



September 13, 2024

To the members of the North Carolina State Board of Education,

We appreciate the opportunity to clarify and expand on our application as we continue to seek board approval for our Education Preparation Program. This is a crucial discussion regarding the training of educators in our state, and we want to make sure it is clear how we will contribute to preparing teachers to be strong educators for our children. We would like to take this opportunity to further explain the nature of our program, the key contributors involved in its development, and the positive impact we aim to have on teachers across North Carolina.

The Teacher Readiness Program from *Want More? Do More!* is a practice-focused initiative that, while primarily marketing to charter schools, partners with all LEA's, including both charter schools and traditional PSUs to train current classroom teachers, offering a pathway to NC residency licensure. Using a competency-based approach, the program equips teacher residents who are already teaching in the classroom with essential knowledge, pedagogy, skills, and experience needed to be effective classroom leaders. The focus is on submitting evidence of student learning rather than just logging time in a course. Additionally, teacher residents must demonstrate mastery by successfully completing the edTPA, a state-approved competency-based assessment in North Carolina.

Our initial EPP application was set to be submitted to the board in the fall of 2021, but the process was stalled as the committee decided to update the approval process. It was then submitted to CAEP in the fall of 2023 using the updated state guidelines, was revised per CAEP's initial feedback, and was then approved by CAEP in February of 2024 to be recommended for review and approval by the state of North Carolina. Once approved and we have data from having served teachers across North Carolina, we intend to become CAEP accredited.

This letter addresses two specific questions raised during the September 4th State Board of Education meeting: the first regarding the faculty responsible for preparing and delivering instruction, and the second concerning how the course hours can be completed within a single calendar year. Additional context and explanations for each are provided in the sections below.

Faculty:

The EPP application required names and degrees of faculty, and as such, our response was brief. Below is a more elaborate understanding of the expertise involved in course creation, oversight, and execution.

The Teacher Readiness program is created by leaders from Henderson Collegiate, a high performing charter school located in Henderson, NC. Henderson Collegiate has historically scored in the top 5% of schools in the state and has met or exceeded growth expectations since

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it was founded in 2010. In fact, of 2,768 public schools in North Carolina, Henderson Collegiate ranked #1 of all K-12 traditional and charter schools in the 2023-24 school year. In each of the last four years, we have exceeded expected growth, achieved 100% of our EVAAS growth goals, and earned a school performance grade of B or higher. The leaders behind this success will play a key role in the development and implementation of the EPP. With a deep belief that high student growth and achievement is possible in schools serving any student population, we are committed to helping others achieve similar outcomes by sharing our insights, particularly in accelerating the growth and effectiveness of new teachers.

Carice Sanchez is the co-founder and Chief Academic Officer for Henderson Collegiate, and is also a co-founder of *Want More? Do More!*. She earned her M.A. in Curriculum and Instruction from North Carolina State University and is a national board certified educator. She plays a vital role in the oversight, development, and eventual execution of the Teacher Readiness Program.

Carice hired Celeste Olsen, who is listed on the application, to be the project lead for the TRP in large part due to her contributions to Henderson Collegiate's success. Celeste began her journey at HC in 2011 as a 5th-grade science teacher, where she led an average of 93% of her students to pass the EOG over three years. She then transitioned into an instructional coach role, mentoring 6-8 teachers annually for six years and achieving an impressive 92% average student pass rate on science end-of-grade tests. Celeste also developed the curriculum for 5th-grade science, 7th-grade science, and AP Environmental Science, and supervised science curriculum development for all other science courses in grades 5-12. She has also served as the middle school Dean of Curriculum and Instruction and played a pivotal role in the school's A+ rating in 2015, 2016, and 2017, and its A rating in 2018, after the A+ distinction was discontinued. As a school leader, she contributed to the school's consistent performance, exceeding expected growth every year from 2014 to 2019. She has coached teachers and leaders across various subjects and grade levels, including history, math, technology, English, Spanish, and electives at elementary, middle, and high schools.

Celeste, certified with honors through the Relay NPAF program, has been working with *Want More? Do More!* since 2020, developing school leaders across North Carolina. She has led professional development on topics such as conducting PD, observation and feedback cycles, data meetings, effective instructional coaching systems, and reflective practices. She has coached over 50 instructional leaders from 12 schools in order to enhance teacher effectiveness and increase student achievement.

Katie DeLaurence is also listed in the application and was chosen to assist Celeste in developing the TRP because of her proven track record as a school leader at Henderson Collegiate. She began her career at Henderson Collegiate in 2015, teaching 7th and 8th grade until 2018. During this time, her students achieved an average passing rate of 86% on end-of-grade assessments. Concurrently, she served as the 7th and 8th grade level chair from 2016-2020, where she led 20 teachers and 200 students in building a joyful student culture.

