



JULIA BRIM-  
EDWARDS  
Chair

KAY TORAN

DICK WITHNELL

## OREGON EDUCATION INVESTMENT BOARD

### Personnel Management and Oversight Subcommittee

April 29, 2014

1:00pm – 2:00pm

Conference Call:

Dial: (888) 204 – 5984

Participant Code: 992939

There will be a physical location for the public to attend as well:

775 Court Street, NE, Salem, OR 97301

Small Conference Room

#### AGENDA

- 1. Welcome & Agenda Review**  
Julia Brim-Edwards, Chair
- 2. Chief Education Officer Scorecard Update**  
Whitney Grubbs, Chief of Staff, OEIB
- 3. Chief Education Officer Evaluation Process & Timeline**  
Julia Brim-Edwards, Chair
- 4. Report to Full OEIB Board**  
Julia Brim-Edwards, Chair
- 5. Review of Travel Requests and Other Business**  
Whitney Grubbs, Chief of Staff, OEIB

*All meetings of the Oregon Education Investment Board are open to the public and will conform to Oregon public meetings laws. The upcoming meeting schedule and materials from past meetings are posted [online](#). A request for an interpreter for the hearing impaired or for accommodations for people with disabilities should be made to Seth Allen at 503-378-8213 or by email at [Seth.Allen@state.or.us](mailto:Seth.Allen@state.or.us). Requests for accommodation should be made at least 48 hours in advance.*

Oregon Education Investment Board

Chief Education Officer - Quarterly Scorecard - Q3 2014

OEIB's vision is to advise and support the building, implementation and investment in a unified public education system in Oregon that meets the diverse learning needs of every pre-K through post-secondary student, and provides boundless opportunities that support success. By doing so, we ensure 100% high school graduation by 2025 and ensure that Oregon students are college and career ready. 40-40-20 Goal: 40% completing 2-year degree, 40% completing 4-year degree and 20% career ready

**OEIB Objective #1: COMPLETE DESIGN AND IMPLEMENTATION OF P-20 STRUCTURE**

Governance and agency structure supports seamless "Birth to College and Career" system	Aug - Dec. 2013	Q3: Jan. - March	Q4: April-June	Q1: July - Sept.	Status			
June 2015 Outcome: OEIB functions as stand-alone agency	Assessment of administrative systems compete (HR, communications, facilities, policies & procedures); staffing plan in development; Chief Education Officer evaluation system presented to Management Subcommittee; mandatory trainings for board and staff delivered or scheduled; sound financial structures in place; employee evaluation system in	Finalized organizational chart; hiring complete; staff trainings completed; analysis of Q2 financial statements completed	Individual employee scorecards to be completed; evaluation process to be designed; 2015-17 agency budget developed					
June 2015 Outcome: Ongoing systems of communication / alignment across P-20 agencies	P-20 Cabinet meets regularly with clear alignment and communication; reporting and authorities across agencies clarified; ongoing facilitation of issues regarding agency authorities and duties; some strategic plan elements aligned with OEIB strategic plan	Ongoing communication through P-20 Cabinet; budget process for all agencies designed and communicated; legislative protocols in place and followed	Budget process for all agencies completed; process for aligning budgets across P-20 will be developed					
Functional P-20W longitudinal data system developed	Aug - Dec. 2013	Q3: Jan. - March	Q4: April-June	Q1: July - Sept.	Status			
June 2015: Business case approved by legislature and implemented	Project manager hired; scope of work developed; stakeholders and legislative fiscal office engaged in plan development; Outcomes & Investment Subcommittee presentation and individual board vetting complete; expect heightened scrutiny due to Cover Oregon issues	January presentation to and approval by Board; business case approved by legislature for next phase (unanimous approval by Education Subcommittee of W&M); timeline for development completed	Project manager hired; quality assurance provider selected; deliverables for Sept. E-Board agreed upon and in progress					

