

Kelly Davenport, Ed.D. - Kelly Davenport has led Freire Charter School since its inception 15 years ago, and has built it into the one of the most respected and successful charter schools in Philadelphia. Kelly has a doctorate in Educational Leadership from the University of Pennsylvania. She also serves as a trainer for the Pennsylvania Inspired Leadership Program run by the Pennsylvania Department of Education. There, Kelly trains principals across the state of Pennsylvania to become effective instructional leaders. As the current Head of Freire Charter School, Kelly manages ongoing operations for both of Freire's existing campuses. Her career is supported by nine years of classroom teaching at the secondary and college levels.

Gerald Escovitz, MD - Dr. Escovitz, who was born and educated in Boston, came to Philadelphia to pursue a career in medicine after completing his training in internal medicine and gastroenterology. Dr. Escovitz served many years as a Professor of Medicine and Vice Dean of the Medical College of Pennsylvania, where he combined clinical care, teaching, and academic administration. He also assumed a leadership role in medical education nationally as well as serving as a consultant in medical education internationally. Gerry brings those experiences to the Freire Board, where he has served since his retirement 12 years ago. He is very knowledgeable in how educational institutions function and has been instrumental in building the successful model of Freire Philadelphia. He understands what the board needs to be and how it needs to function in order to produce results for kids.

Patricia Hunt – Patricia Hunt was raised Baptist, baptized in 1960 and attended church and Sunday school at Pinn Memorial Baptist Church when the church was on Belmont Avenue. She is currently a member of Union Baptist Church in Wilmington, Delaware where Rev. LaBarron F. McAdoo is her Pastor. Mrs. Hunt has served with the deaconess ministry for over 7 years, Christian Education ministry for adults and children, the women's ministry and the benevolence ministry. When she is not at the church she is the state local chapter director of the international diversity organization, National Coalition Building Institute.

Pat is also a former chair of the board of directors for the Delaware Adolescent Program, Incorporated (DAPI). DAPI is a non-profit statewide agency that offers a High School alternative for pregnant and parenting teens with medical and social services for the teen girls to continue their education. Pat had worked full-time in Philadelphia for the past 10 years as the director of Customer Service at the American Law Institute. She retired in 2008 and started back to work full time in 2010 for The Delaware Department of Labor on Market Street. Pat lives in Wilmington and has been married to Bob for 48 years. They have 2 adult daughters, Renee and Angela, and two grandchildren, Adam and Ava.

John Pierson - A native Delawarean, John Pierson currently serves as the Director of Annual Giving for the YMCA of Delaware, the statewide association of YMCAs. John provides leadership and direction to each of the eight YMCA boards, connecting civic-minded individuals and businesses to the outreach work of the YMCA.

Beginning his YMCA career in 1998, he built a nationally recognized competitive swimming program at the Brandywine YMCA Branch, and more importantly, delivered development assets to children and teens using sport as a vehicle. As John's passion for the community building work of the YMCA grew, he moved into his current position - building a network of community partners to fill opportunity gaps in Delaware.

John leads a \$1 million annual fundraising campaign supported by a greater number of individual donors than any other youth and family services non-profit in Delaware.

An avid surf fisherman and a graduate of Virginia Tech, John resides in Bellefonte, Delaware with his wife, Laura, and their two daughters, Kira and Maya.

William Porter – A native Delawarean, Bill Porter is the Head of Academic Affairs at Freire Charter High School in Philadelphia. In this position, he leads the school's college counseling, admissions, academic advising, and out-of-school time programming. William started his tenure at Freire Charter School as a high school math teacher, where his students consistently demonstrated remarkable achievement gains. In 2010, William was awarded a National Spotlight Teacher Award by the U.S. Department of Education's EPIC program. William created Freire's college counseling program and served as its director for a number of years, while teaching math. In 2008, William was selected by the U.S. Department of State for a Fulbright Scholarship for school administrators and represented Freire Charter School's approach to education in Europe.

William earned his Bachelor of Arts degree in European History from the University of Delaware, and graduated with an Advanced Honors Certificate. William completed a Masters in Education in Higher Education Management at the University of Pennsylvania in 2002. He completed additional coursework at Wilmington University in 2008 to becoming a certified school principal in Delaware.

Paul Ramirez - Paul is a 10th grade English teacher at Howard High School of Technology. He arrived at Howard through the Teach for America (TFA) program. Now in his fourth year of teaching, he was recently named the English department chair, and is responsible for helping to shape district-wide English curriculum as well as mentoring and advising other English teachers. He is a Teacher of the Year nominee, and his students at Howard have had some of the highest gains in reading scores in the school for the past three years. In addition to teaching, Paul advises the school's newspaper,

"The Howard Voice," and the 10th grade student leadership committee. Paul also remains active with Teach for America, having served as an induction coordinator, a corps culture leader, and working to train new teachers at TFA's summer institute in Philadelphia. Paul earned a Bachelor of Arts degree in Literature from Yale University and a Masters' in secondary teaching from Wilmington University.