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Katie later became an instructional coach and reading department chair, where she led her department of 4th-8th grade reading teachers to an average 80% passing rate on the end of grade assessment in the 2018-2019 school year. In addition to supporting reading teachers, Katie has also coached science, writing, and non-fiction teachers of various grade levels. Katie has developed curriculum for Henderson Collegiate's 4th grade writing, 5th grade writing, 6th grade reading, 7th grade English, and 8th grade English classes. In her role as a teacher and instructional coach, she contributed to the school earning an A+NG rating in 2016, 2017 as well as the school's exceeded expected growth in 2016, 2017, 2018, 2019, 2021, 2022, and 2023. As Dean of Curriculum and Instruction, she played a key role in launching Henderson Collegiate's Middle School Pride Online Learning Program during the COVID-19 pandemic. Katie is a licensed teacher in the state of North Carolina, was a member of *Want More, Do More!*'s inaugural Instructional Leadership Cohort, and has since developed and facilitated professional development covering topics such as real-time feedback, student culture, and effective instructional coaching practices, and has coached over 30 instructional leaders from schools across North and South Carolina.

Celeste and Katie's CVs are attached for a more detailed description of their background and qualifications.

The creation of the TRP has been a collaborative effort, and Celeste and Katie have been and continue to work with the following Henderson Collegiate leaders to ensure the program is successful and applicable to teachers in different content areas, grade levels, and schools:

- Frank Terranova, who serves as the Henderson Collegiate Principal Coach, and has a master's degree in school leadership from Columbia University
- Ella Bess Marshall, who serves as the Henderson Collegiate Middle School Dean of Curriculum and Instruction, and has a master's degree in social work from Baylor University
- Emily Cirino who serves as the Henderson Collegiate High School Dean of Curriculum and Instruction, and has a master's degree in instructional leadership from Relay Graduate School of Education
- Ashley Johnson, who serves as the Henderson Collegiate Elementary School Principal, and has a master's degree in school leadership from NC State

Course Hours

Our program uses a competency-based model in which teacher residents are full-time teachers in their school. This program is designed to provide them with skills, pedagogy, and experiences to immediately impact their classroom and prepare them for a competency-based assessment, in this case, the edTPA.

As such, courses are designed with objectives in mind that allow teachers to directly apply knowledge obtained in the course to their classroom. This not only allows for immediate impact

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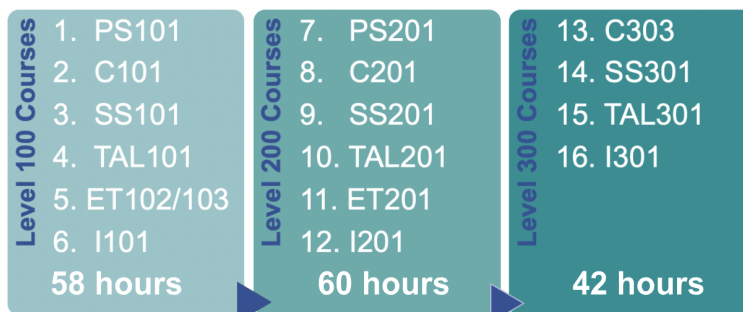


on their classrooms, but also for teacher residents to internalize and build on the skills and knowledge gained in each course.

Teacher residents are able to complete the Teacher Readiness Program within one year when they devote around 15 hours a month to the program, but they have up to three years to complete the program if necessary. This program is intended to be self-paced, but we have included an estimate of the average number of hours each course will take.

Course hours as listed in the application refer to clock hours, for example a course that shows a completion time of 8 hours is estimated to be completed in 8 clock hours.

As shown in section 2 of our application, the program is divided into three course levels, totaling around 160 clock hours for the entire program. The breakdown for the number of clock hours for each course level is as follows:



The hours in our program are consistent with other Education Preparation Programs (EPPs) already approved by the state, which typically require participants to complete between 150 and 300 clock hours. The courses in the Teacher Readiness Program align with the North Carolina Professional Teaching Standards and are designed to prepare teacher residents for the edTPA.

With the shortage of teachers in North Carolina, and the shortage of licensed teachers especially, our program aims to not only furnish teachers with a residency teaching license, but moreover, to develop them as effective classroom leaders who will provide a quality education for North Carolina students.

Thank you for allowing us this opportunity to further clarify the details of our program and for your consideration of the approval of our EPP.