OEIB Objective #2: ADOPT STRONG POLICY FRAMEWORK					
Implement policies to support student success	Aug - Dec. 2013	Q3: Jan. - March	Q4: April-June	Q1: July - Sept.	Status
June 2015: OEIB board engaged, informed and focused	Regular conversations with board members to collect feedback and recommendations; successful board planning meeting, with key roles of board clarified; weekly communication with board and public developed; subcommittees work linked to full Board agenda; strong board member	Continued engagement of Board through personal connections; bulletins; need for increased Board engagement and discussion, as well as effective 1-pagers for Board use	Board engaged in budget process and engaged substantively through subcommittee process; plan for increased Board engagement in legislative strategy developed		
June 2015: OEIB Policy & Research Unit launched to provide effectives and useful policy and best practice research	Hire Director of Policy & Research; oversee staffing of unit; oversee development of organizational strategy and research partnerships; OEIB research agenda being developed - staffing and research agenda slightly behind schedule	Shift in key staff caused delay in development of research agenda & development of research unit; Achievement Compact report released; new Policy & Research Director hired	RFP's to research partners awarded; research agenda developed; policy briefs identified		
June 2015: Regional Achievement Collaboratives engaged in identifying policies to support student success	Select and fund collaboratives; hold initial policy learning collaborative meeting; develop plan for ongoing learning collaboratives; work with Governor's policy team re: alignment with regional efforts in health, economic development and early learning	IGA's entered with all RACs; mentoring calls and webinars held; plan to provide data technical assistance developed; regional collaborative meetings held in Bend & Eugene	Continued work with Governor's office on plan for alignment of regional efforts; additional regional collaborative meetings; planning for August summit begins		
June 2015: Secure adoption of policy agenda, including removal of OEIB sunset	Regular communication with Governor and his policy team to create policy agenda; chair Accelerated Learning Task Force in creation of legislative recommendations around grades 11-14; create strategy for securing longitudinal data system business case funding	Funding for data system business case approved; continued work on 11-14 policy agenda	Identify key issues for 2015 session; develop strategy for obtaining removal of OEIB sunset		
Provide "Tight-Loose" Direction	Aug - Dec. 2013	Q3: Jan. - March	Q4: April-June	Q1: July - Sept.	Status
June 2015: Use Achievement Compacts to align education institutions to key outcomes	All levels of compacts received; analysis and response to districts complete; research study in process to arrive at recommendations re: achievement compacts for 2015	Achievement compact analysis & recommendations completed; communication with K12 districts re compacts; presentation to HECC re compact recommendations	Timeline and implementation of Achievement Compact Report		
June 2015: Develop strong partnerships and accountability across P-20	Analyze state authority re: support and interventions; district report card being developed for 2014; appropriate K-12 accountability mechanisms being discussed with ODE	Outcomes & Investments subcommittee approve plan for accountability; HECC, ELC and State Board charged with creating accountability frameworks	ELC and HECC provide response to accountability charge; State Board develop timeline for development of K12 district accountability framework		

**OEIB Objective #3: CREATE OUTCOMES-BASED BUDGET, ALIGNED TO INITIATIVES**

<b>Invest in key student outcomes</b>	<b>Aug - Dec. 2013</b>	<b>Q3: Jan. - March</b>	<b>Q4: April-June</b>	<b>Q1: July - Sept.</b>	<b>Status</b>		
June 2015: Implementation of 13-15 strategic investments with fidelity to OEIB strategic plan and measurable results	Develop communication structure between ODE and OEIB leadership; adopt guiding principles for strategic investment implementation; ongoing collaboration with ODE re investments	Report to OEIB and legislature on investments accepted; all investments distributed; evaluation plans delayed by staffing changes	Evaluation plans completed; STEM leadership summit held; plan for linking strategic investment recipients, identifying best practices and capturing outcomes developed				
June 2015: Develop recommendations, and support passage, of outcomes-based budget for 2015-17, specifically tied to achieving key outcomes	Chief Education Officer working with Governor's staff on creation of budget process; best practices research & analysis being conducted to support OEIB in developing budget recommendations	Budget Strategy & Investment Priorities presented to Subcommittee & Board	OEIB adopt Budget Strategies & Investment Priorities; subcommittees and other Boards develop recommendations; Outcomes & Investment Subcommittee finalize budget process aligned with Governor's internal budget process				
<b>Strong strategic plan with outcomes and metrics</b>	<b>Aug - Dec. 2013</b>	<b>Q3: Jan. - March</b>	<b>Q4: April-June</b>	<b>Q1: July - Sept.</b>	<b>Status</b>		
June 2015: 2012 strategic plan operationalized and 2015 strategic plan created	Strategic plan workplan developed and adopted; scorecard developed for quarterly presentation to Board; Chief Education Officer Scorecard developed	OEIB scorecard presented to Board	OEIB Scorecard presented to Board; planning for August Board Retreat complete				