Hal Real - Hal Real, founder and President of Real Entertainment Group, Inc., is a seasoned entrepreneur with a passion for new ideas and a history of transforming those ideas into successful businesses. He formed Real Entertainment to "radically change the landscape for contemporary music audiences and artists." In October 2004, Hal delivered the first installment of that promise by opening World Cafe Live, a nationally-acclaimed live music venue, restaurant and events complex in Philadelphia. In April 2011, World Cafe Live opened its second facility at the Queen Theater in Wilmington, DE. This ambitious project grew out of a four-year private/public collaborative effort among Real Entertainment Group, Buccini/Pollin Group, the City of Wilmington, and an impressive list of corporate, foundation, and individual supporters. Together this group put together \$25 million in funding to restore and re-open the 45,000 square foot historic Queen Theatre as the cornerstone and catalyst for a \$300 million effort to revive the historic Market Street corridor in the heart of downtown Wilmington. Plans for additional WCL venues in other cities are in the works.

In 2008, Hal helped launch "LiveConnections.org," a nonprofit organization that creates innovative music education programs for children and special needs populations, connecting all kinds of people through all kinds of music. A gifted musician, Hal also is active in other arts, educational and community organizations. Currently he is a Board member of the Mid Atlantic Arts Foundation, the Delaware College of Art and Design, Philadelphia's Fringe Arts, the Philadelphia Mayor's Cultural Advisory Board, the Light Up the Queen Foundation, and Board Chairman of LiveConnections. In the past he served as Board Chair of the Greater Philadelphia Cultural Alliance, a Board and Executive Committee member of The People's Light & Theatre Company, and Chairman of the Main Line Chamber of Commerce.

Hal has been a keynote speaker for various business and civic events, and a guest lecturer at Drexel, Wharton, Temple and other schools. He is a graduate of Kenyon College and Temple University School of Law.

Henry Smith, III - Henry Smith, III currently serves as Deputy Cabinet Secretary for Delaware's Department of Health and Social Services.

Prior to coming to the Department of Health and Social Services, Mr. Smith spent fifteen years with Delaware's Department of Services for Children, Youth and Their Families. While there he served as Deputy Director of Management Support Services, Director of

Management Support Services, and as Cabinet Secretary of the Department. In his first five years of State service, Mr. Smith worked in the Budget Office as Senior Fiscal and Policy Analyst, heading up its Internal Consulting Group.

Mr. Smith spent the first 18 years of his professional career working in higher education, and has been involved in public management for the past twenty three. As an adjunct faculty member at Springfield College's School of Human Services Wilmington, Delaware campus, Mr. Smith routinely teaches courses in fiscal management and strategic planning; he has also taught courses in organizational behavior, leadership, and the economics of change.

He is also a faculty member in the Executive Master's Program of the School of Human Services, having taught courses in Sweden, Trinidad, San Diego, Charleston, Milwaukee, Houston, and other locations across the country.

Mr. Smith's undergraduate studies were completed at Union College in Schenectady, New York, and his graduate studies were completed at the University of Delaware.

Felicia Wenell - Felicia Wenell currently teaches math and science to 8th grade students at Stanton Middle School in Wilmington. She graduated magna cum laude from Iowa State University in 2011, and began her work at Stanton immediately afterward. In her first year at Stanton, Felicia helped her students achieve the highest state standardized test scores of all non-honors students at their grade level in math and science. Felicia earned her Masters in Secondary Teaching from Wilmington University in 2012. She is a Teach for America alumna, and is also a member of Stanton's Building Leadership Team.

Rachel Wiggans – Rachel Wiggans came to Freire four years ago after graduating with her bachelor's degree from Northwestern University, where she studied Social Policy. Upon first joining the Freire team, Rachel was tasked as the Assistant to the Head of School. In that role, she learned about Freire's governance and leadership structure, its policies, and overall operations. Quickly thereafter, Rachel grew to become the Director of Research and Quality Assessment where she has coordinated the development of a platform for evaluating student performance versus predicted outcomes on a teacher by teacher basis. She has also written grants, authored many reports, and served as the school's main connection to the public policy and political domains. In addition, Rachel serves as the faculty leader of the Student Government and Mock Trial Team at Freire Charter High School. Rachel completed her Master's in Public Administration at the University of Pennsylvania's Fels Institute of Government in December 2013.

KELLY DAVENPORT, Ed.D.
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SUMMARY

- Chief Executive Officer and Chief Administrative Officer for Freire Charter School, a 100% non-violent, safe learning environment for students in grades 5 – 12. Manage ongoing operations as well as expansions in Philadelphia and Wilmington, Delaware. Career supported by nine years of classroom teaching at secondary and college levels.

PROFESSIONAL EXPERIENCE

Chief Executive Officer and Founding Team Member (1999-Present)

Freire Charter School – Philadelphia, PA

- Led Freire's expansion into a new middle school in 2011, doubling Freire's total student population.
- Lead comprehensive academic, financial, facilities, and human resources operations to accommodate growth from zero in 1999 to 1000 students and 100 staff in 2013.
- Manage over \$600,000 each year in state and federal government grants through 21st Century Schools, IDEA, Title I, Title II, and Title IX.
- Lead Freire's expansions in Philadelphia and Wilmington, Delaware, including leadership development, curriculum design, real estate procurement, capital campaigns, board development, and code compliance.

Facilitator (2001-Present)

Pennsylvania Inspired Leaders Program – Pennsylvania Department of Education

- Lead PA Department of Education Act 45 and 48 courses for all certified state principals.

