

# Andrea Castañeda

## School Systems Leader

*A staunch advocate for students with an unshakeable belief in the power of America's public schools to transform the lives of students and families across generations.*

- An education leader with 20 years of experience leading at the state and district level and a track record of designing and implementing high-impact, system-level improvements in the areas of academics, operations, finance, and talent
- Currently serving nearly 34,000 students as Chief Strategy and Innovation Officer and Chief Talent and Equity Officer
- Previously held Chief-level roles within the Rhode Island Department of Education (145,000+ students), overseeing Operations, Finance, and School Performance

### Education, Training, and Licensure

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#### **Ed.M., Education Policy and Management (2010)**

Harvard University

#### **Future Chief (2016)**

Chiefs for Change

#### **B.A., Education Studies, History and Policy (2001)**

Brown University

#### **Pahara Fellow (2022)**

Pahara Institute

#### **Broad Superintendents Academy (2012)**

The Broad Center for the Management of Schools

**Licensure:** Oklahoma superintendent license

### State and District Leadership Experience

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#### **TULSA PUBLIC SCHOOLS, Tulsa, OK**

July 2017 – Current

*Serving approximately 34,000 students 78% students of color, 80% FRL, 29% Multilingual Learner, 17% Special Education, 11% Gifted, with 5300 staff and an operating budget of over \$700M*

#### **Chief Innovation and Strategy Officer, Chief Talent and Equity Officer**

*Cabinet-level roles leading design and innovation, charter authorizing, designing and supporting new school models, providing classroom-level instructional supports and coaching, and district strategy development and management. Cabinet-level roles leading the district equity agenda and all elements of talent management, employee and human relations, professional learning, labor relations, and compensation and benefits.*

#### **Educational Outcomes**

- Supported 3,000 students in personalized learning sites across the district, resulting in:
  - Student growth in reading and math that outpaced the district average
  - Created the conditions for ~25% of Tulsa secondary students to experience personalized learning
- Developed a city-wide vision for high school in Tulsa, including:
  - Engagement of over 1500 Tulsans to develop a city-wide vision for high school in Tulsa
  - Development of a Tulsa Public Schools profile of a graduate
- Launched three new high school models created using a community-driven design process
  - Created a proof-point for using community-led design as an alternative to school turnaround in historically low-performing high schools
- Scaled the continuous improvement process with customized school-level dashboards and quarterly cycles of inquiry and management

### **Strategic Leadership**

- Led charter authorizing in Tulsa, contributing to a high-performing charter sector
- Designed and secured Tulsa Public School's status as Oklahoma's first "Empowered Schools District" to support innovation
- Secured millions of dollars in philanthropic funding to support high school design
- Designed and implemented detailed district and school-level "playbooks" that guide the coordinated annual system-wide annual planning process including integrated federal and state resource planning, detailed district expectations and guidance, and interactive budgeting workbooks
- Designed and led the 2022-2027 Tulsa Public Schools strategic planning including a distributive development process and student outcomes-focused governance structures and organizational culture
- Developed and managed the district legislative agenda including supervising lobbying, delegation outreach, and local and state engagement

### **Talent Management**

- Led recruitment, hiring, and retention in a post-pandemic context
- Designed and led large-scale recruitment tools, grow-your-own programs, and targeted recruitment tactics to diversify the talent pool
- Supervised district labor relations and served as lead negotiator with the Tulsa Classroom Teachers Association
- Led Tulsa Public School's in-house alternative certification pathway and expanded its scope to include special education and high school certification

### **Equity Leadership**

- Commissioned and led a high school district equity audit that reviewed over 20,000 student transcripts to identify inequity in coursetaking patterns, achievement, and outcomes
- Lead the district equity team including providing support for an equity agenda and equity challenges
- Defined Tulsa Public School's 2022 equity position, a tool and process necessary for navigating a challenging environment

### **Youth & Community Engagement**

- Spearheaded the superintendent's youth engagement efforts including designing and leading student cabinet
- Designed and launched City Lab, Tulsa's first youth design thinking and advocacy summer program that connects students to community challenges
- Designed and led a 30-person community strategic planning committee with shared decision-rights

### **COVID-19**

- Led Tulsa Public School's COVID recovery for the first year of the pandemic
- Developed and supported a year-long community engagement in COVID decision-making and readiness
- Established and scaled new organization-wide routines and tools to transition to a remote environment
- Led a 200-person COVID reflection process to crystallize and apply learning to future planning
- Organized 40 national expert interviews and broad exploratory research to draft a post-COVID landscape working paper that has been used throughout the country



Overview: 145,000 kids in RI, \$1.3B budget

**Deputy Commissioner: Division of Fiscal Integrity and Statewide Efficiencies, May 2014 – February 2016**

*Cabinet-level leader overseeing all aspects of statewide operational services including departmental and statewide educational budget, student transportation, food services, agency and statewide IT systems, human resources, labor relations, and strategic planning*

