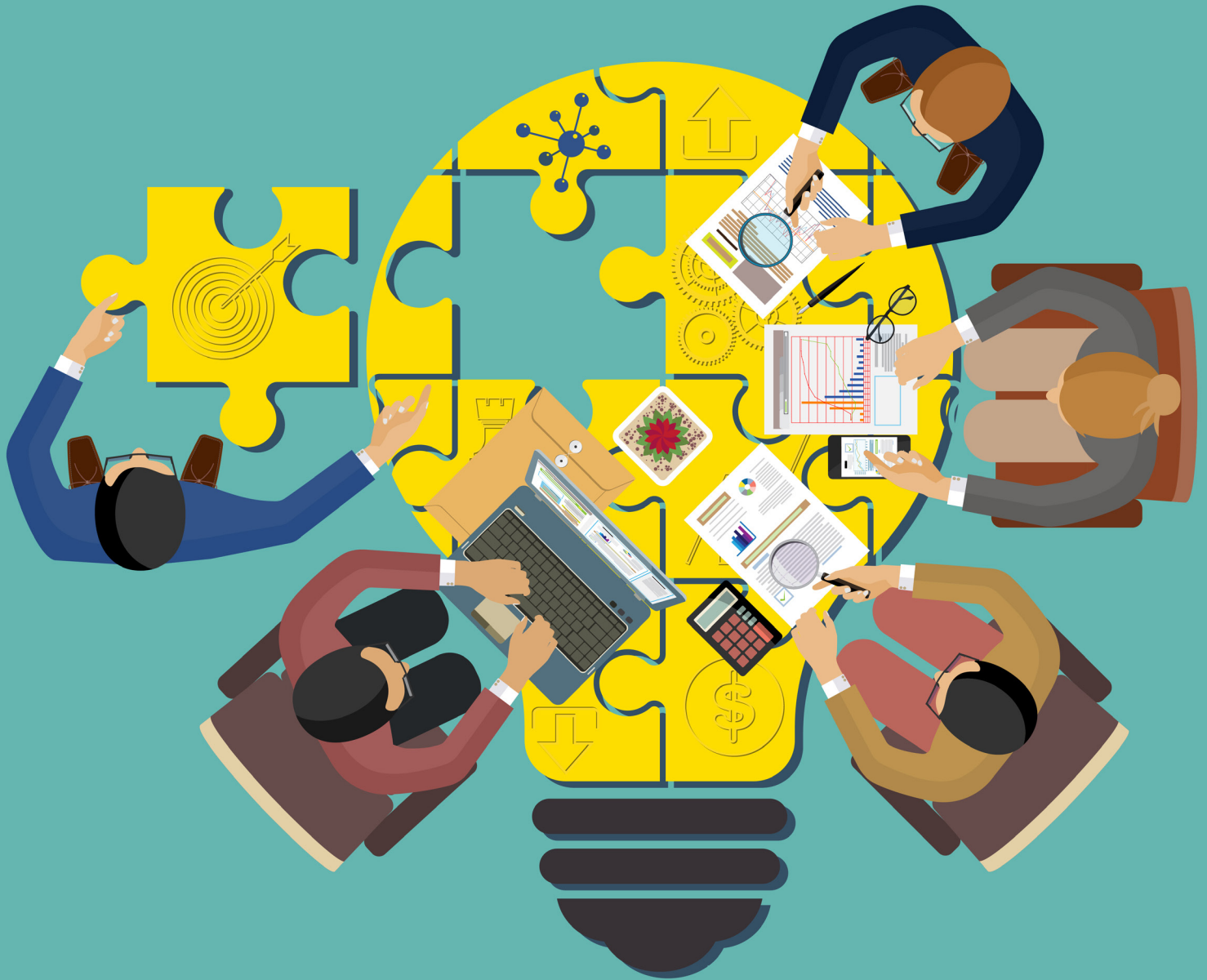


Council of the Great City Schools  
**Chief Human Resource Officers &  
Chief Information Officers  
Joint Meeting**



# Agenda Book

**February 6-9, 2018  
Fort Lauderdale, Florida  
Gallery One Hotel**





# ABOUT THE COUNCIL

The Council of the Great City Schools is the only national organization exclusively representing the needs of urban public schools. Composed of 69 large city school districts, its mission is to promote the cause of urban schools and to advocate for inner-city students through legislation, research, technical assistance and media relations. The organization also provides a network for school districts sharing common problems to exchange information, and to collectively address new challenges as they emerge in order to deliver the best possible education for urban youth.

## **Chair of the Board:**

Darienne Driver, Superintendent  
Milwaukee Public Schools

## **Chair-Elect:**

Lawrence Feldman, Board Member  
Miami-Dade County Public Schools

## **Secretary-Treasurer:**

Eric Gordon, Superintendent  
Cleveland Metropolitan School District

## **Immediate Past-Chair:**

Felton Williams, Board Member  
Long Beach Unified School District

## **Executive Director:**

Michael Casserly  
Council of the Great City Schools



Council of the Great City Schools • 1331 Pennsylvania Avenue, N.W. , Suite 1100N • Washington, D.C. 20004 • [cgcs.org](http://cgcs.org)

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Total number of students served by Council member district schools: 7.3 million

#### Student enrollment characteristics:

40% - Hispanic	17% - English Language Learners
29% - African American	70% - Eligible for free/reduced price lunch
20% - White	14% - Students with Individualized Education Programs
8% - Asian/Pacific Islander	
1% - Alaskan/Native American	

**Member districts:** Albuquerque, Anchorage, Arlington (Texas), Atlanta, Austin, Baltimore, Birmingham, Boston, Bridgeport, Broward County (Ft. Lauderdale), Buffalo, Charlotte-Mecklenburg, Chicago, Cincinnati, Clark County (Las Vegas), Cleveland, Columbus, Dallas, Dayton, Denver, Des Moines, Detroit, Duval County (Jacksonville), El Paso, Fort Worth, Fresno, Guilford County (Greensboro, N.C.), Hawaii, Hillsborough County (Tampa), Houston, Indianapolis, Jackson, Jefferson County (Louisville), Kansas City, Long Beach, Los Angeles, Miami-Dade County, Milwaukee, Minneapolis, Nashville, New Orleans, New York City, Newark, Norfolk, Oakland, Oklahoma City, Omaha, Orange County (Orlando), Palm Beach County, Philadelphia, Pinellas County, Pittsburgh, Portland, Providence, Richmond, Rochester, Sacramento, San Antonio, San Diego, San Francisco, Santa Ana, Seattle, Shelby County (Memphis), St. Louis, St. Paul, Toledo, Tulsa, Washington, D.C., and Wichita.

School districts eligible for membership must be located in cities with populations over 250,000 and student enrollments over 35,000. School districts located in the largest city of any state are also eligible for membership, regardless of size.



# Chief Human Resource Officers and Chief Information Officers Joint Conference

*“Connecting the Dots:  
Collaborating to Solve Operational and Organizational Issues”*

February 6-9, 2018  
Fort Lauderdale, Florida  
Gallery One Hotel

The Council of the Great City Schools invites you to a Joint Conference of Chief Human Resource Officers (CHROs) and Chief Information Officers (CIOs). The focus of the conference is “showcasing” strategies, transformational change and technology innovations that improve business functions in Human Resources operations and collaborating across departments to solve organizational issues.

