



Building the Economic Case for Investments in Children

Speaker Biographies

Kenneth A. Burdick, United HealthCare



Ken is the CEO of United Healthcare and Chairman of the Board of the Valley of the Sun United Way. Since he arrived in the Valley in 2000, he has been extremely involved in the community. He is a member of Governor Napolitano's School Readiness Board, and serves as Chairman on the Early Education Fund Advisory Board. He is a member of the Greater Phoenix Leadership Board of Directors serving as Chair of the Leadership Education committee, and is a member of the University of Arizona Health Sciences, Phoenix Campus, Board of Directors. In addition to Ken's role as Board Chair for Valley of the Sun United Way, he is actively involved in the Executive Committee and Strategic Planning Committee, and is the Chair of the Community Impact Agenda Committee.

Ken has been a volunteer champion of Valley of the Sun United Way's transformation to impact, leading the volunteer committee overseeing the development of Results That Matter and our focus on Learning, Empowering and Caring. In addition, Ken's community involvement and his participation in various United Way of America forums and events has primed him to lead the organization as it continues its evolution to community impact by bringing the community together to create lasting and meaningful change.

Nicholas Burnett, UNESCO



Nicholas Burnett, an economist with extensive experience in the fields of education and human development, has been director of the Report since October 2004.

After working for the British Government Economic Service and as an economic consultant, professor and journalist, he held several positions in the World Bank from 1983 to 2000, including in the Education Group and as sector manager for human development in Africa. Holder of an undergraduate degree from Oxford, of the Henry Fellowship at Harvard and of post-graduate degrees from the John Hopkins University School of Advanced International Studies, he has also taken mid-career courses at the Stanford Graduate School of Education and in advanced management at Harvard Business School. Mr Burnett ran his own consulting company from 2001-04 specialized in human development and strategic management. He is the author and co-author of many publications and articles in education and economics. Just before joining the GMR team he helped to establish the Roma Education Fund.

Robert H. Dugger, Tudor Investment Corporation



Robert Dugger is a Managing Director of Tudor Investment Corporation, an asset management company active in currency, bond, equity and commodity markets worldwide. He was previously Director for Policy and Chief Economist at the American Bankers Association where he led a panel of nationally recognized bank officers in developing a plan to deal with the US savings and loan crisis. The report of the panel proposed establishing the Resolution Trust Corporation and served as the starting point of the efforts in 1989 to solve the S&L problem.

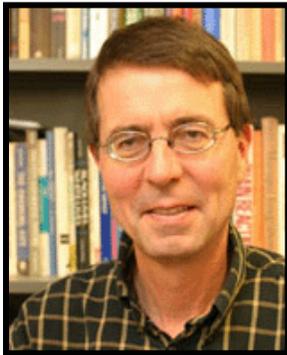
Mr. Dugger served as the Chief Economist of the Senate Banking Committee and Senior Staff Member of the Financial Institutions Subcommittee of the House Financial Institutions Committee. Mr. Dugger began his career at the Federal Reserve Board.

Mr. Dugger is a member of Virginia Governor Kaine's Strong Start pre-kindergarten council and recently served as co-chairman of Governor Warner's Virginia Early Learning Council. He is a Trustee of the Committee for Economic Development and chairman of the Invest in Kids Working Group and the Partnership for America's Economic Success. The purpose of the partnership is to ascertain and communicate the economic growth and job creation value of investing in young children. Information about the partnership can be found at www.partnershipforsuccess.org. Mr. Dugger is a member of the board of directors of Generations United.

Mr. Dugger is chairman of the board of directors of Grumeti Reserves Limited, a Tanzanian ecotourism company organized to preserve the Wildebeest migration route in an area adjacent to the Serengeti National Park in Tanzania. He is also board vice chairman of its NGO affiliate, Grumeti Community and Conservation Foundation.

Mr. Dugger received his BA from Davidson College and his Ph.D. from the University of North Carolina at Chapel Hill.

Greg Duncan, Northwestern University



Greg Duncan is the Edwina S. Tarry Professor, School of Education and Social Policy and a Faculty Fellow at the Institute for Policy Research at Northwestern University. He earned his PhD in Economics at the University of Michigan in 1974.

