

## Primary Areas of Expertise

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- Systemic school redesign and improvement
- Evidence-based policy and practice
- Technical assistance
- Communications, outreach, and marketing
- Project and organizational management

## Education

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- M.A. University of Florida, Political Science (with High Honors) 1981
- B.A. University of Florida, Political Science (with High Honors) Phi Beta Kappa 1975

## Professional Experience

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**Education Northwest, Portland, OR**

**2009–present**

*Chief Executive Officer*

*2012–present*

- Serves as the highest ranking officer of Education Northwest, a nonprofit organization founded in 1966. Education Northwest works with schools, districts, and communities across the country to provide comprehensive, research-based solutions to pressing social issues (educationnorthwest.org). Education Northwest has a staff of approximately 120 individuals and an annual business volume of nearly \$20 million.
- Responsible for the overall planning, coordination, and management of the organization, including institutional strategic planning and plan implementation. Identify and recommend opportunities for agency resource development.
- Carry out the policies of the Board of Directors. Serve as liaison to the Board and its committees.
- Ensure compliance of the work of the programs and projects of the organization with funding agency and Education Northwest policies and procedures.
- Represent the organization in the policy arena with funding agencies, as a leader in the Knowledge Alliance, and with other policy and client groups.

*Deputy Executive Officer*

*2009–2012*

- Served as the second highest ranking officer of Education Northwest, leading all programmatic work through direct supervision and leadership of the directors of three programmatic centers (Center for Schools, Families, and Communities; Center for Strengthening Education Systems; and Center for Research, Evaluation, and Assessment.)

- In this capacity, created an effective work environment that fosters staff satisfaction, high work productivity and quality, and the development of project and organizational leadership. Also directed all business development activities for the organization. In addition to directing all programmatic work, facilitated the work of Executive Cabinet and Management Council, the two top management structures within the organization, which set the strategic, programmatic, and managerial direction of Education Northwest.
- Served as the director of REL Northwest (2010-2012); senior staff for the School Turnaround Community of Practice of the U.S. Department of Education’s Reform Support Network, managed by ICF International (2010-2012); and as the director of the communications task to support the U.S. Department of Education’s Study of School Turnaround, conducted by the American Institutes of Research (2009-2012).

**American Institutes for Research (AIR), Washington, DC**

**2003–2009**

*Vice President, Public Affairs and Communications*

*2008–2009*

- Directed all the public affairs and communications activities for a \$300 million per year nonprofit, social science research and technical assistance firm ([www.air.org](http://www.air.org)). Planned and directed activities designed to accomplish AIR’s mission, enhance its revenue and sustainability, and engage staff in the organization’s work.
- Responsibilities included leadership for strategic planning, branding, media analysis and relations, policymaker outreach, public events, publications, website and electronic media development, and crisis communications. Served as one of the primary public representatives and as a member of senior leadership team.

*Vice President, Education and Human Development*

*2006–2008*

- Led a workgroup of more than 80 staff members operating within AIR’s Education and Human Development Division. Directed a portfolio of more than 30 projects with a collective contract value in excess of \$100 million. Projects included the What Works Clearinghouse; numerous large-scale randomized trials sponsored by the U.S. Department of Education and other organizations; projects for three Regional Educational Laboratories and several Comprehensive Centers; Doing What Works; the Scientific Evidence in Education Forums; education finance and policy implementation studies; numerous small-scale evaluations; and the monitoring of Reading First implementation in all U.S. states and territories.

*Director, Scientific Education in Evidence (SEE) Forums*

*2007–2009*

- Designed, proposed, and led the SEE Forums, a U.S. Department of Education project, to provide a critical link between the emerging scientific evidence base in education and decision makers who need such evidence to create or administer education policies ([www.seeforums.org](http://www.seeforums.org)). The project sponsored a unique series of public forums for the Washington, D.C., education policy community and provided information and resources for a national audience through publications and a website.