**Tuesday, February 6, 2018 – CHRO AND CIO SEPARATE SESSIONS**

<b>7:00 AM – 8:15 AM</b>	<b>Joint Breakfast</b>
<b>8:30 AM – 9:00 AM</b>	<b>Joint Welcome and Agenda Overview</b>

**Tuesday, February 6, 2018 – CHIEF INFORMATION OFFICERS MEETING**

<b>9:15 AM – 12: 00 PM</b>	<p>9:15 – 9:30 AM Introductions</p> <p>9:45 – 10:30 AM Issues and Challenges</p> <p>10:30 – 10:45 AM Break</p> <p>11:00 – 11:45 AM Cyber-Security and Recent Attacks on Soft Targets (Panel with Atlanta, Baltimore, Cleveland)</p>
<b>12:00 PM – 1:15 PM</b>	<b>Joint Lunch with HR</b>
<b>1:30 PM – 5:00 PM</b>	<p>1:30 – 2:00 PM Cyber-Security Discussions</p> <p>2:15 – 2:45 PM District Initiatives and Promising Practices</p> <p>3:00 – 3:15 PM Break</p> <p>3:30 – 4:15 PM How to Implement an ERP and Still Remain Friends (Cleveland)</p> <p><b>4:30 – 5:00 PM Wrap-up (Joint with HR)</b></p>
<b>5:00 PM</b>	<b>Joint Reception with HR</b>

**Tuesday, February 6, 2018 – CHIEF HUMAN RESOURCES OFFICERS MEETING**

<b>9:15 AM – 12: 00 PM</b>	<p>9:15 – 10:00 AM Improvement Dollars Hidden in Plain Sight - Sustainable Funding Project (SFP)</p> <p>10:00 – 10:15 AM Break</p> <p>10:15 – 11:00 AM Using Teacher Incentive Funds to Leverage High Quality Teachers</p> <p>11:15 AM – 12:00 PM Outsourcing vs. In-Sourcing Managing Workers' Compensation at Broward County Public Schools</p>
<b>12:00 PM – 1:00 PM</b>	<b>Joint Lunch with IT</b>
<b>1:00 PM – 5:00 PM</b>	<p>1:00 – 1:45 PM Employee Benefits in our Great City Schools</p> <p>2:00 – 2:45 PM Best Practices in Teacher Recruitment &amp; Retention</p> <p>3:00 – 3:15 PM Break</p> <p>3:30 – 4:15 PM Troops to Education</p> <p><b>4:30 – 5:00 PM Wrap-up (Joint with IT)</b></p>
<b>5:00 PM</b>	<b>Joint Reception with IT</b>

### Wednesday, February 7, 2018 – CHRO AND CIO SEPARATE SESSIONS

7:00 AM – 8:15 AM	Joint Breakfast
<b>HUMAN RESOURCES &amp; IT PRESENTATION TRACKS</b>	
8:30 AM – 12: 00 PM	<i>Showcasing” strategies, transformational change and technology innovations that improve business functions in Human Resources operations</i>
12:00 PM – 1:15 PM	Joint Lunch
1:30 PM – 5:00 PM	<i>Showcasing” strategies, transformational change and technology innovations that improve business functions in Human Resources operations</i>
5:00 PM	Dinner on Your Own

### Thursday, February 8, 2018 - CHRO AND CIO JOINT SESSION

7:00 AM – 8:15 AM	Joint Breakfast
8:30 AM – 12: 00 PM	<ul style="list-style-type: none"> <li>• The Role of the Chief as a Strategic Leader</li> <li>• Connecting the Dots to Solve Organizational Issues</li> </ul>
12:00 PM – 1:00 PM	Joint Lunch
1:15 PM – 5:00 PM	<ul style="list-style-type: none"> <li>• Connecting the Dots to Solve Organizational Issues</li> </ul>
5:00 PM	Dinner on Your Own

### Friday, February 9, 2018 – CHRO AND CIO JOINT SESSION

7:00 AM – 8:15 AM	Joint Breakfast
8:30 AM – 12:00 PM	Joint Session, Wrap-Up and Departures



## HUMAN RESOURCES PRESENTATIONS

Presenters	HUMAN RESOURCES PRESENTATIONS
<p><b>Buffalo Public Schools</b> Jamie Warren</p> <p>8:30 – 9:15 a.m.</p>	<p><b><u>Transforming Human Resources – Becoming a Strategic Partner</u></b></p> <p>Buffalo Public Schools HR team is currently weighed down with highly manual and paper-intensive processes related to hiring, onboarding, and managing applicants to the district. The current state is preventing the HR team from becoming more of a strategic partner to the district in impacting staff effectiveness and student performance outcomes. The current applicant tracking system is disconnected from the districts MUNIS system resulting in redundant data entry and inefficiencies in staffing. In addition, the current system fails to provide full end-to-end posting to onboarding capabilities forcing HR staff to manually connect the dots. The HR team’s strategic goals are to improve the efficiencies of these processes to allow more time for quality, proactive and personalized interactions with applicants and new hires.</p> <p>Buffalo Public Schools posted a Request for Proposals (RFP) on December 4th, 2017 in search of a nationally recognized vendor. The purpose of this RFP is to solicit competitive sealed proposals for a Strategic Talent Acquisition, Training, and Onboarding System consisting of four (4) main components:</p> <ol style="list-style-type: none"> <li>1. Proactive Recruiting, Job, and Candidate Campaign System</li> <li>2. A comprehensive Applicant Tracking System</li> <li>3. Integrated Safety and Compliance Training</li> <li>4. Comprehensive Records , Onboarding and Forms Automation</li> </ol> <p>Qualified firms that meet all four (4) components and system specifications may participate in this solicitation of a Strategic Talent Acquisition, Training, and Onboarding System within a single, integrated, web-based platform. This is an investigative procedure to identify the system that is most suited to Buffalo Public Schools’ operations and requirements. Through this RFP process, the Buffalo City School District seeks to solicit firm system specifications and price quotations from manufacturers.</p> <p>The selected strategic partner organization must demonstrate that their Strategic Talent Acquisition, Training, and Onboarding System will allow HR administrators, district personnel, and building leadership to be more strategic and effective in how they use their time by automating paper processes and reducing redundant data entry due to disparate human resource applications resulting in significant cost savings and a greater focus on staff and student outcomes. The system must include a method to both post opportunities and to connect directly with applicants interested in opportunities in New York.</p> <p>This presentation will describe the selection process as well as the project implementation timeline developed to implement the new system.</p>