Duncan has published extensively on issues of income distribution, child poverty and welfare dependence. He is co-author with Aletha Huston and Tom Weisner of *Higher Ground: New Hope for the Working Poor and Their Children* (2007) and co-editor with Lindsay Chase Lansdale of *For Better and For Worse: Welfare Reform and the Well-Being of Children and Families* (2001). With Jeanne Brooks-Gunn, he co-edited two books on neighborhood poverty and child development: *Consequences of Growing up Poor* (Russell Sage, 1997) and the two-volume *Neighborhood Poverty* (Russell Sage, 1997), which was also co-edited with Lawrence Aber. He continues to study neighborhood effects on the development of children and adolescents and other issues involving welfare reform, income distribution, and its consequences for children and adults. He joined the Northwestern faculty in 1995. He had been principal investigator of the Panel Study of Income Dynamics project at Michigan for the previous 13 years, professor of economics, and Distinguished Research Scientist at Michigan's Survey Research Center.

Duncan is a member of the interdisciplinary MacArthur Network on the Family and the Economy. He was elected to the American Academy of Arts and Sciences in 2001 and was elected president of the Population Association of America for 2007-08; he is currently its vice president. He was elected president of the Society for Research in Child Development for 2009-2011.

James W. Dunn, Greater Richmond Chamber



Jim's career as a professional chamber executive began in 1970 in Devils Lake, North Dakota. During the ensuing 35 years, he has served local chambers in Ohio, Virginia and Georgia, prior to assuming his current position as president and CEO of the Greater Richmond Chamber (of Commerce) in October of 1990.

He was born and raised on a farm in Washington Court House, Ohio and was educated at Ohio State University, studying business administration. Following college, Jim completed a four-year tour in the U. S. Air Force, serving most of his assignment in Wiesbaden, Germany.

Dedicated to the advancement of his profession, Jim is a past Director of the Ohio, Georgia, and Virginia Associations of Chamber of Commerce Directors, and past President of the Virginia Association of Chamber of Commerce Executives and past Chairman of the American Chamber of Commerce Executives. He received the 1999 Leadership Award presented by the Richmond First Club and University of Richmond's Jepson School of Leadership Studies, recognizing his leadership in advancing the quality of governance, of public service, and of life in the Richmond Metropolitan region, was Style Magazine's Richmonder of the Year for 2000 and received Leadership Metro Richmond's 2005 Ukrop Community Vision Award.

Jim serves on the Boards of Directors of the Richmond Convention & Visitors Bureau, Greater Richmond Partnership, the Virginia Center for Healthy Communities and both the University of Richmond and Virginia Commonwealth University Business School Advisory Boards and Salisbury Country Club. He is the current chairman of The Forum Club. Jim attends and is an active member of Salisbury Presbyterian Church

Brian A. Gallagher, United Way of America



Brian Gallagher became President and Chief Executive Officer of United Way of America in 2002 and immediately took on the challenge of leading the transformation of the organization to focus on community impact – improving lives by mobilizing the caring power of communities. Today, United Way identifies root causes of the most serious problems in communities and brings together people and resources to tackle the issues that matter most. This represents a dynamic shift from the United Way recognized for decades as the nation's premier fund raiser and distributor.

A career veteran of the United Way system, Gallagher believes that the true measure of success for United Way and other philanthropic organizations is bottom-line results: the lives that are changed and the communities that are shaped. To that end, he has championed United Way's focus on two key national initiatives: 2-1-1 and Success by 6. United Way is calling for the national implementation of 2-1-1, the three-digit telephone number that connects people with important health and community services and volunteer opportunities. Success by 6 is an early childhood learning initiative that helps parents and caregivers prepare young children from birth to age 6 for school and for life and galvanizes communities to influence the physical, mental and emotional needs of children at the most critical stage of their brain development.

Gallagher began his career with United Way in 1981 as a management trainee, later working in various positions in United Ways around the country including Winston-Salem, North Carolina; Reading, Pennsylvania; Providence, Rhode Island; and Atlanta, Georgia. He most recently served as president of United Way of Central Ohio (UWCO) in Columbus, where he had first-hand experience with community impact, creating a very successful Family Housing Collaborative, which works simultaneously to obtain low cost housing while providing day care and job training so that the cycle of homelessness is broken.

