

## PARTICIPANTS

**David Gordon** is superintendent of the Sacramento County Office of Education. Before he assumed his current position, he was superintendent of the Elk Grove Unified School District; he also served as Elk Grove's assistant superintendent of elementary education. Previously, he was deputy state superintendent for the California Department of Education. He serves on the Sierra Health Foundation Board, the Sacramento First 5 Commission, and the State of California Mental Health Services Oversight and Accountability Commission. He has served on many other boards and commissions, including the President's Commission on Excellence in Special Education and the Governor's Advisory Committee on Education Excellence. He holds an Ed.M. and certificate of advanced study in educational administration from Harvard University and a B.A. from Brandeis University.

**David Leshner** is director of government affairs at PPIC. Before he joined PPIC, he directed the New America Foundation's California Program, which sponsors research, writing, and events on issues of critical importance to the future of California. His primary responsibilities at NAF included recruiting and guiding New America's California fellows and forging strategic partnerships with other California-based policy organizations. In fifteen years at the *Los Angeles Times*, his roles ranged from lead reporter in the Sacramento bureau to assistant national editor on the presidential campaign desk.

**Patrick Murphy** is director of research and senior fellow at PPIC. He is also professor of politics at the University of San Francisco. His research focuses on public management and financing issues, primarily in education. Prior to coming to PPIC, he was a policy researcher for the Center on Reinventing Public Education at the University of Washington and the RAND Corporation. He also was a budget examiner with the Office of Management and Budget in Washington, DC. He holds a Ph.D. in political science from the University of Wisconsin and master's degree in public affairs from the University of Texas.

**Patricia Rucker** has served on the California State Board of Education since January 2011. She has worked as the Legislative Advocate for the California Teachers Association since 2008. From 1997 to 2008, she served as a consultant for the California Teachers Association on instruction and professional development and as a teacher in the Del Paso Heights School District. Before that she was a lecturer in the Teacher Education Department at California State University, Sacramento.

**Paul Warren** is a policy associate at PPIC, where he focuses primarily on K-12 education finance and accountability. Before he joined PPIC, he worked in the California Legislative Analyst's Office for more than twenty years as a policy analyst and manager. Previously, he was chief consultant to the State Assembly committee on education. He also served as deputy director for the California Department of Education, helping to implement current testing and accountability programs. He holds a master's degree in public policy from Harvard's Kennedy School of Government.