*Director, Great Lakes West Comprehensive Center (GLWCC)* 2007–2009  
*Senior Advisor, GLWCC* 2005–2007  
*Senior Advisor, Great Lakes East Comprehensive Center (GLECC)* 2005–2007

- Designed and led all project activities for AIR’s subcontract work to provide capacity-building services on school improvement to the states served by the GLWCC. Provided AIR’s director for the GLECC subcontract advice on all aspects of project management.
- Served as an expert to the five states serviced by the Centers on topics such as school redesign and the identification of effective practices.

*Senior Advisor College Readiness Initiative Resource Center* 2007–2008

- Served as AIR’s senior advisor to support the development of a web-based college readiness resource center for the Business-Higher Education Forum.
- Contributed to the strategic design of the project, reviewed all products for quality, and represented AIR at all high-level meetings with the client.

*Senior Advisor, Doing What Works* 2006–2009

- Served as AIR’s senior representative on the Doing What Works ([dww.ed.gov](http://dww.ed.gov)) project team led by WestEd.
- Contributed to overall strategic planning and served as a lead expert in areas such as school restructuring, comprehensive school reform, and evidence use.

*Senior Advisor, National High School Center* 2005–2009

- Provided the Center’s director and senior staff with advice and support on strategic planning; project operations; creation of a “Friends of the High School Center” network.
- Identification of effective policies and practices; quality assurance; and communications, including representing the Center at key stakeholder and client meetings ([www.betterhighschools.org](http://www.betterhighschools.org)).

*Communications Director, What Works Clearinghouse (WWC)* 2003–2006

- Designed and led all communications activities for the WWC, and served as part of the senior management team for the project.

*Director and Principal Investigator, Comprehensive School Reform Quality (CSRQ) Center* 2003–2006

- Proposed, designed, and led all aspects of the U.S. Department of Education-funded project ([www.crsq.org](http://www.crsq.org)), including strategic planning, project oversight, authorship of all final reports, stakeholder engagement, representation of project at all public events, and administration of the project grant.

*Director and Principal Investigator, Supplemental Educational Services Quality (SESQ) Center* 2003–2005

- Designed, proposed, directed, and then provided senior-level oversight of all aspects of the U.S. Department of Education-funded project

(www.tutorsforkids.org). Supervised all project staff, led project implementation, administered the grant, and served as the chief spokesperson.

**Education Quality Institute (EQI), Washington, DC**

**2001–2003**

*Executive Director*

- Designed, started up, and directed all operations for EQI, an independent nonprofit organization that was created to provide reliable information and tools to help educators, parents and families, policymakers, and the public judge and successfully implement research-based education programs and practices.
- Responsibilities included providing overall direction and strategic planning for the organization; managing day-to-day operations; supervising the staff and numerous consultants in performance of research and technical assistance projects at national, state, and local levels; leading fundraising, market research, and business development efforts; negotiating and directing all contracts and grants; developing the organization’s products and services; and maintaining board relations.
- Made presentations and provided consultation to numerous education, government, business, community, policy-making, and parent organizations interested in supporting evidence-based school reform. EQI was acquired by and merged into AIR in 2003.

**American Federation of Teachers (AFT), Washington, DC**

**1993–2001**

*Project Director, Redesigning Low-Performing Schools*

*1997–2001*

- Designed, started up, and led all aspects of project. Initiative led to creation of a network of more than 20 districts committed to the project’s reform process and principles; publications, including a series of five “What Works” reviews; numerous presentations at major education conferences; several institutes; and a Web site that supported research-based school reform efforts.

*Project Director, Teachescape Partnership*

*1999–2001*

- Served as AFT’s chief representative in the creation and then management of a unique joint venture with a private firm, Teachescape, to develop and deliver standards-based teacher professional development via an integrated online and on-site system.

*Project Director, Education for Democracy/International*

*1993–1997*

- Designed, started up, and led project; conducted grant development and management; created the Education for Democracy Clearinghouse; designed and organized a series of first-ever international civic education conferences including Civitas@Prague (1995), Civitas@Sarajevo (1996), Civitas@Buenos Aires (1996), and Civitas@Nicaragua (1997); and designed, created, and managed CIVITAS, an international network of civic educators composed of more than 300 organizations.