Gallagher was born in Chicago and grew up in Hobart, Indiana. He received his bachelor's degree in social work from Ball State University, Muncie, Indiana, in 1981 and earned a master's degree in business administration from Emory University in Atlanta in 1992. In May 2003 Gallagher received an honorary Doctor of Humanities from his alma mater, Ball State University.

Bernard Guyer, Johns Hopkins Bloomberg School of Public Health



Bernard Guyer is the Zanvyl Kreiger Professor of Children's Health and Director at the Johns Hopkins Bloomberg School of Public Health. His research focuses on improving the health of children, their mothers, and their families -- in this country and in the developing world -- using the tools of public health. The specific areas of his research includes immunization against vaccine-preventable diseases, childhood injury and injury prevention, the causes and strategies to reduce infant mortality, and interventions to strengthen human development during the early portion of the lifespan. Increasingly, he has become interested in the early determinants of adult disease.

Bernard Guyer earned a BA from Antioch College in 1965, a MPH from the Harvard School of Public Health in 1980, and a MD from the University of Rochester in 1970.

Mike Henry, Hillary Clinton for President

Mike is a campaign veteran that has been active in Virginia and national campaigns for over 15 years. After graduating from Old Dominion University in Norfolk in 1990, Mike has served as a campaign manager for three congressional races and two senate races in Iowa, Florida, Illinois, and Maryland. In Virginia, he worked for the House and Senate Democratic Caucuses in 1993, 1995, and 1999. In 2001, he served as campaign manager for the Democratic Coordinated Campaign helping Gov. Mark Warner and Lt. Gov. Tim Kaine win their respective races. He worked in Washington, DC at the AFL-CIO as a Campaign Operations Analyst in 2004. In 2005, he managed Governor Tim Kaine's campaign for Governor in Virginia. Mike Henry most recently worked at the Democratic Senatorial Campaign Committee in Washington, DC.

Robbin S. Johnson, Cargill, Incorporated

Robbin Johnson retired from Cargill effective January 1, 2007. He was elected Senior Vice President, Corporate Affairs, in June 2000. In that role he worked with Cargill's senior leadership team on public policy and communications strategies.

Johnson serves on The Cargill Foundation and chaired the former Cargill Citizenship Committee. He also served on the Corporate Affairs Committee. Johnson joined Cargill in 1971. He was named an assistant vice president in 1976, vice president, Administrative Division, in 1982 and was elected Corporate Vice President, Public Affairs, in 1993.

Johnson graduated from Yale University in 1968 with a bachelor's degree, did graduate study as a Rhodes Scholar at Oxford University in England from 1968 to 1970 and attended Yale Law School from 1970 to 1971.

Johnson currently serves on the board and executive committee of BlueCross/BlueShield of Minnesota (chairing the Governance Committee) and on the board of the International Policy Council on Food, Agriculture and Trade. He is a past chair of the U.S. Feed Grains Council and the Canada-Minnesota Business Council. Johnson also is a member of the USDA/USTR Agricultural Policy Advisory Council and the Council on Foreign Relations.

Rachel Jones, National Public Radio



Rachel Jones is a reporter for National Public Radio in Washington, D.C. Starting in 1998, Jones developed stories on children's issues, including health, behavior, and development, and racial disparities in health care for NPR's Science Desk. Since 2004, Jones has produced stories about social policy affecting children and families for NPR's National Desk

Jones has worked as a reporter for The Chicago Reporter, The St. Petersburg Times, an The Detroit Free Press. Immediately prior to joining National Public Radio, Jones was a National Correspondent for Knight Ridder, Incorporated's Washington bureau, reporting on social policy affecting children and families.

Jones has been Distinguished Speaker at Yale University's Bush Center for Child Development, and a keynote speaker for Zero to Three, the National Head Start Association, and the American Academy of Pediatrics, among other groups. She also served as an Advisory Board Member for the University of Maryland's Journalism Fellowships in Child and Family Policy, and in July of 2003, Jones joined the Advisory Board for the National Prekindergarten Center at the Frank Porter Graham Child Development Institute at the University of North Carolina Chapel Hill.

