA

1996-1997

Outdoor education trail teacher

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### PUBLICATIONS & PRESENTATIONS

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Barnett, M., Higginbotham, T., Houle, M., Anderson, J., & Gatling, A. (2010). The process of trust building between university researchers and urban school personnel. *Urban Education, 45*(5), 630 – 660.

Way, J.G., Higginbotham, T., Szymylo, D-L., and Strauss, E.G. (2009). Factors affective captive coyote activity levels. *Canid News 12*(2) [online]. [http://www.canids.org/canidnews/12/Captive\\_coyote\\_activity\\_levels.pdf](http://www.canids.org/canidnews/12/Captive_coyote_activity_levels.pdf).

Squire, K., Barnett, M., Grant, J. M., & Higginbotham, T. (2004). Electromagnetism supercharged! Learning physics with digital simulation games. In Y. B. Kafai, W. A. Sandoval, N. Enyedy, A. S. Nixon & F. Herrera (Eds.), *Proceedings of the Sixth International Conferences of the Learning Sciences* (pp. 513-520). Mahway, NJ: Lawrence Erlbaum.

Higginbotham, T., Anderson, J., & Barnett, M. (2006). *Didn't I tell you that? Challenges and tensions in developing and sustaining school-university partnerships*. International Conference of the Learning Sciences, Bloomington, IN.

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### ADDITIONAL WORK EXPERIENCES AND INTERESTS

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**Past Work:**

- Camp environmental education specialist
- Laboratory technician in Lake Placid, NY
- Ski instructor in Montana
- Language camp counselor in Ireland