**Washington International School, Washington, DC** **1985–1992**  
**Teacher (grades 6–12) and Department Chairperson**

- Developed and taught a variety of academically rigorous courses in history, geography, and philosophy.
- Coordinated the work of 10 staff members who taught courses in the social studies and social sciences department.

### Summary of Employment History

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<b>Education Northwest</b>	2009–present	<b>Chief Executive Officer Deputy Executive Officer</b>
<b>American Institutes for Research</b>	2003–2005	<b>Vice President Managing Director Principal Research Scientist</b>
<b>Education Quality Institute</b>	2001–2003	<b>Founding Executive Director</b>
<b>American Federation of Teachers</b>	1993–2001	<b>Deputy Director, Educational Issues Associate Director, Educational Issues Assistant Director, Educational Issues Assistant Director, International Affairs</b>
<b>International Baccalaureate Program</b>	1987–1993	<b>History Examiner, Geneva, Switzerland</b>
<b>Washington International School</b>	1985–1992	<b>Social Studies and Philosophy Teacher Chairperson, Social Studies and Social Sciences Department</b>
<b>Well Dunn! Catering</b>	1982–1984	<b>Owner/Operator</b>
<b>Kramerbooks &amp; Afterwords</b>	1976–1981	<b>Café General Manager</b>

### Publications

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Author of more than a dozen articles, studies, and publications promoting evidence-based practice in education that have appeared in national publications. Created and served as editor and author of the “Research Matters” column that appeared for two years in each issue of the ASCD’s Educational Leadership (2004–2006). Serves as a contributor to the *Education Week* “Sputnik: Advancing Education through Innovation and Evidence” blog.

Fleischman, S. (2012). Before choosing, ask three questions. *Better: Evidence-based Education*, 4(2), 6–7.

Lockwood, A.T., & Fleischman, S. (2010). Choosing a school turnaround provider. *Lessons Learned*, 1(3), 1–4. Portland, OR: Education Northwest.

Fleischman, S. (2009). User-driven research in education: A key element in promoting evidence-based education. In W. Bottcher, J.N. Dicke, & H. Siegler (Eds.), *Evidenzbasierte bildung* (pp. 69–82). Munster, Germany: Waxmann.

Fleischman, S., & Heppen, J. (2009). Improving low-performing high schools: Searching for evidence of promise. *Future of Children*, 19(1), 105–127.

- Fleischman, S., Harmon, J.A., & Darwin, M.J. (2007). Promoting evidence-based practice and better student outcomes through improved consumer reporting. *Journal of Education for Students Placed at Risk*, 12(1), 1–7.
- Cavanna, A., Olchefske, J., & Fleischman, S. (2006). The potential of the portfolio approach. *Educational Leadership*, 63(8), 89–91.
- Fleischman, S. (2006). Moving to evidence-based professional practice. *Educational Leadership*, 63(6), 87–90.
- Kidron, Y., & Fleischman, S. (2006). Promoting adolescents’ prosocial behavior. *Educational Leadership*, 63(7), 90–91.
- Silver-Pacuilla, H., & Fleischman, S. (2006). Technology to help struggling students. *Educational Leadership*, 63(5), 84–85.
- Bazron, B., Osher, D., & Fleischman, S. (2005). Creating culturally responsive schools. *Educational Leadership*, 63(1), 83–84.
- Dailey, D., Fleischman, S., Gil, L., Holtzman, D., O’Day, J., & Vosmer, C. (2005). *Toward more effective school districts: A review of the knowledge base*. Washington, DC: American Institutes for Research.
- Darwin, M., & Fleischman, S. (2005). Fostering adolescent literacy. *Educational Leadership*, 62(7), 85–87.
- Doran, H.C., & Fleischman, S. (2005). Challenges of value-added assessment. *Educational Leadership*, 63(3), 85–87.
- Osher, D., & Fleischman, S. (2005). Positive culture in urban schools. *Educational Leadership*, 62(6), 84–85.
- Safer, N., & Fleischman, S. (2005). How student progress monitoring improves instruction. *Educational Leadership*, 62(5), p. 81.
- Salinger, T., & Fleischman, S. (2005). Teaching students to interact with text. *Educational Leadership*, 63(2), 90–92.
- Wayne, A.J., Youngs, P., & Fleischman, S. (2005). Improving teacher induction. *Educational Leadership*, 62(8), 76–78.
- Gray, T., & Fleischman, S. (2004/2005). Successful strategies for English language learners. *Educational Leadership*, 62(4), 84–85.
- Leinwand, S., & Fleischman, S. (2004). Teach mathematics right the first time. *Educational Leadership*, 62(1), p. 88.
- Ross, S.M., Nunnery, J.A., Goldfeder, E., McDonald, A., Rachor, R., Hornbeck, M., & Fleischman, S. (2004). Using school reform models to improve reading achievement: A longitudinal study of Direct Instruction and Success for All in an urban district. *Journal of Education for Students Placed at Risk*, 9(4), 357–388.
- Unger, J., & Fleischman, S. (2004). Is process writing the “write stuff”? *Educational Leadership*, 62(2), 90–91.
- Fleischman, S., Kohlmoos, J.W., & Rotherham, A.J. (2003, March 12). From research to practice: Forging the “education knowledge” infrastructure. *Education Week*, 22(26), pp. 48, 34.
- Alexander, J., & Fleischman, S. (2002, May/June). Urban leaders must move from whims to what works. *Urban Advocate*, p. 7.