Jones has also conducted four journalism workshops for African journalists covering HIV/AIDS issues. She has traveled to Ghana, Ethiopia, and Nigeria for these trainings.

George B. Kaiser, Kaiser-Francis Oil



George B. Kaiser is President, CEO and owner of GBK Corporation, parent of Kaiser-Francis Oil Company, which he has managed for almost 40 years. He is Chairman of the board and majority shareholder of BOK Financial Corporation and controlling shareholder of several oil and gas, materials, and technology companies.

George B. Kaiser is engaged in many civic activities. He chairs the Oklahoma State Regents for Higher Education, is a Trustee at the University of Tulsa and National Director of the Harvard Alumni Association. He also chairs the Board of Trustees of the Hillcrest Medical Center and is a member of the boards of the Tulsa Psychiatric Center and the Tulsa Medical Education Foundation.

He attended the Tulsa Public Schools and earned a B.A. from Harvard College in 1964 and an MBA from Harvard Graduate School of Business Administration in 1966.

Charles Kolb, Committee for Economic Development



Charles Kolb is President of the Committee for Economic Development (CED) with offices in New York City and Washington, D.C. CED is an independent, nonpartisan organization of 250 business and education leaders dedicated to economic and social policy research and the implementation of its recommendations by the public and private sectors. He has held this position since September 1997.

Prior to joining CED, he served as General Counsel and Secretary of United Way of America from 1992 to 1997. During nearly ten years of government service he held several senior-level positions. He served as Deputy Assistant to the President for Domestic Policy, The White House (1990-1992). At the White House, he worked on several domestic issues involving economic, education, legal, and regulatory matters. From 1983 to 1990, he held three other government positions: Assistant General Counsel, Office of Management and Budget (1983-1986); Deputy General Counsel for Regulations and Legislation, U.S. Department of Education (1986-1988); and Deputy Under Secretary for Planning, Budget and Evaluation, U.S. Department of Education (1988-1990).

Prior to government service, he practiced law at two Washington, D.C., law firms: Covington & Burling and Foreman & Dyess. He also was a law clerk to U.S. District Court Judge Joseph H. Young in Baltimore, Maryland.

He received his undergraduate degree at Princeton University and did graduate work at Balliol College, Oxford University, from which he received a Master's Degree in Philosophy, Politics and Economics. He holds a law degree from the University of Virginia School of Law where he was Editor-in-Chief of the *Virginia Journal of International Law*. He is also the author of a book on policymaking in the Bush White House and numerous law review and op-ed articles.

Dr. Frank I. Luntz, Luntz Maslansky Strategic Research



Frank Luntz is one of the most honored communication professionals in America today. Time magazine named him one of “50 of America’s most promising leaders aged 40 and under” and he is the “hottest pollster” in America according to the Boston Globe. Frank was named one of the four “Top Research Minds” by Business Week and was the winner of the coveted Washington Post “Crystal Ball” award for being the most accurate pundit in 1992.

Dr. Luntz has written, supervised, and conducted more than 1,200 surveys, focus groups and dial sessions in over two dozen countries and four continents over the past decade. Frank has become the go-to consultant when Fortune 100 companies need communication and language guidance, from General Motors to Federal Express, Disney to American Express, from AT&T to Pfizer, from Kroger supermarkets to McDonalds to the entire soft drink and motion picture industries, as well as for the U.S. Chamber of Commerce, the National Association of Manufacturers and the Business Roundtable.

More media outlets have turned to Dr. Luntz to understand the hopes and fears of Americans than to any other political pollster. In the 2000 election cycle, Frank conducted almost two-dozen focus groups for MSNBC and CNBC, including live sessions following each night of both party conventions and presidential debates. His reoccurring segments on MSNBC/CNBC, “100 Days, 1000 Voices” won the coveted Emmy Award in 2001. He was a primary night and election night commentator for The News with Brian Williams on MSNBC in 2000 and for Hardball in 2004. Frank has conducted focus group sessions for all three major television networks, two of the three cable news channels, PBS and the BBC. He has also conducted focus groups for The Wall Street Journal, Newsweek, The New Yorker, and U.S. News & World Report.