Adjunct Professor (Fall 2001)

Arcadia University – Philadelphia, PA

- Taught secondary teacher's certification requirement course "The Secondary Classroom."

Adjunct/Associate Professor - Spanish and Portuguese Department (1997-1999)

Kellogg Foundation Grantee - Research Fellow (1998-1999)

University of Pennsylvania – Philadelphia, PA

- Partnered with teachers at West Philadelphia High School to design a community-focused curriculum that introduced local community volunteers into the classroom.
- Authored a 30-page report that recommended volunteerism strategies for urban high schools.

Spanish Teacher - Upper School 7-12 (1995-1997)

Assistant Dean of Discipline

AFS Coordinator

10th Grade Advisor

Founder - Study Abroad Summer Program (Argentina/Chile)

The Collegiate School – Richmond, VA

- Founded, launched, and managed a 6-week program for students to study/live abroad. Created budget, managed finances, and oversaw program. Taught afternoon programs for Cultural Education and Spanish language training.

Associate Professor - Spanish and Portuguese Department (1992 – 1994)

Indiana University – Bloomington, IN

- Taught Spanish and Portuguese languages; planned lessons; evaluated and graded students.

Teacher (1990-1992)

American Language Institute – Lisbon, Portugal

- Worked with executives in the Portuguese Telecommunications industry. Taught English to individuals and groups to improve their European Union (EU) negotiation skills.

EDUCATION

Ed. D, Education, Leadership, and Policy (2001)

University of Pennsylvania – Philadelphia, PA

Masters of Arts in Teaching, Spanish (1994)

Indiana University – Bloomington, IN

B.A., Spanish Literature (1990)

University of Pennsylvania – Philadelphia, PA

ADVANCED TRAINING

- **Leadership Development Program - S. H. Darrow & Associates Sponsored (2003)**
- **Authority, Leadership and Organizational Life in a Changing World - A.K. Rice Institute Sponsored (2001)**

C.V. Gerald H. Escovitz, M.D.

Born June 26, 1936, Boston, MA

Education

Harvard College - A.B. cum laude 1958

State University of New York - M.D. 1962

Board Certified: Internal Medicine and Gastroenterology, 1972

Employment

Jefferson Medical College (1969 – 1971)

Assistant Professor and Deputy Director, Regional Medical Program

Medical College of Pennsylvania (1971 – 1990)

Vice Dean and Professor of Medicine

Allegheny Health Education and Research Foundation (1992 – 1999)

Senior Vice President

Hunter Consulting Group (1999 – 2001)

Consultant

Retired 2001

Relevant Activities

Freire Charter School (2001 – Present)

Vice Chair, Board of Directors

American College of Physicians (1990 – 1992)

Consultant in International Medical Education

Association of American Medical Colleges (1986 – 1987)

National Chairman, Group on Medical Education

Society of Medical School Directors of Continuing Education (1983 – 1984)

President

National Institutes of Health (1978 – 1979)

Fogarty International Fellow

U.S. Public Health Service (1966 – 1968)

Branch Chief, Bureau of Health Manpower

PATRICIA HUNT

Objective

To secure a position where I can be an integral member of the team.

- I have 20 plus years of sales and customer service experience ranging from personal care products to legal continuing education products
- I manage a state-wide non-profit organization that specializes in leadership training with special emphasis on listening skills and empowering people to embrace all aspects of their identity and to respect and appreciate differences in others. Concurrently working as an admin at the DOL/FV site
- I have the equivalent of 8 years administrative support experience

Employment

March 2010 – Present **Department of Labor – Fox Valley**, Wilmington, DE

April 2008 – Feb 2010 Robert Half-Office Team **Temp Agency** Wilmington, DE

September 1998 – March 2008 American Law Institute Philadelphia, PA

Director of Customer Service

- Responsible for staff training, supervision of staff and quality service to legal community customer base of over 8000
- Partner with product and marketing directors to develop products to meet customer needs
- Managed calendar, telephone system and written correspondence

1987 - 1998

Avon Products, Inc

Newark, DE

Training Supervisor - Customer Service

Responsible for sales and customer service training and quality supervision of 100 member staff and quality service to customers

Education

Wilmington University Bachelor of Science in Business Management 1998

Languages

Basic Spanish in College and Basic French in High School – comfortable in diverse communities and tourist Italian, Spanish and French

Superintendent of 75-student Sunday school 2000 - 2010

Union Baptist Church – Wilmington, DE

- Responsible for administration, training, supervision of 14 member teaching staff
- Selected curriculum for classes ranging from preschoolers to adult

Director of Delaware Chapter of NCBI 1998 - present

National Coalition Building Institute is a leadership training organization that fosters teaching children and adults how to deal with the hurts in their past and empower their present and future

- Responsible for administration, grant-writing, recruiting, training and follow up with clients in corporate, government, academia and community organizations

William Porter

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EDUCATION

School Principal Certification	05/2008	Wilmington University
Master of Science in Education Degree in Higher Education Management	05/2002	University of Pennsylvania
Graduate Work in Education	Fall 1999	Johns Hopkins University
Bachelor of Arts Degree in European History/Honors Certificate	05/1999	University of Delaware