- Alexander, J., Hornbeck, M., Stumbo, C., & Fleischman, S.W. (2002). *SEA toolkit on supplemental educational services in the No Child Left Behind Act of 2001*. Washington, DC: Council of Chief State School Officers.
- Fleischman, S. (2002, Fall). A research analyst's perspective: Better evidence can improve policy. *Transformation*, p. 6.
- Hornbeck, M., Fleischman, S., & Alexander, J. (2001). *State support to low-performing schools: A self-assessment tool*. Washington, DC: Council of Chief State School Officers.
- Alexander, J., & Fleischman, S. (2000). *Doing what works: Improving big city school districts*. Washington, DC: American Federation of Teachers.
- Fleischman, S., & Alexander, J. (Eds.). (2000). *Raising student achievement: A resource guide for redesigning low-performing schools*. Washington, DC: American Federation of Teachers.

## Presentations

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Since 2001, provided more than 75 major presentations on topics related to evidence-based school improvement at conferences and meetings sponsored by national and international governmental and nongovernmental organizations. Selected presentations since 2005:

- Neild, R., & Fleischman, S. (2012, October). *Communications/Dissemination: Increasing research supply through the What Works Clearinghouse and Increasing Research Demand through the Regional Educational Labs*. Presentation at the National Board for Education Sciences Meeting, Washington, DC.
- Fleischman, S. (2012, September). *Building a common research agenda across jurisdictions*. Panelist at the Society for Research on Educational Effectiveness Fall Conference, Washington, DC.
- Fleischman, S., Chester, M., & Koch, C. (2012, July). *Investing in actionable information*. Presentation at the Council of Chief State School Officers Summer Institute, Coeur d'Alene, ID.
- Fleischman, S. (2011, November). *Education research: Identifying effective programs to support students and teachers*. Provided testimony to the U.S. House of Representatives Subcommittee on Early Childhood, Elementary and Secondary Education, Washington, DC.
- Fleischman, S., Jackson, J., & Smith, M.S. (2010, August). *Volatility, uncertainty, complexity, and ambiguity (VUCA) in federal policy: Standards-based reform, knowledge, innovation, and improvement*. Moderator and presenter at the Fourth Knowledge Alliance Big Ideas Retreat, Santa Ana Pueblo, NM.
- Balfanz, R., Borders, D., Fleischman, S., Freiman, S., Granger, R., Robinson, S., & Viadero, D. (2010, June). *Using evidence for a change: Challenges for research, innovation, & improvement in education*. Presenter and panelist at the Learning First Alliance and Knowledge Alliance Center for Knowledge Use Policy Forum, Washington, DC.
- Fleischman, S. (2009, October). *What works in America's and Alaska's schools*. Plenary presentation at the annual meeting of the Alaska Association of School Administrators, Anchorage, AK.
- Fleischman, S., & van Broekhuizen, L. (2009, July). *Key resources for research and technical assistance: Using data to improve student achievement in urban schools, curriculum and research*. Plenary presentation at the directors' meeting of the Council of the Great City Schools, Chicago, IL.
- Fleischman, S. (2009, June). *Getting to good results: Evidence of promise*. Keynote presentation at the national conference of the High School Learning Communities, Las Vegas, NV.