Frank graduated from the University of Pennsylvania with an honors Bachelor of Arts degree in history and political science, and was named a Thouron Fellow. He received his Doctorate in Politics at the age of 25 from Oxford University. He spoke for 24 straight hours as part of the Oxford Union Society’s Guinness World Book of Records debate. In the spring of 1993, Frank was named a Fellow at Harvard University’s Institute of Politics, the second youngest individual ever to receive this honor.

Carolyn Lyons, Strategies for Children

In her dual role as COO/Director of Strategic Development for Strategies for Children and the Early Education for All Campaign, Carolyn is responsible for managing the infrastructure and staff of both organizations, as well as for strategic planning, fundraising, and new business development.

Throughout her career, Carolyn’s primary focus has been on international media management and marketing within both the television and internet industries. While working at MediaOne/Continental Cablevision, she created and/or consulted with several television networks in a number of markets worldwide. Immediately prior to joining SFC/EEA, Carolyn was VP European Operations for EF Travel, a global travel and cultural affairs company. She holds a Bachelor's degree from St. Joseph's University in Philadelphia, Pennsylvania, and a Masters in Business Administration from the University of Virginia.

Roy Miller, Children's Campaign



Roy Miller serves as President for the Children's Campaign, Inc. Roy is a former partner in a governmental relations and consulting firm and has extensive experience in campaign planning and execution. He managed the campaigns of candidates affiliated with both political parties as well as non-partisan judicial races and referendum issues. His winning average exceeded 80 percent.

Along with specializing in grassroots and media driven educational outreach efforts, Roy has extensive experience in youth policy analysis in juvenile justice, deinstitutionalization, and alternatives to judicial processing. He directed a community-based agency for 12+ years providing services to troubled and street youth. He was appointed to the Governor's Task Force for Juvenile Justice and Delinquency Prevention by Governor Reubin Askew, and was appointed Chairman by Governor Bob Graham. He represented the southern region in Washington D.C. through service on the National

Steering Committee of State Advisory Groups.

Roy is a graduate of Leadership St. Petersburg and is a former board member of numerous children and youth organizations, including service as President of the Florida Network of Youth and Family Services. Roy graduated Summa Cum Laude from Florida State University. Roy and his wife, Jan, support several public interests causes.

Paul C. O'Brien, The O'Brien Group, Incorporated

Paul O'Brien has more than 40 years of experience in the telecommunications industry. After working for the General Electric Company and serving in the US Air Force, he joined and rose through the ranks of New York Telephone Company. In 1987, he was elected Executive Vice President and Chief Operating Officer of New England Telephone. He became President and Chief Executive Officer in 1988, and was elected Chairman of the Board in 1993.

Concurrent with his retirement from NYNEX in December 1994, Mr. O'Brien formed The O'Brien Group, Inc., a telecommunications investment and consulting firm which also provides pro bono consulting services for a wide variety of non-profit organizations concentrating on fundraising and public policy issues. He graduated from Manhattan College and holds an MBA from New York University. Mr. O'Brien has been co-chair of the Early Education for All Campaign since 2000 and serves as Chair of the Strategies for Children Board of Directors.

Dan Pedersen, Buffett Early Childhood Fund



Daniel Pedersen is founding president of the Buffett Early Childhood Fund, which invests in infants, toddlers and preschoolers of disadvantaged families to establish a more level playing field for all children as they enter kindergarten – a goal that should be a given in any society which values equal opportunity.

Under Pedersen's leadership, the Fund targets investments into three areas: practice, policy and knowledge. The Fund is developing a nationwide network of high quality Educare Centers, better informing state policymakers and local business leaders through the Birth to Five Policy Alliance, and expanding society's understanding of the science of early childhood by supporting the National Scientific Council on the Developing Child at Harvard University. The Buffett Early Childhood Fund invests in Omaha, throughout Nebraska and across the nation.

Pedersen also serves as board chairman of Educare of Omaha, Inc., which is a public-private partnership that opened in 2003. In addition, he serves on the board of directors for Educare of Milwaukee, Inc., which opened in 2005, and Educare of Tulsa, Inc., which opened in 2006.