WORK EXPERIENCE

Head of Academic Affairs	7/2010-present	Freire Charter School Philadelphia, PA
<ul style="list-style-type: none">▪ Lead and manage as co-principal all aspects of the following areas of the school:<ul style="list-style-type: none">▪ Academic advising program for each grade level▪ Admissions for both middle school and high school campuses▪ Advanced Placement program▪ After-school programming for both middle school and high school campuses▪ Alumni affairs▪ College counseling program▪ Scheduling for students and staff▪ School database (PowerSchool administrator)▪ School records (grades, transcripts, credentialing, transfers)▪ School website▪ Standardized testing & data reports▪ Student billing (book distribution process, fees, record holds)▪ Serve on senior leadership team of school▪ Evaluate performance of teachers with fellow heads▪ Oversee program budgets and monitor grant compliance▪ Support Head of Academics with course planning▪ Support Head of Academic Supports with Code of Conduct and building safety▪ Supervise Academic Affairs assistant, admissions staff, academic advisors, after-school staff, college counselors, Director of College Counseling, and Director of Student Activities		
Director of College Counseling	1/2003-6/2010	Freire Charter School Philadelphia, PA
<ul style="list-style-type: none">▪ Counseled students and parents about all aspects of the college search and application process▪ Built and maintained collegial relationships with college admissions personnel▪ Designed workshops to educate students and parents about various aspects of the college process▪ Reviewed, packaged, and mailed all students' applications▪ Reviewed and submitted all students' financial aid forms (FAFSA, CSS Profile, IDOC, etc.)▪ Assigned classes for all students▪ Coordinated registration of students for PSAT, SAT, and ACT▪ Collected and reported student application data and admission history for administration and Board▪ Produced school profile▪ Created transcripts for all students and reviewed academic credentials of all incoming students▪ Created AP Program and served as AP Program Coordinator▪ Advised student-athletes of NCAA requirements▪ Supervised Assistant to the Director of College Counseling		

Mathematics Teacher

8/2002-6/2010

**Freire Charter School
Philadelphia, PA**

- Taught two to four sections of Algebra I, Geometry, or Math Analysis
- Read all course material, processed information, and created lesson plans
- Assessed performance levels of students through formal and informal means
- Disciplined students appropriately and effectively for improper actions
- Promoted a learning environment in which all students could feel successful

Admissions Coordinator

9/2005-6/2010

**Freire Charter School
Philadelphia, PA**

- Served as public face for school when conducting various admissions presentations at schools and fairs
- Served as the liaison between Freire and all middle school counselors
- Organized and executed the Fall Open Houses
- Trained student volunteers as school tour guides
- Created marketing materials for Freire using various computer applications

Store Manager

7/2000-5/2001

**Snow, Inc.
Alexandria, VA**

- Managed all facets of store operations
- Supervised a staff of 40+ workers
- Analyzed incoming financial reports and took appropriate action
- Maintained a commitment to a strong community presence through partnerships with charitable organizations and attending community events
- Managed the purchase, presentation, and inventory of all store merchandise, product, and equipment
- Ensured the physical maintenance and safety standards of the store
- Completed schedules, payroll, and distribution of bonuses
- Implemented marketing initiatives for new products

Teacher

8/1999-6/2000

**Samuel Chase Elementary School
Temple Hills, MD**

- Taught 32 6th grade students science, health, art, and language arts; taught 65 students social studies
- Read all course material, processed information, and created lesson plans
- Assessed performance levels of students through formal and informal means
- Advised/counseled students regarding scholastic and personal issues
- Disciplined students appropriately and effectively for improper actions

PROFESSIONAL ACTIVITIES & ACCOMPLISHMENTS

- Member of Policy Building Team, Staff Governance Committee, and Professional Learning Committee at Freire Charter School
- Invited Presenter at the PA Improving School Performance Conference; presented "Solving for X: An Equation for Change in Urban High School Math Instruction"
- 2007-2008 U.S. Fulbright Scholar for School Administrators
- 2009-2010 Winner of EPIC's National Spotlight Teacher Award from the U.S. Department of Education
- Students recognized three different years by the Philadelphia Inquirer for having one of the top math gains on state tests in the five-county region
- Board President of Belmont Village Community Association (2010-2013)
 - Served as public face of group in fundraising, for media requests, and in city & state government
 - Wrote and won three grants for community re-development
 - Oversaw \$500,000 public works project from start to finish
 - Managed organization's budget
 - Executed the strategic vision of BVCA and promote positive change in community overall

John Pierson
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Wilmington, DE 19809
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PROFESSIONAL EXPERIENCE

**Director of Annual Giving
YMCA of Delaware – Association Management Team**

August 2008 – Present

Primary responsibilities include the development and execution of a multi-branch state wide annual fund raising campaign. In cooperation with YMCA branch executive directors, branch board teams, and branch staff teams, increase both fund raising capacity and community awareness of the YMCA as a cause driven charity. Additional responsibilities include support of both capital fundraising and endowment fundraising campaigns.