**HUMAN RESOURCES PRESENTATIONS**

<b>Presenters</b>	<b>HUMAN RESOURCES PRESENTATIONS</b>
<p><b>Wichita Public Schools</b> Shannon S. Krysl, Stephen Christian</p> <p>9:25 – 10:10 a.m.</p>	<p><b><u>Implementation of Best HR Practices through Strategic Innovation and Automation</u></b> Wichita Public Schools formed a partnership with the Wichita Metro Chamber of Commerce and created a Business Innovation in Education program in 2011. As a result of these partnership businesses in Wichita volunteered their staffs to come into the Human Resources Department and conduct a comprehensive audit of all functional HR areas and make recommendations for improvements, efficiencies and implementation of best practices. Over the past 5 years, WPS Human Resources has been strategically implementing the recommendations from this partnership. Despite significant budget cuts, over 90% of the recommendations have been implemented and the presentation will highlight the accomplishments and efficiencies.</p>
<p><b>Miami-Dade County Public Schools</b> Jose Dotres, David Irwin (Edelements)</p> <p>10:20 – 11:05 a.m.</p>	<p><b><u>Addressing Teacher Shortage Head On: Rethinking Teacher Recruitment</u></b> Districts across the United States are grappling with a teacher shortage that impacts their ability to fill critical roles in schools. Millennials, the majority of new teacher hires, are looking for something different in their career pathways. Additionally, the attributes we look for in a successful teacher are shifting. How does a district deal with these challenges and successfully recruit and retain teachers? Come learn about the new strategies Miami-Dade County Public Schools is using to recruit teachers across its 300+ schools.</p>
<p><b>Los Angeles Unified School District</b> Shahryar Khazei</p> <p>11:15 a.m. - Noon</p>	<p><b><u>Budget and HR Divisions Improved Norm Day Process – HR Dashboards</u></b> In this session, learn how the Los Angeles Unified School District (LAUSD) improved the Norm Day process. At LAUSD, “norming” is the process of counting actively-enrolled students as the basis for the allocation of various school resources by the Human Resources and Budget Services Divisions. The Information Technology Division collaborated with these two departments to develop interactive dashboards that eliminated weeks of manual work and created a central location where data was accurate, consistent, and transparent. Benefits from these dashboards include:</p> <ul style="list-style-type: none"> <li>• Appropriate allocation of school operational resources such as administrators, teachers, counselors, librarians, clerical staff, custodians, financial managers, and instructional materials.</li> <li>• Readily available and reliable data for all stakeholders – principals, local district directors and superintendents, and central office administrators.</li> <li>• Improved communication between school principals/local district administrators, human resources, and budget services.</li> <li>• Easily accessible, convenient, and user friendly tool that was embraced by all stakeholders</li> </ul>
<p><b>Atlanta Public Schools</b> Skye Duckett</p> <p>1:30 – 2:15 p.m.</p>	<p><b><u>Automating HR Functions to Improve Teacher and Leader Quality</u></b></p>



**HUMAN RESOURCES PRESENTATIONS**

<b>Presenters</b>	<b>HUMAN RESOURCES PRESENTATIONS</b>
<p><b>Miami-Dade County Public Schools</b>            Jose Dotres, Nick Montgomery (TalentEd)             2:25 – 3:10 p.m.</p>	<p><b><u>How Miami-Dade County Public Schools Puts Quality First: Transitioning from a Traditional HR Organization to a Scientific One</u></b>            To successfully advance student achievement, schools need quality teachers in each classroom. But few districts use objective, proven methods to identify the most effective teacher candidates. Miami-Dade County Public Schools challenged the status-quo early on. Focusing on teacher quality, Miami-Dade will share how advances in modern HR practice and a research-validated tool allow them to predict the impact a candidate will have on student performance.</p>
<p><b>Broward County Public Schools</b>            Tony Hunter, Craig Nichols, Donna Flores             3:20 – 4:05 p.m.</p>	<p><b><u>Building Your Leadership Pipeline with the Help of Technology</u></b>            Information &amp; Technology worked working with Human Resources and the Office of School Performance and Accountability developed an online leader tracking system to identify potential leaders (school base and district office) across the district</p>



### INFORMATION TECHNOLOGY PRESENTATIONS

Presenters	INFORMATION TECHNOLOGY PRESENTATIONS
<p><b>Palm Beach County Schools</b> Steven Harnois, Deepak Agarwal (Focus School Software)</p> <p>8:30 – 9:15 a.m.</p>	<p><b><u>Student Information Systems Transformation</u></b> Palm Beach County Schools will share insight into their three-year implementation of a new student information system. This presentation will highlight the project methodology of transitioning from a 30-year old legacy mainframe application to an integrated and scalable SIS solution.</p>
<p><b>Miami-Dade County Public Schools</b> Paul Smith, Brett Baldwin (Lightspeed)</p> <p>9:25 – 10:10 a.m.</p>	<p><b><u>Your entire 1:1 device deployment, covered: How to filter and manage any device, any OS</u></b> Your 1:1 device strategy focuses on ensuring student tech -- no matter what device or OS -- is filtered and managed. Are all of your devices covered with advanced solutions to empower learning and keep students safe, all while saving your departments time and money? Learn how:</p> <ul style="list-style-type: none"> <li>• Schools are solving YouTube access problems with zero time-consuming management hassles</li> <li>• Smart Agents can do the work of filtering and easy SSL decryption without proxies or PACs</li> <li>• Real-time alerts and smart reporting tools protect against cyberbullying, self-harm and violence</li> <li>• Powerful classroom tools empower teachers to leverage device tech to its full potential</li> <li>• And more</li> </ul>
<p><b>Atlanta Public Schools</b> Bill Caritz, Richard Stout (RPI)</p> <p>10:20 – 11:05 a.m.</p>	<p><b><u>How to Successfully Complete an ERP Upgrade and Improve HR and Financial Services - Without Everyone Hating Each Other</u></b></p>
<p><b>Chicago Public Schools</b> LaTanya McDade, Chief Officer of Teaching and Learning, Chicago Public Schools, Chicago, IL; Tim Beekman (SAFARI Montage)</p> <p>11:15 a.m. – Noon</p>	<p><b><u>How Chicago Public Schools is Developing a Digital Ecosystem from the Ground Up</u></b> Chicago Public Schools (CPS) and SAFARI Montage reveal how CPS is constructing a digital learning environment to support personalized blended learning from the ground up. Discover how the plan was designed to improve equity, transparency and efficiency and engage students in rich and rewarding learning experiences, and look at the role of IMS interoperability standards in helping the district achieve their goals.</p>



<p><b>Metropolitan Nashville Public Schools</b> Gayle Nelson (ENA)</p> <p>1:30 – 2:15 p.m.</p>	<p><b><u>The Impact of Cyber Attacks on Academic and Business Operations—How to Keep Your Students, Staff, and Data Secure</u></b></p> <p>When a school district’s network is compromised, it can cripple every component of its digital ecosystem—testing, instruction, communications, human relations, payroll, building surveillance, and much more. DDoS attacks, ransomware, and phishing schemes are detrimentally impacting our schools’ day-to-day business operations and costing them thousands of dollars. Join John Teeter, Director of Enterprise Network Operations at Metro Nashville Public Schools (MNPS) and ENA, as they share best practices for protecting the district’s mission critical systems against cyber thieves and attacks. Discover common vulnerabilities that are putting school districts at risk and steps you can implement to safeguard your students, staff, and data from these costly threats.</p>
<p><b>Orange County Public Schools</b> Dr. Jesus Jara, Rob Bixler</p> <p>2:25 – 3:10 p.m.</p>	<p><b><u>Using Cameras in the Classroom with an Integrated LOR to Accelerate Student Achievement &amp; Teacher Growth</u></b></p> <p>Leaders from Orange County Public Schools, FL will share how they are leveraging teacher-controlled cameras in their classrooms integrated with their Learning Object Repository (LOR) to improve teaching and learning. Discover how the system has had a positive impact on student behavior and engagement while providing teachers with opportunities for self-reflection and professional development. Attendees will learn how the district is capturing, managing and sharing recordings of classroom lessons via their LOR to support blended and distance learning and provide the school community with a trusted system for teaching and learning.</p>
<p><b>Lafayette Parish Schools in Louisiana</b> Lashona Dickerson, Sara Seba (Gaggle Net)</p> <p>3:20 – 4:05 p.m.</p>	<p><b><u>Practice of Protection: Student PII and Staff Safety in the Cloud</u></b></p> <p>Most districts provide powerful Cloud-based tools like Google G-Suite or Microsoft Office 365 to their staff and many also provide these resources to their students. "With great power comes great responsibility" as these integrated online services have system and data vulnerabilities that can be compounded by malicious intentions or human error. Data at your fingertips means that legally protected personally identifiable information (PII) of students and staff can be shared in an instant. Cloud-based tools can also contain warning signs for personnel who are depressed, suicidal, contemplating violence or engaged in inappropriate relationships with students. What safeguards should be put in place to protect students and staff and how do those impact district accountability and responsibility?</p>