The *Want More? Do More!* Team

Eric Sanchez, *Chief Executive Officer*

Barb Roeder, *Chief Operating Officer*

Celeste Olsen, *Senior Director of Instructional Leadership Development*

Katie DeLaurence, *Director of Instructional Leadership Development*

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Celeste Olsen

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PROFILE

Results-oriented instructional leader committed to improving teacher and leader performance using an equity-driven approach. Skilled in leveraging expertise in professional development, data-driven instruction, and collaborative coaching to promote a culture of continuous improvement, enhance instructional practices, and drive student achievement

PROFESSIONAL EXPERIENCE

Want More, Do More!, Rolesville NC

July 2020 - Present

Senior Director of Instructional Leadership Development

- Team leader for the Teacher Readiness Program, an EPP designed to provide learning through application for teachers in North Carolina seeking a residency license
- Develop and lead professional development for the Instructional Leadership Cohort to help instructional leaders master foundational leadership instructional practices including observation and feedback, weekly data meetings, instructional systems, academic monitoring, leading PD, and real time feedback
- Coach over 50 instructional leaders from 12 schools across the state of North Carolina for the Instructional Leadership Cohort by observing coaching videos and facilitating development meetings to enhance coach and teacher effectiveness and increase student achievement

Henderson Collegiate, Henderson NC

July 2020 - Present

Independent Education Consultant

- Oversee the implementation of the 2023 science standards for both the middle and high school science courses
- Serve as a remote coach for 2-4 science teachers, instructional coaches, and department heads impacting over 300 students
- Develop curriculum for the 2023 science standards for 7th grade science
- Meet with department heads weekly to oversee curricular planning, internalization, and lesson execution
- Provide feedback on lesson plans, classwork, and teacher exemplars to enhance student conceptual understanding
- Coached AP Science and Spanish teachers from 2022 - 2024, leading AP Spanish to an average of 95% passage rate, and growing AP Chemistry rate by 31%

Henderson Collegiate, Henderson NC

July 2016 - July 2020

Dean of Curriculum and Instruction

- Developed and oversaw 12 instructional coaches and 48 teachers through observation, feedback, practice, data meetings, and professional development at both the middle and high schools, impacting over 1000 students. Henderson Collegiate earned an A+, the highest rating from the state of NC, from 2014-2018, and serves a student body with over 90% qualifying for free or reduced lunch.
- Developed instructional coaches to lead effective teacher/coach weekly standing meetings including observation and feedback and weekly data meetings
- Planned and led school wide professional development to enhance teaching effectiveness

Henderson Collegiate, Henderson NC**July 2014 – July 2016***Instructional Coach and Science Department Chair*

- Coached an average of 20 teachers over the course of three years, impacting over 300 students
- Planned and facilitated developmental coaching meetings with teachers of various levels of experience and content expertise focusing on classroom management and instructional practices
- Created and designed science curriculum to ensure vertical alignment between 4th and 12th grade
- Led weekly professional development for science department focusing on skills such as problem-based learning, data analysis, text-based science learning, and evidence-based open-ended responses
- Established the Henderson Collegiate science fair for grades 6-8 in which students use the scientific method to perform and analyze an experiment
- Codified effective ways for teachers in the science department to monitor and respond to student work in written responses using CER to close gaps in student understanding of a concept
- Provided feedback on lesson plans, classwork, unit plans, assessments, and teacher exemplars to enhance student conceptual understanding
- Created and updated science department quarterly exams for grades 5-8 and biology
- Delivered real time feedback during teacher observations to enhance teacher repertoire
- Led the science department to score an average of 92% passing on NC end of grade tests from 2014 – 2022 for 5th science, 8th science, and biology courses.

Henderson Collegiate, Henderson NC**July 2011 – July 2014***Founding 5th Grade Science Teacher*

- Taught 100 students per year, developed the curriculum as NC transitioned to new state standards, and in 2014 led my students to 93% passage rate on the end of grade test.

Northern Vance High School, Henderson NC**July 2009 – July 2011***Teach for America*

- Taught Earth Science, Spanish 1 and Spanish 3 in a rural Title 1 school
- Assistant track team coach

AWARDS

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- **2017 Keith Burnam Award**
Henderson Collegiate's highest distinction, presented to the individual whose contributions has the greatest impact on the organization
 - **2013-2014 Excellence in Teaching Award**
Henderson Collegiate Middle School's inaugural award for teacher of the year