**OEIB Objective #4: WORK TO BUILD AN ENGAGED AND MOTIVATED PUBLIC**

<b>Create channels of two-way communication with stakeholders and public to build excitement, understanding of strategies and opportunities for engagement</b>	<b>Aug - Dec. 2013</b>	<b>Q3: Jan. - March</b>	<b>Q4: April-June</b>	<b>Q1: July - Sept.</b>	<b>Status</b>		
June 2015: Create and implement strong, multi-faceted communication plan	Hire Director of Communications; brochure, weekly Bulletin and website all provide regular communication	Draft Communications and Engagement plan will be presented to OEIB; begin developing legislative engagement plan for 2015	Finalize communications & engagement plan; develop plan for public engagement in budget process; continue implementing legislative engagement plan				
June 2015: Develop key communicator network	Regular meetings with education stakeholders, legislators, community leaders, editorial boards; in process of identifying and interviewing key communicators; held more than 30 convenings / forums / large speaking engagements across state, reaching significant diverse audiences	Engage with legislators; continued community engagement through forums / convenings / speaking engagements; engage with OEA in creation of collaborative workgroup	Communication cabinet developed; budget forums and public meeting schedule designed; CEo / OEA workgroup launched				

June 2015: Engage and activate diverse communities, parents and students	Hired 2 directors to lead implementation of equity lens, student advisory group and engagement efforts among families & students, particularly in underserved communities; create statewide literacy campaign and strategy around 3rd grade reading; held town hall events with black and Hispanic communities; regular presentations with equity focus	Development of plan re student engagement; Equity & Literacy retreat held with 65 diverse stakeholders and leaders of communities of color; Metropolitan Group hired to launch statewide reading campaign	Launch of statewide reading campaign focused on summer learning loss; plan for student voice and engagement complete; equity subcommittee engaging broad stakeholders around Out of School Youth recommendations				
<b>Administrative Goals</b>							
<b>Ensure staff and board receive all appropriate training</b>	<b>Aug - Dec. 2013</b>	<b>Q3: Jan. - March</b>	<b>Q4: April-June</b>	<b>Q1: July - Sept.</b>	<b>Status</b>		
Chief Education Officer and Staff trainings	Trainings on public records, ethics, travel policies, lobbying have been completed for 80% of existing staff, and scheduled to be completed by all by end of January	New and existing staff complete all trainings	no activities this quarter				
OEIB Board trainings	Trainings on public records and travel have been completed by Board	All trainings completed by Board	no activities this quarter				
<b>Ensure financial stability for agency</b>	<b>Aug - Dec. 2013</b>	<b>Q3: Jan. - March</b>	<b>Q4: April-June</b>	<b>Q1: July - Sept.</b>	<b>Status</b>		
OEIB spending on track with budget allocation	As of Dec. 31 (end of Q2), OEIB has spent approximately 12% of its biennial allocation	As of March 31 (end of Q3), OEIB has spent approximately 27% of its biennial allocation	Projections for remainder of biennium on track with allocation				
<b>Travel policies developed and complied with</b>	<b>Aug - Dec. 2013</b>	<b>Q3: Jan. - March</b>	<b>Q4: April-June</b>	<b>Q1: July - Sept.</b>	<b>Status</b>		
In state travel	Chief Education Officer and staff in compliance with all in-state travel policies	New staff received travel policy training	compliance with all in-state travel policies				
Out of state travel	Chief Education Officer has not engaged in out-of-state travel	Three requests for Q3 are before the Subcommittee	No out-of-state travel requests are before the Subcommittee				



Oregon Education Investment Board

TO: Personnel Management & Oversight Subcommittee  
FROM: Whitney Grubbs, OEIB Chief of Staff  
DATE: April 28, 2014  
RE: First Draft, Process for Chief Education Officer Evaluation

## **TIMELINE**

Dr. Nancy Golden took the position of Interim Chief Education Officer on August 1, 2013. I recommend that her evaluation be completed annually by September 30.