<p><b>Los Angeles Unified School District</b> Shahryar Khazei, Avinash Sankhla (BIAS Corporation) 4:15 – 5:00 p.m.</p>	<p><b><u>Innovating Your Content Strategy – LAUSD’s Digital Transformative Story</u></b></p> <p>With the shift in technology and the desire to provide a rich and meaningful user experience via an integrated and secure solution across its content Portal, the <b>Los Angeles Unified School District (LAUSD)</b> undertook an important task in modernizing its relevant technology footprint. The existing solution was an older &amp; outdated content system, heavily customized and lacked not only a rich UI but was inadequate to keep up with the demands of LAUSD's requirements in today's day and age. The District, about a year ago, embarked on a mission to replace their "eLibrary" content system, its underlying repository and consolidate its District-wide portal solution.</p> <p>The challenge was to implement a solution that would not only consolidate its technology footprint, but provide a rich user experience with a modern look and feel. The basic criteria was to make sure the solution could be integrated across its various platforms, was portable to be hosted externally in the cloud, was able to expand to cater to the Districts exponential growth of content, was easy to operate and maintain, was a highly available architecture, was able to provide rich features and functionality pertaining to an integrated Search, Calendar, Collaboration, interdepartmental workflow, was able to provide a corresponding mobile platform – all and more, while being highly secure and compliant with the Districts security policies.</p> <p>This presentation will talk about the vision set forth by the Districts' ITD in achieving its goal of modernizing its electronic content library across the District. The journey in selecting, architecting and implementing the right solution that would not only fulfil the Districts' relevant requirements, but implementing a performant and sophisticated solution with its System Integration partner (<b>BIAS Corporation</b>) that would be used as a base for its future unified portal and current content electronic library (eLibrary). With the District Boards’ resolution pertaining to the 'Open Data' policy passed recently, LAUSD was able to easily leverage its modern <b>eLibrary</b> solution with minimal customizations while providing a secure and rich user experience across all user platforms.</p>
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**HUMAN RESOURCES PRESENTATIONS**

**INFORMATION TECHNOLOGY PRESENTATIONS**

Presenters	INFORMATION TECHNOLOGY PRESENTATIONS
	<p>The challenge was to implement a solution that would not only consolidate its technology footprint, but provide a rich user experience with a modern look and feel. The basic criteria was to make sure the solution could be integrated across its various platforms, was portable to be hosted externally in the cloud, was able to expand to cater to the Districts exponential growth of content, was easy to operate and maintain, was a highly available architecture, was able to provide rich features and functionality pertaining to an integrated Search, Calendar, Collaboration, interdepartmental workflow, was able to provide a corresponding mobile platform – all and more, while being highly secure and compliant with the Districts security policies.</p> <p>This presentation will talk about the vision set forth by the Districts' ITD in achieving its goal of modernizing its electronic content library across the District. The journey in selecting, architecting and implementing the right solution that would not only fulfil the Districts' relevant requirements, but implementing a performant and sophisticated solution with its System Integration partner (<b>BIAS Corporation</b>) that would be used as a base for its future unified portal and current content electronic library (eLibrary). With the District Boards' resolution pertaining to the 'Open Data' policy passed recently, LAUSD was able to easily leverage its modern <b>eLibrary</b> solution with minimal customizations while providing a secure and rich user experience across all user platforms.</p>



<b>Wednesday (2/7/2018)</b>	<b>Human Resources</b>	<b>Information Technology</b>
8:30 – 9:15 a.m.	Buffalo – “Transforming Human Resources – Becoming a Strategic Partner”	Palm Beach – “Student Information Systems Transformation”
9:25 – 10:10 a.m.	Wichita – “Implementation of Best HR Practices through Strategic Innovation and Automation”	Miami-Dade – “Your Entire 1:1 Device Deployment, Covered: How to Filter and Manage Any Device, Any OS”
10:20 – 11:05 a.m.	Miami-Dade – “Addressing Teacher Shortage Head On: Rethinking Teacher Recruitment”	Atlanta – “How To Successfully Complete an ERP Upgrade and Improve HR and Financial Services Without Everyone Hating Each Other”
11:15 a.m. – Noon	LAUSD – “Budget and HR Divisions Improved Norm Day Process – HR Dashboards	Chicago – “Bringing a Digital Plan into Chicago Public Schools from the Ground Up”
<b>12:00 – 1:15 pm</b>	<b>Lunch</b>	<b>Lunch</b>
1:30 – 2:15 p.m.	Atlanta – “Automating HR Functions to Improve Teacher and Leader Quality”	Nashville – “The Impact of Cyber Attacks on Academic and Business Operations – How to Keep Your Students, Staff, and Data Secure”
2:25 – 3:10 p.m.	Miami-Dade – “How Miami-Dade County Public Schools Puts Quality First: Transitioning from a Traditional HR Organization to a Scientific One”	Orange County – “Using Cameras in the Classroom with an Integrated LOR to Accelerate Student Achievement & Teacher Growth”
3:20 – 4:05 p.m.	Broward – “Building Your Leadership Pipeline with the Help of Technology”	Lafayette Parish Schools – “Practice of Protection: Student PII and Staff Safety in the Cloud”
4:15 – 5:00 p.m.		LAUSD – “Innovating Your Content Strategy – LAUSD’s Digital Transformative Story”

Note: Each presentation is 45 minutes; there is a 10 minute transition time in-between.