PROFESSIONAL QUALIFICATIONS AND MEMBERSHIPS

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- | | |
|---|--------------------|
| • Sage & Systems Fellowship
TFA, Las Vegas | 2020 - 2021 |
| • Relay Graduate School of Education
National Principal Academy Fellowship
Completed with honors | 2016 - 2017 |
| • North Carolina Teaching License
Middle Grades Science
Spanish | 2010 - 2015 |
| • Teach For America
Corps Member, Eastern North Carolina | 2009 - 2011 |

EDUCATION

Utah State University, Logan UT
Bachelor of Arts

2002 – 2006

Dixie State University, St. George UT
Associates of Science

2000 – 2002

PROFESSIONAL DEVELOPMENT TOPICS

Instructional Leadership Development

- Led PD to four cohorts of instructional coaches, averaging 26 leaders a year over the course of 4 years focusing on topics such as:
 - Delivering effective PD
 - Observation and feedback
 - Weekly data meetings
 - Time management
 - Effective instructional coaching mechanisms

Director of Curriculum and Instructional Coaching Development

- Led school-wide and small group professional development sessions on topics such as:
 - Lesson planning and internalization
 - Classroom management
 - Real-time feedback
 - Data analysis
 - Responding to student work in real-time
 - *Teach Like a Champion* techniques

Science Department Development

- Led small group, specialized science professional development focusing on topics such as:
 - Unit and assessment planning
 - Lesson planning and internalization
 - Crafting a strong teacher exemplar
 - Effectively incorporating and responding to CER written responses
 - Providing student feedback and grading
 - Data collection
 - Data analysis
 - Vertical alignment
 - Science fair

Katie DeLaurence

INSTRUCTIONAL LEADER

Profile

Passionate and dedicated instructional leader with a commitment to empowering teachers and leaders by fostering a culture of continuous improvement and excellence in teaching practices. Skilled in instructional coaching and in developing and facilitating professional development to support and guide teachers and leaders in becoming data-driven and enhancing student achievement.

Education

Dec 2012

Ohio University

Bachelor of Science

Major in Secondary English Education

Honors and awards

June 2018

Excellence in Teaching Award

Henderson Collegiate Middle School's award for teacher of the year

Leadership Experience

2021-current

Want More, Do More!, Rolesville, NC

Director of Instructional Development

- Develops coursework for the Teacher Readiness Program, an EPP designed to provide learning through application for teachers seeking a residency teaching license in North Carolina.
- Between 2021 and 2024, coached an average of 30 instructional coaches from North and South Carolina over the course of three years, facilitating developmental meetings to enhance coach and teacher effectiveness and increase student achievement
- Developed and led professional development for the Instructional Leadership Cohort to help leaders master foundational instructional practices including observation and feedback, data meetings, instructional systems, and academic monitoring. Observe coaching meetings and provide feedback on feedback in one-on-one meetings.

2021-2024

Henderson Collegiate, Henderson, North Carolina

Independent Educational Consultant

- Served as a remote coach to an average 3-4 literacy and science teachers in various grade levels impacting over 200 students
- Developed curricular materials such as lesson plans, unit plans, and daily class works for 6th grade reading and 7th grade reading classes
- Provided feedback on lesson plans, classwork, and teacher exemplars to enhance student conceptual understanding
- Met with teachers weekly to develop curricular planning, internalization, and behavior management skills
- Analyzed data and facilitated data meetings to target misconceptions seen in student work and create a reteach plan
- Managed Reading Plus, an independent reading program, for grades 2-8 and analyzed data to inform teachers of mechanisms to increase student data

2020-2021

Henderson Collegiate, Henderson, North Carolina

Dean of Curriculum and Instruction

- Planned and led school wide professional development for virtual online instruction impacting over 500 students
- Championed the launch and roll out of grades 4-8 digital reading comprehension program
- Collaborated on the network's Curriculum Committee to ensure vertical alignment between grades K-12, evaluated effective instructional platforms, and assessed impact of curriculum on student achievement
- Rewrote and enhanced 4th and 5th grade writing curriculum to increase rigor and effectiveness
- Developed instructional coaches to lead effective teacher/coach weekly standing meetings including observation and feedback and weekly data meetings
- Analyzed benchmark data, daily work completion, and exit ticket data on a weekly basis leading to a 6% increase in student mastery over the course of 4 weeks

2018-2021

Henderson Collegiate, Henderson, North Carolina

Instructional Coach and Reading Department Chair

- Coached an average of 20 teachers over the course of three years, impacting 300 students
- Planned and facilitated developmental coaching meetings with teachers of various levels of experience and content expertise focusing on classroom management and instructional practices.
- Created and designed reading and English curriculum to ensure vertical alignment between 4th and 12th grade
- Led weekly professional development for literacy department focusing on skills such as close reading, writing, anchor moments within a text, and data analysis
- Codified effective ways for teachers in the reading department to monitor and respond to student work in writing and reading in order to close gaps in student understanding of an objective
- Provided feedback on lesson plans, classwork, and teacher exemplars to enhance student conceptual understanding
- Delivered real time feedback during teacher observations to enhance teacher repertoire