Major Accomplishments

- Developed a \$600,000 annual campaign into an annual campaign of over \$1.1M.
- Consistently increased annual donor base of 3,500 individuals to 5,300 donors by 2013.
- Increased number of donors contributing \$1000 or greater from 112 to 270 during tenure.
- Increased board engagement in campaigning by 100% during tenure.
- Increased staff engagement in development – growing the team of those soliciting gifts from 225 to over 500 individuals.
- Established functional fundraising committees within each YMCA branch board.
- Established association wide standardized fundraising timelines and performance standards.
- Led a small capital campaign in early 2013, raising \$150,000 to build 2 camp cabins.
- Planned and conducted association wide staff and board development events/trainings.
- Gained accreditation and delivered national level trainings as a YMCA faculty trainer.
- Assisted in departmental strategic planning and provided supervision and guidance to department staff including a Donor Relations Assistant and Grant Writer.

**Director of Competitive Aquatics
YMCA of Delaware – Brandywine Branch**

June 1998 – July 2008

Primary responsibilities included program management, development, marketing, delivery and evaluation. Implemented quality programming utilizing the skills of 16 part-time assistants, a 12 member volunteer board and hundreds of program volunteers.

Major Accomplishments

- Elevated quality and competitiveness of our program to that of nationally recognized status.
- Increased program participation by 300% to 340 participants annually.
- Created and cultivated 12 key volunteer positions on a programming board.
- Supervised the execution of the regional championship meets.
- Served as a member of our local YMCA League Board, and as a consultant to other YMCA swim teams in our area
- Coached dozens of YMCA National finalists and Junior National qualifiers

EDUCATION

Bachelor of Science Degree in Biology
Virginia Tech – Blacksburg, VA

Secondary Education Teaching Certification
Rowan University – Glassboro, NJ

ACTIVITIES/PROFESSIONAL AFFILIATIONS

Leadership Delaware – Fellow, Class of 2012
North American YMCA Development Conference planning committee
Life member of the American Swim Coaches Association

CERTIFICATIONS

- YMCA of the USA Annual Community Support Campaign Faculty Trainer
- YMCA of the USA Multi Team/Branch Leader
- YMCA of the USA Swim Coach Trainer
- ASCA Level 4 Swim Coach

Paul Ramirez

Professional Experience

Howard High School of Technology, Wilmington, DE

English Teacher, Fall 2010 – Present

English Department Chair, Winter 2012 – Present

- Teach 10th grade at this high-needs urban high school with 70% low-income students. Students have consistently had the highest growth in achievement scores in the school every year for the past three years.
- Winner of a Delaware Talent Cooperative award (\$10,000 prize) for the 2012 – 2013 school year for having 92% of students meet their individual growth targets. In 2012-2013, students in my classes grew by fifty-nine points on their state reading assessment, nearly doubling average growth in the state.
- Re-wrote district-wide English curriculum with other English department chairs in spring of 2013 to align with common core standards. This year, currently manage implementation of the new curriculum at the school.
- Proposed a new data system for assessment that is now being used at every school in the district, and lead trainings for administrators and other instructional leaders on how to use this system.
- Lead professional development for teachers as English Chair and as a member of the Instructional Leadership Team, both at a school and district level. Ratings of these sessions are among the highest in the team.
- Primary mentor for three first-year teachers (the most of any mentor in the school) and coach for all English teachers (eleven teachers). Conduct regular observations and feedback meetings.
- As a result of reforms, Howard has gone from 46% proficient in reading in 2010 to 80% proficient in 2013.

Teach for America Institute, Philadelphia, PA Corps Member Advisor

Spring 2013 – Summer 2013

- Served as primary mentor and coach for ten teachers in this intensive five-week institute for new teachers.
- Conducted daily classroom observations and twice-weekly debrief conversations of all teachers, gave daily feedback on all lesson plans, and each day led two to four sessions on instruction and teaching practice for groups of up to forty teachers. Participated in 50+ hours of development to prepare for this role.

The Vision Network, Wilmington, DE, Data Analysis Intern

Summer 2012

- Analyzed end-of-year student achievement data for the twenty-six schools in this network of schools in Delaware.
- Created a series of data reports that were presented to principals, superintendents, and policy makers.

Elite Educational Institute, Seoul, Korea, Instructor

Summer 2011

- Taught college preparatory courses and did college counseling in this intensive institute.

Other Education Involvement

Rodel Teacher Council, Wilmington, DE, Member

August 2013 - Present

- Research Delaware education policy as one of sixteen teacher fellows (out of eighty applicants).

Teach for America Delaware, Wilmington, DE, Corps Culture Leader

August 2010 - Present

- Create events and programming to foster community within Teach for America, DE.
- Served as an Induction Coordinator in 2013 to plan a weeklong series introducing new teachers to the region.

Education

Yale University, New Haven, CT --- B.A. in Literature, Aug 2006 - May 2010

- Awards and Honors:
 - *George A. Schrader Prize*, awarded to one Yale senior at graduation for excellence in the humanities (2010).
 - *Thomas E. Weil Jr. Essay Prize* for excellence in composition, St. Anthony Society, Yale University (2008).
 - *Edward J. Meeker Prize* for excellence in American Literature, Yale English Department (2007).
- Advocacy intern at Carrefour Tiers Monde, Lomé, Togo, a West African children's rights NGO (Summer 2009).
- Studied for a term abroad at the Université de Nantes, France, and taught high school English (2008).