# Participants List

Council of The Great City Schools- 2018 Chief Human Resource Officers & Chief Information Officers' Meeting – Ft. Lauderdale, FL

Todd Hess  
Chief Human Resources Officer  
**Anchorage School District**  
5530 E Northern Lights Blvd  
Anchorage, Alaska 99508

Hess\_Todd@asdk12.org

Scott Clark  
Senior Vice President Claim Advocate  
**Arthur J Gallagher & Co.**  
2255 Glades Road Suite 200E  
Boca Raton, Florida 33431

scott\_clark@ajg.com

Barbara Crowe  
Area Senior Vice President  
**Arthur J. Gallagher & Co.**

barbara\_crowe@ajg.com

Olufemi Aina  
Executive Director  
**Atlanta Public Schools**  
130 Trinity Ave SW5th Floor  
Atlanta, Georgia 30303

oaina@atlanta.k12.ga.us

Bill Caritj  
Chief Accountability and Information Officer  
**Atlanta Public Schools**  
130 Trinity Ave., SW5th Floor  
Atlanta, Georgia 30303

wcaritj@atlanta.k12.ga.us

Skye Duckett  
Chief Human Resources Officer  
**Atlanta Public Schools**  
130 Trinity Avenue  
Atlanta, Georgia 30303

sduckett@atlanta.k12.ga.us

Jeff Anderson  
CEO  
**Audio Enhancement**  
14241 S Redwood Road  
Bluffdale, Utah 84065

jeff.anderson@audioenhancement.com

Kristen Hilsabeck  
Executive Director  
**Austin Independent School District**  
1111 West 6th Street Suite A260  
Austin, Texas 78703

Kristen  
kristen.hilsabeck@austinisd.org

Shashi Buddula  
Director-IT  
**Baltimore City Public Schools**  
200 E.North Ave  
Baltimore, Maryland 21202  
  
srbuddula@bcps.k12.md.us

Elvis Teah  
Director of infrastructure and Datacenter Security  
**Baltimore City Public Schools**  
200 E North Ave  
Baltimore, Maryland 21202  
  
elvisteah2002@yahoo.com

Karen DeMoss  
Director, Sustainable Funding Project  
**Bank Street College**  
610 W 112th St  
New York, New York 10025  
  
kdemoss@bankstreet.edu

Lauren Brucker  
Territory Sales Executive - State and Local Markets,  
SE & TOLA  
**BIAS Corporation**

Amin Oteifa  
Sr. VP - Services  
**BIAS Corporation**

Avinash Sankhla  
Sr. Director - West Regional Manager  
**BIAS Corporation**

Ashley Sherwood  
Marketing & Communications Manager  
**BIAS Corporation**  
1801 Alabama Rd Suite 300  
Roswell, Georgia 30076  
  
marketing@biascorp.com

Angela Brown  
Director, Coaching and Induction  
**Broward County Public Schools**  
600 SE 3rd Ave  
Fort Lauderdale, Florida 33301  
  
angela.brown@browardschools.com

Tony Hunter  
Chief Information Officer  
**Broward County Public Schools**  
7720 W. Oakland Park Blvd.  
Room 319  
Sunrise, Florida 33351  
  
tony.hunter@browardschools.com

Susan T. Rockelman  
Director, Talent Acquisition & Operations  
**Broward County Public Schools**  
600 SE 3rd Ave  
Fort Lauderdale, Florida 33301  
  
srockelman@browardschools.com

Joseph Zeppetella  
Workers' Compensation Program Administrator  
**Broward County Public Schools**  
600 SE 3rd Ave  
Fort Lauderdale, Florida 33301  
  
joseph.zeppetella@browardschools.com

Jamie Warren  
Associate Superintendent for Human Resources  
**Buffalo Public Schools**  
720 City Hall  
Buffalo, New York 14202  
  
JWarren@buffaloschools.org

Jena Draper  
CEO/Founder  
**CatchOn**  
  
Jena@getcatchon.com

Raghu Reddy  
VP District  
**CatchOn**  
  
raghu@getcatchon.com

Vincent Smith  
Interim Chief Human Resources Officer  
**Charlotte-Mecklenburg Schools**  
1901 Herbert Spaug Lane  
Charlotte,, North Carolina 28208  
  
v.smith@cms.k12.nc.us

LaTanya McDade  
Chief Officer, Office of Teaching and Learning  
**Chicago Public Schools**  
42 West Madison Street, 3rd Floor  
Chicago, Illinois 60602  
  
bdale@cps.edu

Sarah Trimble-Oliver  
Chief Information Officer  
**Cincinnati City School District**  
2651 Burnet Ave  
Cincinnati, Ohio 45219  
  
trimbls@cps-k12.org

Paul McDole  
Director of Human Resources  
**Cincinnati Public Schools**  
2651 Burnet Ave.  
Cincinnati, Ohio 45219  
  
mcdolep@cps-k12.org

Roderick Houpe  
CIO  
**Cleveland Metropolitan School District**  
1349 E. 79th Street  
Cleveland, Ohio 44103

Roderick.Houpe@clevelandmetroschools.org

Talent Department  
Talent Department  
**Cleveland Metropolitan School District - Talent Dept.**  
1111 Superior Ave Suite 1800  
Cleveland, Ohio 44114

gala.copez@clevelandmetroschools.org

Lori Ward  
Chief Talent Officer  
**Cleveland Metropolitan School District - Talent Dept.**  
1111 Superior Ave Suite 1800  
Cleveland, Ohio 44114

Lori.Ward@clevelandmetroschools.org

Chris Campbell  
Infrastructure and Support Services Manager  
**Columbus City Schools**  
1091 King Ave  
Columbus, Ohio 43212

chrisc@columbus.k12.oh.us

Michele VanDyke  
Director of Technology  
**Columbus City Schools**  
1091 King Ave  
Columbus, Ohio 43212

vandyke\_ma@yahoo.com

Joanne Ung  
Managing Partner  
**Convectus Solutions LLC**  
4112 Swiss Avenue j\_ung@msn.com  
Dallas, Texas 75204

joanne.ung@convectus.com

Dawn Johnson  
Regional Sales Manager  
**Cornerstone OnDemand**  
1601 Cloverfield Blvd Suite 600S  
Santa Monica, California 90404

djohnson@csod.com

Joe Wall  
Regional Sales Manager  
**Cornerstone OnDemand**  
1601 Cloverfield Blvd Suite 600S  
Santa Monica, California 90404

Jwall@csod.com

Jordan Carlton  
Manager of Talent Acquisition  
**Dallas Independent School District**  
9400 N. Central Express Way Suite 1400  
Dallas, Texas 75231

jcarlton@dallasisd.org

Karry Chapman  
Chief of Human Capital Management  
**Dallas Independent School District**  
9400 N. Central Expwy Suite 1400  
Dallas, Texas 75231

Kchapman@dallasisd.org

Cecilia Oakeley  
Assistant Superintendent  
**Dallas Independent School District**  
2909 N. Buckner Blvd.  
Dallas, Texas 75228

oakeley@dallasisd.org

Jill Peeples  
Coordinator  
**Dallas Independent School District**  
9400 N. Central Express Way Suite 1400  
Dallas, Texas 75231

jpeeples@dallasisd.org

Jerome Kelanic  
Chief Technology Officer  
**Dallas ISD**  
9400 N. Central Expressway Ste. 1000  
Dallas, Texas 75231

jkelanic@dallasisd.org

Suzy Smith  
Manager  
**Dallas ISD**  
9400 North Central Expressway, Ste 1400  
Dallas, Texas 75332

jersmith@dallasisd.org

Judith Spurlock  
Executive Director  
**Dayton Public Schools**  
115 South Ludlow St  
Dayton, Ohio 45402  
  
jspurloc@dps.k12.oh.us

Gregory Taylor  
Director  
**Dayton Public Schools**  
115 S. Ludlow St.  
Dayton, Ohio 45402  
  
gstaylor@dps.k12.oh.us

SONITA YOUNG  
ASSISTANT SUPERINTENDENT  
**Duval County Public Schools**  
1701 Prudential Dr  
Jacksonville, Florida 32207  
  
youngs1@duvalschools.org

Dana Britt  
Senior Design Principal  
**Education Elements**  
999 SKYWAY RDSuite 325  
SAN CARLOS, California 0  
  