Specific steps in the process would include:

- April 29, 2014 – Personnel Management & Oversight Subcommittee reviews draft process & evaluation format
- May 13, 2014 – Chair presents draft process & evaluation format to full OEIB for first reading
- By May 31, 2014 – Chief of Staff incorporates feedback and obtains final approval from Personnel Management & Oversight Subcommittee
- June 10, 2014 – Full OEIB approval of final evaluation process
- By June 16, 2014 – Chair distributes evaluation format to Board & key agency leaders for input by June 28, 2014
- June 16-July 15 – Personnel Oversight & Management Subcommittee members conduct targeted outreach to obtain feedback from stakeholders
- July 2014 – Personnel Oversight & Management Subcommittee meeting to review evaluation feedback and prepare findings
- August 12, 2014 – Chair presents findings to OEIB Board for first reading
- September 9, 2014 – OEIB Board adopts findings

## **PROCESS**

The evaluation process would consist of 2 overlapping phases:

### **❖ Phase 1 – Board & Key Agency Leader Input**

OEIB Board members and key agency leaders would provide feedback via written evaluation form. Key state and agency leaders include:

Rob Saxton, Deputy Superintendent of Public Instruction, ODE

Ben Cannon, Executive Director, HECC  
Jada Rupley, Early Learning Services Director, ODE  
Daniel Ledezma, Policy Advisor to Governor  
Whitney Grubbs, OEIB Chief of Staff  
Hilda Rosselli, OEIB Director of College & Career Readiness  
Peter Tromba, OEIB Director of Policy & Research  
Mark Lewis, OEIB Director of STEM

### ❖ **Phase 2 – Key Stakeholder Input**

Key stakeholders would provide feedback via individual meetings with Subcommittee members. Key stakeholders should represent a range of interests, including:

Educators at all levels  
Administration at all levels  
Parents / Students  
Culturally-specific organizations and/or community leaders  
Policy-makers  
Business community  
Education advocacy organizations

Subcommittee Chair will summarize stakeholder feedback in each area of the evaluation criteria in a memo to the OEIB Board.













## **Boards and Commissions Best Practices Measure**

### **1. What's this about?**

Department of Administrative Services (DAS) and the Legislative Fiscal Office (LFO) were given a joint budget note for 2005-07 asking them to develop best management practices performance measures to be applied to governance boards and commissions. A recommendation was submitted to and approved by JLAC in July, 2006. In 2007-09 the Legislature added it to all governing Boards and Commissions.

### **2. What's the measure?**

The approved measure is “percent of total best practices met by the board.” The measure is calculated as the percent of “yes” responses provided in a self-assessment of best practices. The Self-assessment Guidance that lists 15 best practices is provided in the recommendation. Applicable boards/commissions will need to conduct annual self-evaluations to gather information to report on the measure.

### **3. Who is impacted?**

The requirement is being applied to boards and commissions that meet the following criteria:

- The board/commission has an independent state budget or is included in another state agency's budget.
- The board/commission hires the agency or board's executive director.

These criteria focus on governing boards/commissions. A complete list of applicable boards/commissions is provided in the recommendation.

## **Standard Measure – Percent of best practices met by the Board and/or Commission**

### **Self-Assessment/Best Practices Criteria**

1. Executive Director's performance expectations are current.
2. Executive Director receives annual performance feedback.
3. The agency's mission and high-level goals are current and applicable.
4. The board reviews the *Annual Performance Progress Report*.
5. The board is appropriately involved in review of agency's key communications.
6. The board is appropriately involved in policy-making activities.
7. The agency's policy option packages are aligned with their mission and goals.
8. The board reviews all proposed budgets (likely occurs every other year).
9. The board periodically reviews key financial information and audit findings.
10. The board is appropriately accounting for resources.
11. The agency adheres to accounting rules and other relevant financial controls.
12. Board members act in accordance with their roles as public representatives.
13. The board coordinates with others where responsibilities and interests overlap.
14. The board members identify and attend appropriate training sessions.
15. The board reviews its management practices to ensure best practices are utilized.
16. Others

### **Totals**

### **Percentage of Total**

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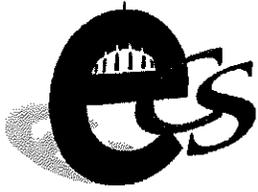
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## Overview of Best Practices