Wilmington University, Wilmington, DE --- M.A. in Secondary Teaching, Aug 2010 – May 2011

Hal Real

Real Entertainment Group, Inc.
c/o World Cafe Live at the Queen
500 N. Market Street, Wilmington, DE 19801
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302-504-9555

EDUCATION

J. D., 1977

Temple University School of Law

B. A., Interdisciplinary Studies, 1974

Kenyon College

PROFESSIONAL EXPERIENCE

Real Entertainment Group, Inc. Philadelphia, PA and Wilmington, DE

Founder and President, 1998 - present

Privately held company that created, develops and operates the trailblazing live music, restaurant and events venues branded as "World Cafe Live," operating in Philadelphia, PA since 2004 and Wilmington, DE since 2011

Real Growth Strategies Villanova, PA

Founder and Principal, 1997 - 1998

Consulting group offering strategic planning and executive coaching

DataBase, Inc. Seattle, WA

Executive Vice President and General Counsel, 1995 - 1997

Privately held regional off-site data storage and disaster recovery company that purchased Data Protection, Inc.

Data Protection, Inc. West Chester, PA

Founder and CEO, 1988 - 1995

Founder and CEO of privately held national off-site data storage and disaster recovery company

Real & Sheppard Radnor, PA

Founder and Managing Partner, 1978 - 1995

Law firm specializing in commercial real estate transactions

Wolf, Block, Schorr, Solis-Cohen

Real Estate Associate Attorney, 1977 - 1978

COMMUNITY LEADERSHIP EXPERIENCE

Mid-Atlantic Arts Foundation *Baltimore, MD*

Board Member, 2013 – present

Fringe Arts *Philadelphia, PA*

Board Member, 2012 – present

Delaware College of Art and Design *Wilmington, DE*

Board of Overseers Member, 2010 – present

LiveConnections.org *Philadelphia, PA and Wilmington, DE*

Co-founder and Board Chair, 2008 – present

Light Up the Queen Foundation *Wilmington, DE*

Board Member, 2009 – present

Philadelphia Mayor's Cultural Advisory Council *Philadelphia, PA*

Member, 2008 – present

The People's Light & Theatre Company *Malvern, PA*

Board Member, 1988 – 2012

Strategic Planning Chair, Facilities Chair, Secretary, Executive Committee, 1988 – 2012

Member of Honorary Board, 2012 – present

Greater Philadelphia Cultural Alliance *Philadelphia, PA*

Board Chair, 2009 – 2010

Chairman Emeritus, 2011 – 2012

Board Member, 2005 – 2012

Main Line Chamber of Commerce *Greater Philadelphia Region*

Board Chair, 1994 – 1995

Director, 1988 – 1997

SPEAKING EXPERIENCE

Throughout his career, Hal has been a keynote speaker at many public and trade events, and a frequent guest lecturer and panel member at Philadelphia-area universities and colleges.

Henry Smith, III

712 N. Franklin Street Wilmington, DE 19805 (302) 656-6977 (Home) (302) 255-9039 (Office) Accra68@AOL.COM

Public Management Experience

Delaware Department of Health and Social Services

Deputy Cabinet Secretary (February 2009 – Present)

- ✚ Serve as Chief Operating Officer for Delaware's largest government agency, consisting of twelve divisions, some 5,000 employees, and an operating budget of approximately \$2.3-billion, and capital budget of approximately \$100-million; work with Division Directors and their leadership teams on planning, budgeting, policy development/implementation, and other operational issues
- ✚ Representative of the department on a number of committees, including the State Employees Benefits Committee, House Task Force on School Discipline, State Employees Charitable Campaign, State Employees Benefits Committee, Wilmington Hope Commission, among others

Delaware Department of Services for Children, Youth and Their Families

Secretary (July 2008 – February 2009)

Major responsibilities for:

- ✚ Policy development and strategic direction for a major State agency which is responsible for child welfare services, child mental health services, youth rehabilitative services, and management support services; approximately 1,300 employees and annual operating budget of approximately \$180-million;
- ✚ Effective implementation of the Governor's priorities, and support to that office and the Office of Management and Budget, the major policy arm of the Office of the Governor

Delaware Department of Services for Children, Youth and Their Families

Division of Management Support Services

Director (April 2001 – July 2008)

Major responsibilities included:

- ✚ working with the Cabinet Secretary in setting overall policy development and strategic direction for the Delaware Children's Department;
- ✚ chief liaison to all central state agencies, including the Office of Management and Budget, the Office of Controller General, Division of Accounting, among others;
- ✚ financial management, including operating and capital budgets; expenditure projections; accounting and financial reporting activities;
- ✚ management/business process improvements;
- ✚ fleet/facilities/plant operations and maintenance;
- ✚ strategic planning, performance measurement, program monitoring and evaluations;
- ✚ contracting services, and grants administration;
- ✚ human resources;
- ✚ federal cost recoveries;
- ✚ management information system; and
- ✚ educational services – to all agency locations State-wide.

Delaware Department of Services for Children, Youth and Their Families

Division of Management Support Services

Deputy Director (October 1993 – April 2001)

Responsible for:

- ✦ financial management, including operating and capital budget development, expenditure projections, accounting and financial reporting activities;
- ✦ strategic planning, performance measurement, program monitoring and evaluations;
- ✦ management/business process improvements;
- ✦ contracting services, and grants oversight;
- ✦ fleet/facilities/plant operations and maintenance;
- ✦ working with the Division Director on issues related to human resources, management information system; and educational services; and
- ✦ staffing and supporting special projects for the Cabinet Secretary.