dana.britt@edelements.com

David Irwin  
Managing Partner  
**Education Elements**  
999 SKYWAY RDSuite 325  
SAN CARLOS, California 0  
  
david.irwin@edelements.com

Simma Reingold  
Partner  
**Education Elements**  
999 SKYWAY RDSuite 325  
SAN CARLOS, California 0  
  
simma.reingold@edelments.com

Oliver Landow  
National Customer Service Director  
**Education Networks of America**  
618 Grassmere ParkSuite 12  
Nashville, Tennessee 37211  
  
olandow@ena.com

Michael McKerley  
CTO  
**Education Networks of America**  
  
m@ena.com

Gayle Nelson  
Sr Vice President  
**Education Networks of America**

gnelson@ena.com

John Sheehan  
Director of Customer Services  
**Education Networks of America**

jsheehan@ena.com

Thomas Ryan  
President  
**EMMERSON LEARNING**  
2800 Rio Orilla Lane NW  
Albuquerque, New Mexico 87120

ryan.tomaps@gmail.com

Steve Gritzuk  
Chief Operating Officer  
**ESS**  
800 Kings Highway North Suite 405  
Cherry Hill, New Jersey 8034

sgritzuk@ess.com

Dan McLaughlin  
Director of Business Development  
**ESS**  
800 Kings Highway North Suite 405  
Cherry Hill, New Jersey 8034

dmclaughlin@ess.com

Barbara Ridener  
Chair, Teaching and Learning  
**Florida Atlantic University**  
777 Glades Road  
Boca Raton, Florida 33431

bridener@fau.edu

Steven Harnois  
Director of Operations  
**Focus School Software**  
475 Central Ave Ste 400  
St. Petersburg, Florida 33701

steven@focusschoolsoftware.com

Bethany Heslam  
Director of Implementation  
**Focus School Software**

Andrew Schmadeke  
Chief Executive Officer  
**Focus School Software**

Elise Ozarowski  
Marketing Events Coordinator  
**Frontline Education**  
1400 Atwater Dr  
Malvern, Pennsylvania 19355  
  
eozarowski@frontlineed.com

Jacin Suskin  
**Frontline Education**  
  
jsuskin@frontlineed.com

Amber Aplington-Johnson  
Account Executive  
**Gaggle**  
2205 E Empire St  
Bloomington, Illinois 61704  
  
amber@gaggle.net

Ryan Keag  
National Strategic Accounts Manager  
**Gaggle**  
2205 E Empire St  
Bloomington, Illinois 61704  
  
ryankeag@gaggle.net

Jeff Patterson  
CEO  
**Gaggle**  
PO Box 1352  
Bloomington, Illinois 61702  
  
jeffpatterson@gaggle.net

Sara Seba  
Sr. Product Manager  
**Gaggle**  
2205 E Empire St  
Bloomington, Illinois 61704  
  
saraseba@gaggle.net

Alison Coker  
Executive Director of Human Resources  
**Guilford County Schools**  
712 N. Eugene St.  
Greensboro, North Carolina 27401  
  
cokera@gcsnc.com



Shirley Morrison  
Chief Human Resources Officer  
**Guilford County Schools**  
712 N. Eugene St.  
Greensboro, North Carolina 27401

morriss@gcsnc.com

Matt Winebright  
President & CEO  
**Hayes Software Systems**  
12007 Research Boulevard Suite 103  
Austin, Texas 78759

mwinebright@hayessoft.com

RoseAnn McKernan  
Retired Administrator  
**Hoonuit**  
15088 22nd Ave NE  
Little Falls, Minnesota 56345

rmckernan@comcast.net

Liz Walbrun  
Vice President, Strategic Sales  
**Hoonuit**  
210 West College Avenue  
Appleton, Wisconsin 54911

liz.walbrun@hoonuit.com

Lenny Schad  
Chief Technology Information Officer  
**Houston Independent School District (HISD)**  
4400 West 18th Street  
Houston, Texas 77092

Lschad@houstonisd.org

Randy Meek  
Partner  
**Information Services Group**  
6111 Mashie Court  
Parkville, Missouri 64152

randy.meek@isg-one.com

Sanjay Hebbani  
Program Manager  
**Infosys Limited**  
6100 Tennyson Pkwy #200  
Plano, Texas 75024

sanjay\_hebbani@infosys.com

Bhuwan Thakur  
Client Partner  
**Infosys Limited**  
6100 Tennyson Pkwy #200  
Plano, Texas 75024

bhuwan\_thakur@infosys.com

Milford Sprecher  
Account Director  
**ISG Public Sector**  
25025 N. I-45,  
Suite 225  
The Woodlands, Texas 77380  
  
milford.sprecher@isg-one.com

Erin Mason  
Instructional Technology Director  
**Jackson Public School District**  
662 S. President Street  
Jackson, Mississippi 39201  
  
eclark@jackson.k12.ms.us

Stephan George  
Executive Director  
**Jackson Public Schools District**  
630 South State Street  
Jackson, Mississippi 39225  
  
sgeorge@jackson.k12.ms.us

Aimee Green-Webb  
Director of District Personnel  
**Jefferson County Public Schools**  
3332 Newburg Road  
Louisville, Kentucky 40218  
  
aimee.green-webb@jefferson.kyschools.us

Donnie Davis  
Regional Sales Manager  
**Kelly Educational Staffing**  
  
Donnie.Davis@kellyservices.com

Kathy Garcia  
Director of Strategic Sales  
**Kelly Educational Staffing**  
  
kathy.garcia@kellyservices.com

Debbie Pearson  
Vice President Strategic Sales  
**Kelly Educational Staffing**  
425 N Andalusia Ave  
Santa Rosa Beach, Florida 32459  
  
debbie.pearson@kellyservices.com

LaShona Dickerson  
Technology Director  
**Lafayette Parish School System**  
  
ladickerson@lpssonline.com

John Garrett  
Account Manager  
**LEGO Education**  
501 Boylston St.  
Boston, Massachusetts 2116  
  
John.Garrett@LEGO.com

Keith Kostrzewski  
Director of Sales  
**LEGO Education**  
  
keith.kostrzewski@lego.com

Erin Sowa  
Account Manager  
**LEGO Education**  
  
erin.sowa@lego.com

Brett Baldwin  
Regional Sales Director  
**Lightspeed Systems**  
  
bbaldwin@lightspeedsystems.com

London Stufflebeam  
Events Coordinator  
**Lightspeed Systems**  
2500 Beecave RdBldg 1, Suite 350  
Austin, Texas 78446  
  