### Self Assessment Best Practices List

<b>Best Practices Criteria</b>	<b>Yes</b>	<b>No</b>
1. Executive Director's performance expectations are current.		
2. Executive Director receives annual performance feedback.		
3. The agency's mission and high-level goals are current and applicable.		
4. The board reviews the <i>Annual Performance Progress Report</i> .		
5. The board is appropriately involved in review of agency's key communications.		
6. The board is appropriately involved in policy-making activities.		
7. The agency's policy option packages are aligned with their mission and goals.		
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12. Board members act in accordance with their roles as public representatives.		
13. The board coordinates with others where responsibilities and interests overlap.		
14. The board members identify and attend appropriate training sessions.		
15. The board reviews its management practices to ensure best practices are utilized.		
16. Others		
<b>Totals</b>		
<b>Percentage of Total</b>		

Slide 4 of 11 | Layers | 111%



**Education Commission**  
of the **S t a t e s**

March 21, 2014

OBIB RECEIVED

APR 07 2014

Nancy Golden  
Chief Education Officer  
Oregon Education Investment Board  
775 Court St. NE  
Salem, OR 97301

Dear Dr. Golden:

ECS OFFICERS: 2013-15

CHAIR  
Brian Sandoval  
Governor  
State of Nevada

VICE CHAIR  
Roy Takumi  
Chair, Education Committee  
Hawaii House of Representatives

TREASURER  
Melody Schopp  
Secretary of Education  
South Dakota Department  
of Education

PRESIDENT  
Jeremy Anderson

**You are invited to join us June 30 through July 2 in Washington, D.C., for the 2014 ECS National Forum on Education Policy.** The National Forum is the place to hear the latest innovative ideas, discover emerging issues and understand best practices in education policy. Wherever you work on the education spectrum — from early learning through K12 through college and the workforce — this premier policy event will equip you with the information, tools and connections you need to improve education in your state.

As we have done for 49 years, we will convene more than 450 of the nation's top education leaders such as governors, legislators, chief state school officers, state board members, higher education officials and business leaders from each of the 50 states, the District of Columbia and three territories.

Some of this year's featured speakers include:

- Janet Napolitano, former U.S. secretary of homeland security and president of the University of California
- Sal Khan, founder of the Khan Academy
- Brandon Busteded, education director at Gallup

As an ECS Commissioner and a representative of your state, your participation is vital. We are pleased to announce we have secured travel funding to make it easy to attend. Information about the travel support is attached. The Commissioner Business Session begins at 1:30 p.m. on Monday, June 30. To receive the travel funding, **you must arrive in time to participate at this annual meeting of ECS Commissioners.** The Forum ends with a plenary lunch on Wednesday, July 2. **Please stay through this last session.**

Registration is available online only. You have been sent an email with a link to register. ECS will send reminder emails in the coming weeks to ensure you receive the links. The full agenda is accessible online as well. If you have any questions, contact ECS meeting manager Karen Kepler at (303) 299-3621 or [kkepler@ecs.org](mailto:kkepler@ecs.org).

We hope to see you in our nation's capital this summer.

Sincerely,

Brian Sandoval  
Governor, State of Nevada  
2013-15 ECS Chair

Jeremy Anderson  
President

**EQUIPPING EDUCATION LEADERS, ADVANCING IDEAS**

700 Broadway, Suite 810 Denver, CO 80203-3442 303.299.3600 Fax: 303.296.8332 E-mail: [ecs@ecs.org](mailto:ecs@ecs.org) [www.ecs.org](http://www.ecs.org)



**ECS Commissioner – PUERTO RICO, VIRGIN ISLANDS, WEST COAST**  
**Meeting Registration, Hotel Reservation and Travel Guidelines – Please Read Carefully**  
**2014 National Forum on Education Policy**

Up to \$700 will be reimbursed for actual expenses incurred related to your travel and attendance at the **2014 National Forum on Education Policy**. **Original, itemized receipts must be supplied for all expenses.** The travel reimbursement form must be submitted by **Friday, August 8, 2014**. *If you are unable to attend, we are unable to reimburse you for your travel expenses (e.g., airfare) already incurred. We recommend you call the airline directly to cancel and receive a credit to use on future travel.*

**MEETING REGISTRATION – PLEASE READ-NEW PROCEDURES**

1. You will receive an email invitation to register from [ecs@ecs.org](mailto:ecs@ecs.org).
2. Or you can click on the following link [2014 National Forum on Education Policy](#) and click on the “ECS Commissioner” registration button.