- Fleischman, S. (2008, October). *User-driven research in education: A key element in promoting evidence-based education*. Plenary presentation at the fall conference of the Division of Empirical Research in Education of the German Educational Research Association, German Federal Ministry for Education and Research, Muenster, Germany.
- Fleischman, S., Seftor, N., Filby, N., & Herman, R. (2008, October). *What works in urban districts: Accessing research-based resources*. Panel presentation at the annual fall conference of the Council of the Great City Schools, Pioneering the Educational Frontier, Houston, TX.
- Fleischman, S., Herman, R., Colbert, N., Elder, N., Maynard, R., & Riccards, J.B. (2008, June). *Turning around chronically low-performing schools: Recommendations from an IES practice guide*. Moderator of a plenary session at the annual research conference of the Institute of Education Sciences, Education Research: What's Now? What's Next?, Washington, DC.
- Fleischman, S., Burkhardt, G., Hess, F., Snipes, J., & Towne, L. (2008, May). *The future of evidence-based policy in education*. Panel moderator at the policy forum of the Academy for Educational Development, American Institutes for Research, Education Sector, and Knowledge Alliance, Towards 2014: Education Research on the Leading Edge of School Improvement?, Washington, DC.
- Fleischman, S. (2008, April). *Is there a future for evidence-based education?* Keynote address at the annual Mississippi State University, College of Education Faculty/Student Research Forum, Mississippi State, MS.
- Fleischman, S., & Filby, N. (2008, April). *Key research to practice issues*. Presenter at the California Department of Education and WestEd Symposium on Research to Practice: What Does it Take?, San Francisco, CA.
- Fleischman, S., Ferguson, R., Hannaway, J., King, J., & Rolston, H. (2008, February). *What's next in education system reform ... And where does research help?* Moderator for the plenary session of the Regional Educational Laboratory directors' meeting, Institute of Education Sciences, Washington, DC.
- Fleischman, S., Gettman, L., Kimmelman, P., Kohlmoos, J., & Honey, M. (2008, February). *Knowledge and innovation in education: Friends or foes?* Panelist at the plenary session of the annual Education Industry Association, Education Industry Days, Washington, DC.
- Fleischman, S., Wise, B., Snipes, J., & Owens-West, R. (2007, June). *Systems of support for high school improvement*. Moderator of plenary presentation at the summer institute of the National High School Center, Washington, DC.
- Baker, E., Fleischman, S., Jennings, J., Robinson, S., Russo, A., Herman, J., & Ross, S. (2007, April). *From research to policy to practice: Forming partnerships, a significant way to improve current educational policy*. Symposium participant at the annual meeting of the American Educational Research Association, Chicago, IL.
- Fleischman, S., Kidron, Y., Crowley, J., Ruffin, M., Shambaugh, L., & Ross, S. (2007, April). *Advances and challenges for education researchers, consumers, and providers: Creating CSR and ESP consumer guides*. Symposium participant at the annual meeting of the American Educational Research Association, Chicago, IL.
- Fleischman, S. (2007, March). *The need for increased federal investment in rigorous research and research-based school improvement assistance*. Testimony presented on behalf of the Knowledge Alliance to the



Subcommittee on Labor, Health, and Human Services, Education and Related Agencies, Committee on Appropriations, U.S. House of Representatives, Washington, DC.