Before entering philanthropy, Pedersen worked for 25 years as a journalist – including 18 years as the *Newsweek* bureau chief in Atlanta, Houston and London. As a journalist, Pedersen was in Berlin the night the wall fell, chronicled the fall of Margaret Thatcher and the rise of Tony Blair, and commented frequently for BBC radio and television on U.S. and world affairs.

Pedersen was born in Omaha and holds B.A. and M.A. degrees from Boston College.

Michael R. Petit, Every Child Matters Education Fund

Mr. Petit founded the Every Child Matters Education Fund in 2002 with the mission of making children's issues a political priority.

Mr. Petit served as deputy director at the Child Welfare League of America and as Maine's commissioner of human services. He has consulted extensively across the US on a wide variety of children's issues. Mr. Petit also was a delegate to the United Nations Convention on the Rights of the Child in Helsinki, Finland.

Mr. Petit is a Maine native with three grown daughters and four grandchildren. He holds a Bachelors degree from Bowdoin College and a Masters in Social Work from Boston College.

Shirley Raines, University of Memphis



Dr. Shirley C. Raines became the 11th president of the University of Memphis on July 1, 2001. She is the first woman to hold the presidency of the University, which was founded in 1912.

Dr. Raines earned her doctorate in education and her Master of Science degree from the University of Tennessee in Knoxville. Her Bachelor of Science degree is from the University of Tennessee at Martin. She also completed the Management Development Program from the Harvard Graduate School of Education.

Before her appointment at the University of Memphis, Dr. Raines was Vice Chancellor for Academic Services and Dean of the College of Education at the University of Kentucky. While at George Mason University in Fairfax, Virginia, she received the Distinguished Faculty Member award and has received two research awards from the Eastern Educational Research Association. She is the author of 14 books and numerous journal articles, and as a faculty member was widely regarded as an expert in teacher education and early childhood education.

During the years of Dr. Raines' tenure at the University of Memphis, the following building projects were completed: the FedEx Institute of Technology, the Kemmons Wilson School of Hospitality and Resort Management, the Student Activities Plaza and fountain, the clock tower, University Services Building with new bookstore, the Athletic Training Facility, and the renovation of Wilder Tower, which is devoted to student services. New construction ventures underway include additions to the Carpenter Student Housing Complex and the renovation of the former Millington Naval Hospital to classrooms for the University's Millington Campus.

Described in *The Commercial Appeal* as "powerful, prepared and personable," she is known for her effective work in building productive partnerships on and off the campus. Major focus areas of her work with students include expanding the University's Honors Program and creating internships and co-op experiences in many areas of study. As immediate past Chair of the Board of Directors of C-USA, Dr. Raines led the conference through realignment. She has been selected to serve on the board for the NCAA and continues to serve on the C-USA board. As a community leader, she serves as the 2006 Chair of the Memphis Regional Chamber and on the board of directors of several non-profit organizations, including Memphis Tomorrow and local PBS station WKNO and the Higher Education Division of the United Way. The April 2005 issue of *Business TN*, included her on the magazine's list of the 100 most powerful people in Tennessee.

Catherine (Carrie) Schum, Porter Novelli



From helping the CDC create and launch their kids' web site, *BAM! (body and mind)*, to increasing awareness of the problem of premature birth and showing parents the value of childhood vaccination, Carrie has been at the forefront of many of Porter Novelli's most important healthcare programs.

Carrie provides strategic planning for all social marketing accounts, helping clients develop and implement formative research plans, develop their core positioning, and launch communications efforts that drive change among key audiences. Clients have ranged from the March of Dimes to the American Red Cross, GlaxoSmithKline Consumer Healthcare, the American Cancer Society, and Cincinnati Children's Medical Center. For several years, Carrie led day-to-day efforts for the state of Florida's "truth" anti-tobacco campaign, which resulted in the largest single-year decline in youth tobacco use in the U.S. ever recorded.

A graduate of Swarthmore College, Carrie also holds a master's in English literature from the University of Maryland.