**AIRLINE RESERVATION**

1. Please arrive at the hotel in time for the Commissioners’ Business Session on Monday, June 30 at 1:30 p.m. Please plan to stay until 1:30 p.m. on Wednesday, July 2, for the closing lunch session.
2. ECS will reimburse a non-refundable, coach class ticket. Air travel is to be arranged using an online booking service or travel agent of your choice. You must purchase your ticket by **Friday, May 30**.
3. Class upgrades, seat upgrades, or ticket change fees (except for emergencies) are not reimbursable. All fees associated with these changes are the responsibility of the traveler.
4. Use of a private auto in lieu of airline travel to Washington, D.C. must be pre-approved by Karen Kepler and is reimbursable only up to the cost of the lowest available coach airfare.

**GROUND TRANSPORTATION**

1. If you drive your car to the airport, mileage will be reimbursed at the current federal rate. Similarly, if you take a taxi or shuttle to your home airport, ECS will reimburse you.
2. Parking at your home airport will be reimbursed for the dates of the National Forum only. Additional parking days as a result of travel for personal reasons or other business are your responsibility.
3. In Washington, D.C., to get from the airport to the Capital Hilton a shuttle, taxi cab or a Metrorail fare will be reimbursed.
4. More information on ground transportation can be found on the event website under the Airport Information tab for either Reagan National or Dulles International Airport.

**HOTEL RESERVATION – Reserve your room by Friday, June 6**

1. Once you have completed your online registration, you will receive a registration confirmation email. In the email you will see a link to reserve your hotel room. Click on that link to access the ECS hotel group room block at the **Capital Hilton**. If you prefer to wait to make your hotel reservation at a later date, you can do so by clicking [here](#).
2. Or if you prefer to reserve by phone, you can call the **Capital Hilton** toll-free at 800-445-8667 and ask for the “Education Commission of the States” group room block. The group room rate is \$159 plus 14.5% tax.
3. ECS will pay up to 3 nights’ room and tax charges.
4. You must supply a corporate or personal credit card (not debit card) to guarantee your room reservation. **Your credit card will not be charged.**
5. **Upon checkout, ECS will be direct-billed room and tax charges for Sunday, Monday and Tuesday nights. Extra nights and incidental expenses will be billed to your credit card.**
6. In the event the ECS room block at the hotel fills up before **June 6**, please send an email to [kkepler@ecs.org](mailto:kkepler@ecs.org).
7. If you fail to cancel your hotel room within the cancellation period (**72 hours prior to your arrival date**), your credit card will be charged for one night room and tax.

**OTHER REIMBURSEABLE EXPENSES**

1. ECS reimburses for reasonable gratuities, including those to taxi/shuttle drivers, baggage handlers, and housekeeping.

**NON-REIMBURSABLE EXPENSES**

1. Expenses for spouses, guests or dependents are not covered.
2. Personal/Incidental expenses (e.g., internet, faxes, copying, hotel movies, room service, or laundry) are your responsibility.
3. Meals are your responsibility. (Breakfast and lunch will be provided on Tuesday and Wednesday)



ECS Commissioner – PUERTO RICO, VIRGIN ISLANDS, WEST COAST TRAVEL EXPENSE REPORT

(Must be submitted by Friday, August 8, 2014)

Name: \_\_\_\_\_ Organization: \_\_\_\_\_

Check made payable to (print clearly): \_\_\_\_\_

Street Address: \_\_\_\_\_

City/State/Zip Code: \_\_\_\_\_

Phone Number and Email Address: \_\_\_\_\_

Purpose of Travel: 2014 National Forum on Education Policy – June 30-July 2, 2014

Travel Dates: \_\_\_\_\_

- 1. Airfare: (only coach fares are reimbursable; attach receipt showing itinerary and total cost) \$\_\_\_\_\_
From: \_\_\_\_\_ To: \_\_\_\_\_
2. Mileage (e.g., to/from home airport or, if approved, instead of air travel to meeting) \_\_\_\_\_ miles x \$.56 \$\_\_\_\_\_
3. Ground transportation including gratuities: (Metrolink, shuttle, taxi cab) \$\_\_\_\_\_
4. Lodging (if not already direct-billed to ECS): \$\_\_\_\_\_
5. Parking (location: \_\_\_\_\_) \$\_\_\_\_\_
6. Checked bag fee (1 bag per flight): \$\_\_\_\_\_

TOTAL CHECK AMOUNT:\$

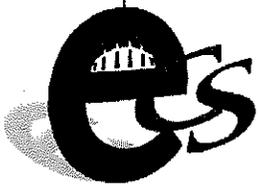
I hereby certify that the above is a true statement of travel expenses incurred in the performance of official duties of the Commission.