- Fleischman, S., & Davies, P. (2007, January). *Facilitating the use of evidence for educational improvement: An international dialogue*. Symposium presenter at the annual World ICSEI Congress, International Congress for School Effectiveness and Improvement, Portoroz, Slovenia.
- Kemple, J., Ferrandino, J., Fleischman, S., Snipes, J., & Viadero, D. (2007, January). *What's working in high school reform? Lessons from recent research*. Panel presentation sponsored by the Alliance for Excellent Education, Washington, DC.
- Fleischman, S. (2006, October). *Choosing a middle or high school reform model for urban schools*. Presentation at the annual fall conference of the Council of the Great City Schools Riding the Wave of Educational Excellence, San Diego, CA.
- Fleischman, S., Baron, J., & Milano, B. (2006, October). *Evaluation: How do you know that your program is working?* Panel presentation at the U.S. Chamber 2006 Education and Workforce Summit, Dallas, TX.
- Fleischman, S., DiMaggio, M., Jarvis, R., & Kimmelman, P. (2006, October). *Shaping the future in an evidence-based education system*. Panel presentation at the Simba Information Voyage to Achievement: PreK–12 Marketing Opportunities in the Age of Accountability Conference, New York City, NY.
- Fleischman, S., & Cavanna, A. (2006, April). *Using scientific evidence to choose effective school improvement approaches*. Presentation at the annual conference of the National School Boards Association, Chicago, IL.
- Fleischman, S., Bishop, J., Kemple, J., & Roderick, M. (2005, November). *What we know and what we wish we knew better: A primer on high school reform*. Session moderator at the MDRC Improving High Schools: Putting Knowledge to Work conference, sponsored by the Bill & Melinda Gates Foundation and the James Irvine Foundation, San Diego, CA.
- Fleischman, S., & Olchefske, J. (2005, October). *Works in progress: A report on middle and high school reform*. Presentation at the annual fall conference of the Council of the Great City School Achieving the Dream: Great City Schools for All, Atlanta, GA.
- Cottingham, P., & Fleischman, S. (2005, April). *What Works Clearinghouse: A tool for education consumers*. “Meet the experts” presentation at the annual conference of the National School Boards Association, San Diego, CA.
- Fleischman, S., Balbier, G., Durno, D., Haan, C., & Myers, D. (2005, April). *Education and philanthropy: Serving children through rigorous research*. Panel moderator at the annual meeting of the American Educational Research Association, Montreal, Canada.
- Fleischman, S., & Chumbley, B. (2005, April). *How to unlock the power of data and research*. Plenary presentation at the annual conference of the Council of Urban Boards of Education of the National School Boards Association, San Diego, CA.
- Fleischman, S., Gough, D., & Boettcher, W. (2005, February). *When evidence is demanded: User-driven systematic reviews in education*. Roundtable presentation at the annual Campbell Collaboration Colloquium: Supply and Demand for Evidence, Lisbon, Portugal.

## Professional Affiliations

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- Member of more than a dozen advisory committees or technical working groups of national and state-level research and school improvement initiatives, including:
- Board Member (2005–present) and Executive Committee Member (2006–present), Board Chairperson (2010–present), Knowledge Alliance
- Membership Chairperson (2004–Present), AERA Special Interest Group on Education and Philanthropy
- Member, Advisory Committee (2004–2007), Just for the Kids-California/Springboard Schools Best Practices Research Project
- Advisor (2004–2005), PBS Documentary “Making Schools Work”
- Member, Advisory Committee (2003–2007), MDRC project on High School Reform: Using Rigorous Evidence to Improve Policy and Practice
- Advisor (2003–2004), Operation Public Education (PA)
- Advisor (2002–2004), Education Commission of the States project on Connecting Research and Policy to Strengthen Teacher Quality
- Member, Site Visit Team (2002–2003), Broad Foundation Prize for Urban Education
- External Reviewer (2002), National Research Council, Strategic Education Research Partnership
- Member, Advisory Committee (2001–2002), Council of Chief State School Officers project on State Education Indicators and Accountability Systems
- Member (2001), First Amendment Schools Reform Panel, Association for Supervision and Curriculum Development, First Amendment Schools Project
- Member (2000), Standards Development Board, American Association of School Administrators, Standards for Web-Based Education Products and Services
- Staff Representative for AFT President (2000), New American Schools Blue Ribbon Panel, Guidelines for Judging the Quality of National Design-Based Assistance Providers
- Member (1999–2004), Technical Working Group, National Clearinghouse for Comprehensive School Reform
- Member, Planning Committee (1995–1996), NAEP Civics Framework, 1998 Civics Report Card for the Nation