London@lightspeedsystems.com

Brian Thomas  
President & CEO  
**Lightspeed Systems**  
  
brian@lightspeedsystems.com

Miguel Garza  
Personnel Specialist  
**Los Angeles Unified School District**  
333 S. Beaudry Ave., 15th floor  
Los Angeles, California 90017  
  
miguel.garza@lausd.net

Maria Salazar  
Assistant Director  
**Los Angeles Unified School District**  
333 S. Beaudry Ave., 15th floor  
Los Angeles, California 90017  
  
maria.salazar@lausd.net

Mary Lu Camacho  
Strategic Instructional Application Administrator  
**Los Angeles Unified School District (LAUSD)**  
333 S Beaudry Ave  
Los Angeles, California 90017  
  
mcamacho@lausd.net

Shahryar Khazei  
Chief Information Officer (CIO)  
**Los Angeles Unified School District (LAUSD)**  
333 S Beaudry Ave  
Los Angeles, California 90017  
  
shahryar.khazei@lausd.net

Deborah Story  
Chief Human Resources Officer  
**Metro Nashville Public Schools**  
2601 Bransford Avenue  
Nashville, Tennessee 37204  
  
deborah.story@mnps.org

Toni Russell  
Exec Director of IT  
**Metro Nashville Public Schools**  
2601 Bransford Ave  
Nashville, Tennessee 37204  
  
toni.russell@mnps.org

John Teeter  
Director of Enterprise Network Operations  
**Metropolitan Nashville Public Schools**  
2601 Bransford Avenue Building O- Room 201D  
Nashville, Tennessee 37204  
  
John.Teeter@mnps.org

Eugene P. Baker  
CIO  
**Miami-Dade County Public Schools**  
13135 SW 26 Street  
Miami, Florida 33175  
  
gbaker@dadeschools.net

Jose Dotres  
Chief Human Capital Officer  
**Miami-Dade County Public Schools**  
1450 N.E. 2nd Avenue Suite 929  
Miami, Florida 33132  
  
jdotres@dadeschools.net

Tricia Fernandez  
Assistant Superintendent  
**Miami-Dade County Public Schools**  
1450 N.E. 2nd Avenue Suite 271  
Miami, Florida 33132  
  
tfernandez1@dadeschools.net

Milagros Gonzalez  
District Director, Human Resources  
**Miami-Dade County Public Schools**  
1450 NE 2nd Avenue  
Ste. 271  
Miami, Florida 33132

mgonzalez5@dadeschools.net

Martha Montiel  
Employment and Recruitment Officer  
**Miami-Dade County Public Schools**  
1450 NE 2nd Avenue Ste. 271  
Miami, Florida 33132

mmontiel@dadeschools.net

Paul Smith  
Supervisor Network Services  
**Miami-Dade County Public Schools**  
1450 NE 2nd Ave  
Miami, Florida 33132

psmith@dadeschools.net

Ronald Cox  
Senior Director-Human Resources/Talent  
Management  
**Milwaukee Public Schools**  
5225 W. Vliet St  
Milwaukee, Wisconsin 53223

Coxr@milwaukee.k12.wi.us

Chad Meyer  
Senior Director Technology  
**Milwaukee Public Schools**  
5225 W. Vliet St.  
Milwaukee, Wisconsin 53208

meyerca@milwaukee.k12.wi.us

Tim Oberschlake  
Director of Consulting Services  
**Navigator Management Partners**  
1400 Goodale Blvd, Suite 100  
Columbus, Ohio 43212

toberschlake@navmp.com

Rich Walega  
Senior Vice President  
**Navigator Management Partners, LLC**

rwalega@navmp.com

Mike Waller  
Vice President of Consulting Services  
**Navigator Management Partners, LLC**

mwall@navmp.com

Frankey Goss  
Tech Solutions - Sr Software Engineer/Project  
Manager

**New Teacher Center**  
800 Revolution Mill Drive Apt 264  
Greensboro, North Carolina 27405

fgoss@newteachercenter.org

Dandridge Billups  
Executive Director of Human Resources

**Norfolk Public Schools**  
800 E. City Hall Avenue 9th floor  
Norfolk, Virginia 23510

dbillups@nps.k12.va.us

Eric Hileman  
Executive Director, IT Services  
**Oklahoma City Public Schools**  
1134 NW 8th  
OKC, Oklahoma 73106

eshileman@okcps.org

Janis Perrault  
Chief Human Resources Officer  
**Oklahoma City Public Schools**  
2500 NE 30th Bldg. 3  
Oklahoma City, Oklahoma 73111

jfperrault@okcps.org

David Azzarito  
Director of Talent Acquisition  
**Orange County Public Schools**  
445 W. Amelia St  
Orlando, Florida 32801

david.azzarito@ocps.net

Rob Bixler  
Executive Director - Curriculum, Instruction & Digital  
Learning

**Orange County Public Schools**  
445 W. Amelia St.  
Orlando, Florida 32801

robert.bixler@ocps.net

Jesus Jara  
Deputy Superintendent  
**Orange County Public Schools**  
445 W. Amelia Street  
Orlando, Florida 32801

jesus.jara@ocps.et

Neil Otto  
Administrator  
**Orange County Public Schools**  
445 West Amelia St  
Orlando, Florida 32801

neil.otto@ocps.net

Ulysses Vazquez  
Sr. Business Process Specialist  
**Orange County Public Schools**  
445 W. Amelia St  
Orlando, Florida 32801

Ulysses.Vazquez@ocps.net

Bridget Williams  
Chief of Staff  
**Orange County Public Schools**  
445 West Amelia Street  
Orlando, Florida 32801

Bridget.Williams@ocps.net

Natasha Bell  
Director  
**Palm Beach County School District**  
3300 Forest Hill Blvd., Suite B332  
west Palm Beach, Florida 33414

natasha.bell@palmbeachschools.org

Chris Persaud  
Director  
**Palm Beach County School District**  
3300 Forest Hill Blvd., Suite B332  
West Palm Beach, Florida 33414

chris.persaud@palmbeachschools.org

Andrew Cary  
Business Development Manager  
**PCG Education**  
148 State Street10th Floor  
Boston, Massachusetts 2109

acary@pcgus.com

Alvin Crawford  
Manager  
**PCG Education**  
148 State Street10th Floor  
Boston, Massachusetts 2109

acrawford@pcgus.com

Chet Curtis  
Business Development Manager  
**PCG Education**  
148 State Street10th Floor  
Boston, Massachusetts 2109

Ccurtis@pcgus.com

Josh Ellis  
Director  
**PCG Education**  
148 State Street10th Floor  
Boston, Massachusetts 2109

Joellis@pcgus.com

Eldred Ellis  
Business Development Manager  
**PCG Education**  
148 State Street  
10th Floor  
Boston, Massachusetts 2109  
  
eellis@pcgus.com

Evan Lefsky  
Manager  
**PCG Education**  
148 State Street 10th Floor  
Boston, Massachusetts 2109  
  
Elefsky@pcgus.com

Jim Popp  
Manager  
**PCG Education**  
148 State Street 10th Floor  
Boston, Massachusetts 2109  
  
jpopp@pcgus.com

Rick Purcell  
rpurcell@pcgus.com  
**PCG Education**  
148 State Street 10th Floor  
Boston, Massachusetts 2109  
  
rpurcell@pcgus.com

David Ronka  
Senior Advisor  
**PCG Education**  
148 State Street 10th Floor  
Boston, Massachusetts 2109  
  
dronka@pcgus.com

Joan Streefkerk  
Director, Strategic Accounts  
**PCG Education**  
148 State Street  
Boston, Massachusetts 2109  
  
jstreefkerk@pcgus.com

Daniel Wistman  
Manager  
**PCG Education**  
148 State Street 10th Floor  
Boston, Massachusetts 2109  
  
dwistman@pcgus.com

Roderick Sams  
Director, Education Solutions  
**Performance Matters**  
7730 Union Park Avenue Suite 500  
Sandy, Utah 84047  
  
roderick.sams@performancematters.com



Tom Lechner  
Assistant Superintendent, Technology and  
Information Systems  
**Pinellas County Schools**  
301 Fourth St. SW  
Largo, Florida 0  
  
lechnert@pcsb.org

Paula Texel  
Assistant Superintendent, Human Resources  
Services  
**Pinellas County Schools**  
301 4th Street SW  
Largo, Florida 33770  
  
texelpa@pcsb.org

Scott Gutowski  
CIO  
**Pittsburgh Public Schools**  
341 S Bellefield Ave  
Pittsburgh, Pennsylvania 15213  
  
sgutowski1@pghboe.net

Harry Kennedy  
Cheif of Human Resources  
**Rochester City School District**  
131 West Broad Street  
Rochester, New York 14614  
  
harry.kennedy@rcsdk12.org

Annmarie Lehner  
Chief Information Officer  
**Rochester City School District**  
131 W. Broad Street  
Rochester, New York 14614  
  