Signed by Traveler: \_\_\_\_\_ Date Submitted: \_\_\_\_\_

MAIL COMPLETED FORM WITH RECEIPTS TO:

Education Commission of the States
Attention: Karen Kepler
700 Broadway, Suite 810
Denver, CO 80203-3442
303-299-3621

For ECS Use Only: ECS Project Manager Approval: \_\_\_\_\_ ECS Project Code: \_\_\_\_\_



**Education Commission**  
of the **States**

April 3, 2014

Nancy Golden  
Chief Education Officer  
Oregon Education Investment Board  
775 Court St. NE  
Salem, OR 97301

ECS OFFICERS: 2013-15

CHAIR  
Brian Sandoval  
Governor  
State of Nevada

VICE CHAIR  
Roy Takumi  
Chair, Education Committee  
Hawaii House of Representatives

TREASURER  
Melody Schopp  
Secretary of Education  
South Dakota Department  
of Education

PRESIDENT  
Jeremy Anderson

Dear Dr. Golden:

On behalf of the Education Commission of the States (ECS), I want to congratulate you on your appointment as an ECS commissioner. ECS was established in 1965 as a nationwide, nonpartisan interstate compact devoted to education at all levels. Our core purpose is to enlighten, equip and engage key education leaders—governors, legislators, chief state school officers, higher education officials, business leaders and others—to work side by side to improve education across the 50 states and U.S. territories.

ECS commissioners are essential to ECS' success. You guide ECS' policy directions, help set the agenda for our annual National Forum on Education Policy, and ensure our work is relevant and timely. We hope you take advantage of the numerous benefits of your commissioner appointment. ECS provides a variety of services to its member states and commissioners, including:

- Conducting research and policy analysis in areas such as high school reform, early learning, college access and success, teacher quality and leadership, school finance, and service learning to help leaders develop policy for preschool to postsecondary education;
- Maintaining the nation's most extensive website devoted to education policy with information ranging from brief overviews to in-depth policy analyses;
- Convening state, regional and national policy conferences where commissioners can share ideas and hear from education experts;
- Promoting the sharing of information, ideas and resources by developing networks and partnerships involving legislators and their staff, governor's aides and other education leaders; and
- Providing customized technical assistance such as policy audits, legislative testimony, research, meetings, consultation and advice.

Because ECS so highly values the participation and leadership of its commissioners, you are asked to serve in two ways:

**EQUIPPING EDUCATION LEADERS, ADVANCING IDEAS**

700 Broadway, Suite 810 Denver, CO 80203-3442 303.299.3600 Fax: 303.296.8332 E-mail: [ecs@ecs.org](mailto:ecs@ecs.org) [www.ecs.org](http://www.ecs.org)

April 3, 2014

Page 2

*Engage with ECS and other commissioners by:*

- Attending ECS meetings, including our annual National Forum on Education Policy each summer and the Commissioners' Meeting each winter;
- Taking on an active role at ECS meetings, such as serving as a panelist or moderating a discussion;
- Guiding ECS' work by identifying key state education concerns and information needs where ECS resources can make the most impact;
- Suggesting nominees for ECS' annual awards;
- Providing feedback on the usefulness of ECS initiatives, Web resources, publications and online issue forums;
- Leading ECS by reviewing our performance and casting critical votes on policy and procedure during the business session at the annual National Forum; and
- Working with ECS staff to identify in-state project opportunities and funding resources.

*Represent and promote ECS in your state by:*

- Distributing ECS resources to peers and colleagues;
- Assisting in the collection of the annual state fee assessment; and
- Attending other organizational or state meetings as an ECS representative.

To provide you with the best service, Tonette Salazar and Heidi Normandin will be your key contacts at ECS and can assist you in your role as commissioner. Tonette can be reached at 303.299.3638 or by e-mail at [tsalazar@ecs.org](mailto:tsalazar@ecs.org). I am also available to assist you and can be reached at 303.299.3624. Please also visit our website ([www.ecs.org](http://www.ecs.org)) for more information about our services and products. We are looking forward to working with you!

Sincerely,



Jeremy Anderson

President

Enclosures