Delaware State Budget Office

Senior Fiscal and Policy Analyst (1988 – 1993)

Responsible for:

- ✦ heading the Budget Office's Internal Consulting Group, which provided technical assistance to all State agencies on strategic planning and management improvements;
- ✦ providing recommendations regarding the Governor's recommended annual budgets, programmatic and policy issues for the State's Judiciary, the Administrative Office of The Courts, Office of the Public Guardian, Violent Crimes Compensation Board, Foster Care Review Board, and Educational Surrogate Parent Program; and similar recommendations with regard to the Office of the Attorney General, Office of the Public Defender, the Board of Parole, the National Guard, and the Department of Administrative Services.

Academic Administration/Instruction Experience:

Cheyney University

Cheyney, Pennsylvania

Vice-President for Institutional Advancement (1986)

Responsible for:

- ✦ development (fund-raising);
- ✦ capital projects
- ✦ facilities management
- ✦ public relations; and
- ✦ alumni relations

Springfield College School of Human Services, Wilmington Campus, Wilmington, Delaware

Adjunct Professor (1995 – present)

- ✦ have taught courses in fiscal management, basic college mathematics, strategic planning, economics of change, organizational behavior, graduate research projects; and have been a regular faculty member in Springfield College's Executive Masters Program, teaching in various cities in the United States, and also in countries outside of the United States
- ✦ served as a member of the College's Academic Standards Committee

Henry Smith: Summary of Professional Experiences

The Graduate Record Examinations Program (GRE), Educational Testing Service
Princeton, New Jersey

Associate Program Director (1983 – 1986)

Responsible for:

- ✦ carrying out policy and programmatic initiatives of the Graduate Record Examinations (GRE) Board, including:
 - ⇒ program administration responsibilities related to development and use of the GRE General Test;
 - ⇒ management of the GRE Validity Study Service, and the GRE Minority Graduate Student Locator Service;
 - ⇒ preparation of the annual GRE Data Summary Report; and
 - ⇒ coordination and implementation of special studies and projects for the GRE Board and its committees.

Stockton State College

Pomona, New Jersey

Acting Executive Assistant to the President and Affirmative Action Officer (1992 – 1993)

Responsible for:

- ✦ management of the Office of the President, including budget development;
- ✦ staff functions for the Board of Trustees;
- ✦ correspondence and reports for the President;
- ✦ reviewing recommendations for faculty and staff appointments, promotions and tenure;
- ✦ serving on special committees and conducting special projects assigned by the President; and
- ✦ affirmative action, ensuring that the college was in compliance with all applicable state and federal laws/regulations requiring the proactive efforts of organizations to guarantee equal and fair treatment to all individuals in all aspects of employment.

Cheyney State College (now Cheyney University)

Cheyney, Pennsylvania

Director of Awards and Grants (1973 – 1979)

Responsible for:

- ✦ managing a program of grant support from the private and public sectors, as well as alumni contributions;
- ✦ coordination of the College/Industry Cluster Program;
- ✦ liaison to the Greater Philadelphia Chamber of Commerce, and Secretary-Treasurer of the Cheyney Development Fund.

Union College

Schenectady, New York

Foundations and Corporations Officer (1970 – 1973)

Responsible for:

- a program of grant solicitation from the private sector, including foundations, corporations, and individual philanthropists

Educational Background:

- ✦ Ph.D. Program in Urban Affairs and Public Policy,
University of Delaware, Newark, Delaware
(1981 – 1984)
Areas of specialization: Organizational Theory, Policy and Planning
Dissertation: "National Public Policies and the Condition of Historically Black Colleges and Universities"

- ✦ MA Program in Urban Affairs and Public Policy
University of Delaware, Newark, Delaware
(1979 – 1981)
Areas of Specialization: Organizational Theory, and Public Policy Analysis
Thesis: "Contemporary Governance and Administration in Higher Education"

- ✦ BA Program in Sociology and Anthropology
Union College, Schenectady, New York
(1966 – 1970)

Experiences also include a range of consulting, teaching, research, civic, board and volunteer activities within the United States, Europe, Africa, and the Caribbean.

Felicia K. Wenell

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| Education |

Wilmington University

Master of Art

- Secondary Teaching
- GPA: 3.8/4.0

August 2011 – July 2012
Wilmington, Delaware

Iowa State University

Bachelor of Science, Magna Cum Laude

- Major: Logistics Supply Chain Management
- Minor: Political Science
- GPA: 3.8/4.0

August 2007 – May 2011
Ames, Iowa

Salzburg College

Study Abroad Experience

January 2009 – May 2009
Salzburg, Austria

| Professional Experience |

8th Grade Math and Science Teacher

Stanton Middle School - Teach For America

- Developed and implemented math and science curriculums in classrooms of 24-32 students
- Led class to 73% mastery of curriculum content with 71% of students surpassing growth goals set by state DPAS Component V measures for 2012-13 (second highest in math department); Rated highly effective by DPAS evaluation; Students achieved the highest state standardized test scores in the grade level of all non-honors students during first year of teaching in 2011-12
- Lead weekly professional learning community (PLC) meetings as current 8th grade team leader; Communicate administrative level decisions to team; Organize 8th grade celebrations including multiple Positive Behavior Support grade level field trips, graduation, and formal; Member of the building leadership team
- Oversee 13 students as current yearbook advisor to take photographs and create yearbook as well as managing all sales and marketing throughout the year
- Advised 30 students in an after school tutoring program working one on one to target individual math weakness areas