Annmarie.Lehner@rcsdk12.org

Cancy McArn  
Chief Human Resources Officer  
**Sacramento City Unified School District**  
5735 47th Ave  
Sacramento, California 95824  
  
cancy-mcarn@scusd.edu

Tiffany Smith-Simmons  
HR Director  
**Sacramento City Unified School District**  
5735 47th Ave  
Sacramento, California 95824  
  
kristina-reyes@scusd.edu

Pakou Woo  
Coordinator, Change Management  
**Sacramento City Unified School District**  
5735 47th Avenue  
Sacramento, California 95824  
  
pakou-woo@scusd.edu

Elliot Lopez  
Chief Information Officer  
**Sacramento City USD**  
5735 47th Avenue  
Sacramento, California 95824

elliott-lopez@scusd.edu

Timothy Beekman  
President  
**Safari Montage**  
300 Barr Harbor Dr  
West Conshohocken, Pennsylvania 19428

Tbeekman@safarimontage.com

Heather Connelly  
VP of Strategic Accounts  
**Safari Montage**  
hconnelly@safarimontage.com

Monica Watts  
VP of Sales  
**Safari Montage**  
mwatts@safarimontage.com

Idrissa Davis  
Deputy Chief  
**Saint Paul Public Schools**  
1930 Como Ave  
St. Paul, Minnesota 55108  
idrissa.davis@spps.org

Arnoldo Gutierrez  
Director, Human Resources  
**San Antonio ISD**  
141 Lavaca  
San Antonio, Texas 78210  
agutierrez3@saisd.net

Cynthia Solis  
Director, Human Resources  
**San Antonio ISD**  
141 Lavaca  
San Antonio, Texas 78210  
csolis@saisd.net

Toni Thompson  
Associate Superintendent  
**San Antonio ISD**  
141 Lavaca  
San Antonio, Texas 78210  
tthompson@saisd.net

Melissa Dodd  
Chief Technology Officer  
**San Francisco Unified School District**  
555 Franklin St.  
San Francisco, California 94102

Doddm@sfusd.edu

Stephan Gordon  
Workforce Analytics Manager  
**San Francisco Unified School District**  
555 Franklin Street  
San Francisco, California 94102

gordons@sfusd.edu

Courtney Graham  
Executive Director, Operations & Analytics  
**San Francisco Unified School District**  
555 Franklin St.  
San Francisco, California 94102

grahamc@sfusd.edu

Charles Jackson  
Principal Business Analyst, Business Application  
Systems  
**San Francisco Unified School District**  
601 McAllister  
San Francisco, California 94102

jacksonc@sfusd.edu

Tracey Logan  
Project Management Office Executive Director  
**San Francisco Unified School District**  
555 Franklin Street  
San Francisco, California 94102

LoganT@sfusd.edu

Pamela Luk  
Project Director  
**San Francisco Unified School District**  
555 Franklin Street  
Department of Technology  
San Francisco, California 94118

lukp@sfusd.edu

David Malone  
Executive Director of Technology & Innovation  
**San Francisco Unified School District**  
555 Franklin St.  
San Francisco, California 94102

MALONED1@SFUSD.EDU

Daniel Menezes  
Chief Human Resources Officer  
**San Francisco Unified School District**  
555 Franklin Street  
San Francisco, California 94102

dfmenezes08@gmail.com

Deepak Agarwal  
Chief Information Officer  
**School District of Palm Beach County**  
3300 Forest Hill Boulevard  
Suite B-301  
West Palm Beach, Florida 33406

deepak.agarwal@palmbeachschools.org

Margarita P. Pinkos  
Assistant Superintendent Global Education and  
Community Outreach/Communications  
**School District of Palm Beach County**  
3300 Forest Hill Boulevard, Suite C-110  
West Palm Beach, Florida 33406

margarita.pinkos@palmbeachschools.org

Dawn Pumphrey  
Director of IT Enterprise Applications  
**School District of Palm Beach County**  
3300 Forest Hill BlvdB-241  
West Palm Beach, Florida 33406

Dawn.pumphrey@palmbeachschools.org

Melanie Harris  
Chief Information Officer  
**School District of Philadelphia**  
440 N. Broad Street  
Philadelphia, Pennsylvania 19130

mharris@philasd.org

David Wilhelm  
Director  
**School District Palm Beach County**  
3300 Forest Hill Blvd, Suite B332  
West Palm Beach, Florida 33406

david.wilhelm@palmbeachschools.org

Lisa Andrejko  
Strategic Education Advisor  
**TalentEd**

Lisa.Andrejko@peopleadmin.com

David Michalove  
Strategic Sales Consultant'  
**TalentEd**  
7801 Nieman RdSte 200  
Shawnee, Kansas 66214

david.michalove@peopleadmin.com

Nick Montgomery  
Director of Strategic Partnerships  
**TalentEd**  
7801 Nieman RoadSuite 200  
SHAWNEE, Kansas 66214

nick.montgomery@peopleadmin.com

Gonzalo La Cava  
Chief Human Resources  
**The School District of Palm Beach County**  
3300 Forest Hill Blvd  
Suite A-128  
West Palm Beach, Florida 33406

Gonzalo.LaCava@palmbeachschools.org

George Ann Rice  
Planning Team Member  
**Troops to Education**  
2136 Tiger Links  
Henderson, Nevada 89012

riceg1@live.com

Stephen Fedore  
Chief Analytics Officer  
**Tulsa Public Schools**  
3027 S New Haven Ave  
Tulsa, Oklahoma 74114

hochst@tulsaschools.org

Craig Chin  
Partner  
**Urban Schools Human Capital Academy**  
161 Shaw Road  
Chestnut Hill, Massachusetts 2467

cchin@theushca.org

Stephen Christian  
Director of Employee Relations  
**Wichita Public Schools**  
903 S Edgemoor  
Wichita, Kansas 67208

schristian@usd259.net

Shannon Krysl  
Chief Human Resources Officer  
**Wichita Public Schools**  
903 S Edgemoor  
Wichita, Kansas 67208

skrysl@usd259.net

Justin Zubrick  
VP of Client Services  
**Worldgate llc**  
1760 Reston Parkway#312  
Reston, Virginia 20190

jzubrick@worldgatellc.com

Charles Wright  
Managing Director  
**Wright Associates (Management Consultants)**  
13906 2nd Ave NE  
Seattle, Washington 98125

wrightjrc@gmail.com





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