### **Strategic Leadership**

- Led the most inclusive public education strategic planning process in state history, including:
  - Selection, training, and supporting a community team that developed and brought forward for unanimous adoption a five-year statewide strategic plan for PK-12 education
  - Engagement of over 15,000 Rhode Islanders in the plan development process
- Designed and led organization-wide annual planning, goal-setting, and progress monitoring for the Rhode Island State Department of Education

### **Finance & Operations**

- Developed and managed a \$1.3B annual budget, including:
  - Federal funding, statewide education aid, capital budget, and operational budget
  - Annual balanced budgets, unqualified audits, and accurate and timely disbursement of aid
- Led statewide school facilities bond and capital fund management resulting in the establishment of a state-managed bond capital fund to reduce district debt obligations
- Led the statewide busing program resulting in improved routing and efficiency and reduced ride time

### **Advocacy & Governance**

- Drafted legislation and advised legislative committees, staff, and elected officials on legislative matters
- Designed & led a 30-person bipartisan committee and drafted legislation to revise state funding formula, resulting in new and reallocated education aid for traditional school districts and the state's first designated funding stream to support multilingual learners

### **Human Capital**

- Led labor relations and served as lead negotiator for collective bargaining, resulting in:
  - The first streamlined collective bargaining agreement in over 25 years
  - Rhode Island government's first system of aligned performance review and performance pay
- Led the department's talent division including performance management and review, contributing to:
  - Aligned annual goal-setting and quarterly feedback and review system for all staff
  - 100% success rate in arbitration rulings and complaint resolution

**Deputy Commissioner: Division of Accelerating School Performance, May 2010 – May 2014**

*Cabinet-level leader overseeing services for multilingual learners, students with disabilities, middle and high school education, school health, career and technical education, adult education, digital learning and educational technology, charter school authorizing and oversight, federal programs, and school turnaround*

### **Educational Leadership**

- Led the redesign of Rhode Island's career and technical education (CTE) system, resulting in:
  - A ~10% increase in priority-sector programming and creation of employer advisory board
  - One of the nation's first balanced measurement and CTE program authorizing systems
- Led statewide system of support for students with disabilities and their teachers, contributing to:
  - A nationally-recognized credentialing program for students entering supported employment and transition programs

- o 50%+ reduction in due process violations and unresolved complaints through a redesigned complaint and alternative dispute resolution system
- Led state support for multilingual learners and their teachers, including:
  - o Expanding the use of national best practices such as WIDA standards and assessment and sheltered instruction practices throughout the state
  - o Setting the policy conditions that enabled Rhode Island’s first designated multilingual learners funding through the state funding formula
- Developed and implemented new statewide graduation requirements, contributing to:
  - A ~4% increase in 4-year cohort graduation rates, reaching nearly 81% in SY14-15
  - The largest single-year overall gains in 11<sup>th</sup> grade math performance in state testing history
  - The largest single-year gains in math & ELA performance of students with disabilities and multilingual learners in state testing history
  - Creation of formal graduation plans for 100% of at-risk 12<sup>th</sup> grade students in Rhode Island
- Redesigned and led statewide adult education programs, resulting in:
  - o The selection, funding, and oversight of adult education programs serving 6,000 adults/year
  - o Annually outpacing the national average in GED, English as second language, and adult basic education performance while simultaneously reducing costs per learner
- Led virtual and blended learning initiatives, contributing to:
  - o Approximately 300 new virtual and blended course offerings statewide since 2010
  - o Rhode Island’s status as a national model for supportive digital learning

**Strategic Leadership**

- Led the on-time/under-budget implementation of \$10M+ in Race to the Top projects
- Led Rhode Island’s sole charter authorizing office including implementation of the state’s first charter authorizing standards and framework and recognition from CREDO as one of the nation’s highest-performing charter sectors
- Designed and implemented school identification and turnaround under ESEA waiver resulting in dramatic increase in school districts’ authority to intervene in their lowest-performing schools and the sustained turnaround of approximately 15% of priority schools

**PROVIDENCE SCHOOL DISTRICT**

Feb 2006 – May 2010

**Facilitator of School Improvement, Planning and Accountability**

*Senior-level leader reporting to the Chief Academic Officer leading career and technical education, professional development, federal programs and federal budgets, & district and school improvement planning*

**Other Professional Experience**

**HS Reform Project Coordinator**, The Education Alliance at Brown University/Rhode Island DOE 2004 – 2006

**Public Information Officer**, Rhode Island Governor's Commission on Disabilities, 2002 – 2004

**School Improvement Training Associate**, Rhode Island Department of Education, 2001 – 2002

**Part-time High School Social Studies Teacher and Athletic Coach**, The Wheeler School, 1999-2001

**Community Service and Awards**

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<b>Tulsa Education Pinnacle Award Nominee:</b> YWCA	2021
<b>Tulsa “Woman to Watch”:</b> Tulsa World	2020
<b>National Award: Excellence in Family &amp; Community Engagement:</b> Broad Center	2017
<b>Board Member</b> , 36 Degrees North	2018 - 2020
<b>Board Member and Treasurer:</b> Highlander Institute	2013 - 2015
<b>Board Member</b> , VSA Arts of Rhode Island	2010-2012
<b>Board Member</b> , Rhode Island Urban Debate League	2013-2015