2016-2020

Henderson Collegiate, Henderson, North Carolina

7th and 8th Grade Level Chair

- Managed two teams of six teachers on both 7th and 8th grade level teams impacting over 300 students
 - Served as the primary liaison for student behavior and parent contact within the 7th and 8th grade
 - Created all logistical details for grade level daily schedules, field trips, and school events
 - Facilitated weekly team meetings to promote consistency within cultural values and upcoming details necessary for the team
 - Led weekly cultural lessons to 100+ students discussing current events, social skills, and professionalism
 - Built student culture and identity through cultural lessons, student earned privileges, and leadership opportunities
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Teaching Experience

- 2016-2018** **Henderson Collegiate, Henderson, North Carolina**
7th Grade English Teacher, English Department
- Taught 100 students per year and achieved an 88% End of Grade Assessment passing rate in the 2016-2017 school year and 95% passing rate in the 2017-2018 school year.
 - Created and refined daily rigorous novel based lesson plans, class works and assessments rooted in Common Core State Standards
 - Utilized Excel to analyze daily exit ticket trends and trends within benchmark assessments in order to complete and execute quarterly data analysis plans
- 2015-2016** **Henderson Collegiate, Henderson, North Carolina**
8th Grade English Teacher, English Department
- Taught 100 students per year and achieved an 76% End of Grade Assessment passing rate in the 2015-2016 school year
 - Created daily rigorous novel based lesson plans, class works and assessments rooted in Common Core State Standards
 - Utilized Excel to analyze daily exit ticket trends and trends within benchmark assessments in order to complete and execute quarterly data analysis plans
- 2013-2015** **C.E. Murray Middle School, Greeleyville, South Carolina**
8th Grade English and English I Teacher, English Department
- Taught an average of 75 students
 - Taught English I to a select group of 8th grade students who achieved 100 % passage rate on the English I End of Course exam during the 2014-2015 year.
 - Produced above average ELA MAP scores for the county in 2013-2014 year.
 - Designed rigorous curriculum and pacing guides for Williamsburg County.
 - Participated in literacy leadership workshop, flipped classroom workshop, project based learning conference, utilized and analyzed MAP data to increase critical thinking skills, and attended Mastery Connect workshops.
 - Established Google Computer Science club in 2014-2015 school year.
 - Created a positive school culture through leading the Junior Beta Club, teaching in the 21st Century After-School Program, chaperoning engaging field trips, and supporting the teacher cadet program.
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Professional Development Topics

Instructional Leadership Development

- Led PD to three cohorts of instructional coaching, averaging 24 leaders over the course of 3 years focusing on topics such as:
 - Community Building
 - Real-Time Feedback
 - Student Culture
 - Weekly Data Meetings
 - Time Management
 - Effective Instructional Coaching Mechanisms

Director of Curriculum and Instructional Coaching Development

- Led school-wide and small group professional development sessions on topics such as:
 - Lesson planning and internalization
 - Classroom management
 - Real-time feedback
 - Data analysis
 - Responding to student work in real-time
 - Event logistics
 - Virtual Online Instruction

Department Development

- Led small group, specialized reading and writing professional development focusing on topics such as:
 - Close Reading Cycle
 - Unit and assessment planning
 - Lesson planning and internalization
 - Crafting a strong teacher exemplar
 - Effectively incorporating and responding to written responses
 - Providing student feedback and grading
 - Independent Reading
 - Data collection and analysis

Grade Level Development

- Led small group, specialized logistical and student culture professional development focusing on topics such as:
 - Classroom management
 - Parent/teacher collaboration
 - Creating a positive classroom culture
 - Building strong relationships
 - Time Management
 - Event logistics

Professional Qualifications and Memberships

2015-Current

North Carolina Teaching License

Middle Grades Reading

2017-2018

Want More, Do More!

Inaugural Instructional Leadership Cohort Coach

Double Gold

2013-2015

Teach for America

Teach for American Alumni, South Carolina 2013

English

Technology

Microsoft Office:

- **Programs:** Word, PowerPoint, Excel

Google Suite:

- **Programs:** Docs, Sheets, Presentations, Forms, Gmail

Additional Programs:

- Nearpod
- Accelerated Reader
- Dreambox Reading Plus
- Kickboard
- Canva
- Canvas
- Zoom