August 2011 – Present
Wilmington, Delaware

School Operations Summer Fellow

Prestige Academy

- Developed school day schedules according to staff and administrative recommendations; Created multiple alternate versions to allow for flexibility in staff and building logistical needs
- Compiled a concise manual for all staff, including sections on academics, discipline and culture, day-to-day operations, and parent-student interactions
- Created a scope and sequence for teacher orientation, contacted and scheduled guest presenters

Summer 2013
Wilmington, Delaware

Program Coordinator

Twin Lakes Christian Center

- Directed seasonal staff consisting of 25 employees to execute events
- Organized activities, lodging, and scheduling for week long ministry camps for all ages
- Assisted in creating youth and adult curriculum for worship sessions and devotional texts

Summer 2009
Manson, Iowa

| Leadership Experience |

Board of Directors

Twin Lakes Christian Center

- Directed seasonal staff consisting of 25 employees to plan and execute multi-day events for groups ranging from 10 to 150 participants
- Organized activities, lodging, and scheduling for week-long ministry camps for children aged 5 to 18 and facilitated weekend retreats for all age groups

February 2010 – Present
Manson, Iowa

Induction Communications and Logistics Coordinator

Teach For America

- Arranged schedule and coordinated logistics of 5-7 day introductory conference for 30 incoming corps members, 20 guests, and 22 staff members including organizing details for multiple locations, all meals, and travel arrangements
- Supported 15-20 "homeroom" leaders to provide welcoming experience for incoming corps members

June 2012 and June 2013
Wilmington, Delaware

RACHEL M. WIGGANS

324 S. 46th Street, #4 ■ Philadelphia, PA 19143
(856) 577-0457 ■ rmwiggans@gmail.com

Professional Experience

FREIRE CHARTER SCHOOL

Philadelphia, PA
9/2011 – Present

Director of Research & Quality Assessment

- Conduct research, analysis, and provide ongoing strategic counsel and support to Head of School (CEO) and Board of Directors in developing and executing strategic vision and plan for expansion into Wilmington, DE
- Manage charter contract negotiation process with School District of Philadelphia officials, addressing issues of enrollment cap, compliance, and student outcomes to protect the school's interests
- Establish and maintain Freire Charter School's relationship with public relations firm in order to enhance the school's brand recognition and strategic position within the regional charter school sector
- Secured \$55,000 of start-up funding for dashboard and student achievement modeling systems and implemented these systems, thus enabling Freire to vastly improve tracking of key performance indicators at organizational, school, classroom, and student levels
- Collaborated with school leaders, board members, and external partners in operations, human resources, and best practices research and implementation during creation of Freire's middle school campus
- Wrote the school's Annual Report and oversee submission to the Pennsylvania Department of Education in order to track student progress and organizational strategic planning, serving as a key advocate for the school with public policymakers
- Won federal charter school expansion grant through U.S. Department of Education, which awarded more than \$750,000 to the school for middle school expansion project

Assistant to the Head of School

9/2009 – 9/2011

- Created presentations for the Head of School, enabling timely and accurate communication with staff and parents regarding student achievement, organizational mission and vision, and annual budget
- Collected data for Effective Practice Incentive Community (EPIC) application and award, including compilation of longitudinal student achievement data; the application resulted in Freire being named a Silver gain school in 2010-2011 and instructional staff receiving awards totaling \$91,000
- Analyzed data used by School District of Philadelphia in calculating Freire's School Performance Index (SPI), ensured accuracy of all data used and corrected any errors made in the SDP's calculations
- Standardized human resources protocol including contract renewal and hiring process, thus streamlining internal operations and communications
- Served as liaison to the school's Board of Directors, scheduling meetings, taking minutes, and communicating about internal issues as needed
- Created the school's weekly email communication to students, parents, and staff, ensuring that all parties had access to relevant information
- Conducted analysis of student achievement data to provide school leaders with information to make decisions related to student intervention programs

NATIONAL COUNCIL ON TEACHER QUALITY

Washington, DC
7/2009 – 9/2009

Research Assistant

Contributed data from approximately 20 interviews with school leaders to *Student Teaching in the United States* (July 2011), increasing knowledge base around efficacy of student teaching programs in teacher preparation

Education

UNIVERSITY OF PENNSYLVANIA, FELS INSTITUTE OF GOVERNMENT

Philadelphia, PA
12/2013

Masters in Public Administration
Certificate in Nonprofit Administration
Stephen B. Sweeney Awardee

NORTHWESTERN UNIVERSITY

Evanston, IL
6/2009

Bachelor of Science in Education and Social Policy
Major: Social Policy Minor: Psychology

Community Involvement and Professional Development

University of Pennsylvania Public Policy Challenge

Philadelphia, PA

Team Leader, Semifinalist

12 PLUS

Philadelphia, PA

Programming Consultant

NORTHWESTERN CLUB OF PHILADELPHIA

Philadelphia, PA

Young Alumni Co-Chair

PENNSYLVANIA EDUCATION POLICY FELLOWSHIP PROGRAM

Harrisburg, PA

Fellow