Ann Segal, Wellspring Advisors

Ann Segal began her early career working in children's services, including providing support for children and families in the surgical ward at Boston Children's Hospital and founding and directing a large non-profit child care center. Ann spent 22 years in the US Department of Health and Human Services, the Office of the Assistant Secretary for Planning and Evaluation, Office of the Secretary. In that office, she served in many positions dealing with every topic in the Department and all federal programs related to low-income populations (especially children, youth and families) and their relationships to state, local, and private programs. She was the career senior manager (SES) for the Office of Human Services Policy, which staffed the Clinton Administration's 1990's welfare reform deliberations. During her last two years in the Department, Ann served as the political Principal Deputy Assistant Secretary for Policy Initiatives.

In 2000, she left HHS to direct a DC Office for the Packard Foundation. With a downturn in Packard's foundation resources, she left to become a consultant for numerous organizations and foundations. Beginning in late 2003, Ann joined Wellspring Advisors, a donor advisory firm assisting anonymous clients direct their philanthropic investments and providing on-going oversight of funded grants. Ann's portfolio focuses on advocacy related to federal and state revenue, budget, and program policies for all programs and supports serving disadvantaged children and their families.

C. Eugene Steuerle, The Urban Institute



Eugene Steuerle is a Senior Fellow at the Urban Institute, co-director of the Urban-Brookings Tax Policy Center and a columnist for Tax Notes Magazine. Among other positions, he has served as Deputy Assistant Secretary of the Treasury for Tax Analysis (1987-1989), President of the National Tax Association (2001-2002), chair of the 1999 Technical Panel advising Social Security on its methods and assumptions, Economic Coordinator and original organizer of the 1984 Treasury study that led to the Tax Reform Act of 1986, and a columnist for the Financial Times. He is the author, co-author or co-editor of 13 books and close to 1,000 briefs, articles, reports, and testimonies.

Susan K. Urahn, The Pew Charitable Trusts



Sue Urahn is director of State Policy Initiatives at The Pew Charitable Trusts. Sue oversees the Trusts' work in early education, the Pew Center on the States, and other state-based initiatives, such as government performance, corrections and election reform.

Sue began her tenure at The Pew Charitable Trusts in 1994 as a program officer in the Planning and Evaluation department. She became director in April 1997. During her tenure, Sue and her staff developed and introduced new methodologies to measure and strengthen the effectiveness of the Trusts' approach to results-focused strategic philanthropy. She became director of the Education program in 2000. Over the next five years the program evolved to include other state policy work, and in 2005, it was renamed State Policy Initiatives to reflect its broadened focus.

Currently, Sue manages a portfolio that advances policy solutions at the state level and has an annual budget of \$35 million.

Sue joined the Trusts with more than a decade of experience in educational evaluation and policy research. She arrived from the Research Department of the Minnesota House of Representatives, where she staffed the House Education Committee and Education Finance Division and conducted policy analyses of many education programs, including open enrollment, postsecondary enrollment options, and charter schools. In addition to her legislative experience, Sue conducted higher education policy research at the University of Minnesota. She has authored several technical reports on educational programs and issues. Sue holds a bachelor's degree in sociology and a doctorate in education policy and administration from the University of Minnesota.

Sara D. Watson, The Pew Charitable Trusts



Sara Watson is a senior officer in the State Policy Initiatives division of The Pew Charitable Trusts, where she directs the Trusts' national initiative to advance high quality early education for all 3 and 4 year olds, with an annual budget of approximately \$12 million per year. She directs the Partnership for America's Economic Success: Investing in Children, a collaboration of 11 donors created to make investments in young children the nation's top economic priority. She is also an advisor to Trusts projects addressing economic mobility as well as state preparedness for avian influenza.

Before joining the Trusts, she was the director of the Better Results Group for The Finance Project and the manager of the Improved Outcomes Project for the Center for the Study of Social Policy in Washington, D.C., where she worked with states and localities across the country to improve human services policy. She staffed Washington State's Family Policy Council in Olympia, Washington, supporting a state-wide network of community collaboratives. Dr. Watson has published dozens of articles and monographs on family and children's services reform and disability policy. She is a board member of Maryland Advocates for Children and Youth, was a founding board member of Virginia's Action Alliance for Children and Youth and was selected as an emerging leader by the Children's Defense Fund. She has a B.A. (magna cum laude) from Carleton College, and Master of Public Policy and Ph.D. degrees from Harvard University's John F. Kennedy School of Government.