
Dr. Christina M. Kishimoto

Clinical Professor, University of Southern California; and CEO, Voice4Equity, LLC

1350 Ala Moana Blvd., Apt 1504

Honolulu, HI 96814

(808) 304-2801 (personal cell)

ckishimo@usc.edu

www.voice4equity.com

[linkedin.com/in/drcmk](https://www.linkedin.com/in/drcmk)

<https://www.twitter.com/voice4equity>

EDUCATION

Columbia University, Teachers College, New York, NY - *Ed.D., 2002*

University of Connecticut, School of Public Affairs, Storrs, CT - *M.P.A., 1994*

Barnard College, Columbia University, New York, NY - *B.A., 1992*

EXPERIENCE

University of Southern California (USC), Los Angeles, CA - *Clinical Professor, EDL*

DECEMBER 2021 - PRESENT

Full-time clinical professor in the Rossier School of Education Leadership Program teaching doctoral students, with advising responsibilities for students at the dissertation stage. Teaching focus is primarily on equity, policy, and leadership. Contributor to curriculum development for new DEI certificate program offering. All courses taught online.

Voice4Equity, LLC, Honolulu, HI - *CEO/Founder*

AUGUST 2021 - PRESENT

Chief Executive Officer for a new start-up professional services firm that specializes in developing the policy knowledge and skills of women CEOs, Superintendents, and aspiring Superintendents. The mission of the company is to disrupt years of systemic bias and inequities by working with women and organizations to expand the diversity of voice through strategic leadership, equity policies and community engagement. Voice4Equity works to increase the number of women and leaders of color at the policy table and at the Chief Executive level. V4E provides three national trainings: Women Superintendent Policy Academy; Women's Aspirant Superintendent Policy Network; and High School Girls Policy Leadership Network.

Hawaii Public Schools, Honolulu, HI - *State Superintendent*

AUGUST 2017 - PRESENT

Chief Executive Officer for the Hawaii Public Schools, a statewide school district of 180,000 students across seven islands, that serves as the only SEA and LEA in the fifty U.S. states, with a \$2.3 billion operating budget. Operational oversight of 4,425 buildings, 20 million square feet of space, 257 campuses with a facilities budget of \$274 million annually. Largest employer in Hawaii. Ninth largest school district in the U.S. Member of Governor's Cabinet. Lead HIDOE annual legislative agenda and serve as liaison to Hawaii's congressional delegation. Serve as the chief equity policy advocate for quality public education including differential supports for special education, migrant student services, homeless student services, and English language services, funding equity and adequacy, food security for children, health care access for children, gender equity in sports, pay equity, environmental safety in school buildings and grounds, and technology and connectivity access.

Accomplishments:

- Developed statewide *Return to Learn* school reopening plan, Health and Safety Plan, and budget plan (COVID-19 pandemic impact);
- Developed Hawaii's Equity of Access: Digital Transformation for Learning Plan including the first statewide digital help desk for parents and students in the nation; the first student-focused telehealth system in Hawaii; a statewide device loaner system; and a digital learning hub program to push learning designs into community and beyond school buildings (COVID-19 pandemic impact);
- Developing Hawaii's first statewide distance learning approach;
- Modernizing all systems: FMS, Payroll, Time and Attendance, Facilities Management;
- Initiated a statewide change strategy using a "diverse portfolio of school designs" approach, with a focus on Student Voice, School Design and Teacher Collaboration;
- Completed a year-long community engagement process to produce Hawaii Public Schools' 2030 ten year strategic plan;
- Attained a highly competitive \$45 million U.S.D.O.E. literacy grant to advance Hawaii's work around multilingualism, parental engagement, and third grade reading;
- Increased number of Blue Ribbon Schools by six in two years;
- Raised achievement in third grade reading levels by 10% in two years (2017-2019), high school graduation rate increased by 1.9% in one year after five years of no change (2019), increased A.P. courses offered, taken and passed, increased Early College courses offered, taken and passed, increased number of students attaining the Seal of Biliteracy from 39 students to 246 in two years (2017-2019), and increased honors diploma designations and STEM designations by 10% in two years (2017-2019);
- Successfully attained additional funds via legislature to provide greater equity in AP and Early College offerings across all high schools;
- Completed record-setting leadership training in Title IX across all schools, complexes and state offices in 2019 with a clear message and focus on gender equity;

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- Hired, trained and created complex level equity specialist staffing design for all fifteen complex areas across the state;
 - Participated in the Green Ribbon sustainability schools program for the first time and was successful in attaining Hawaii's first Green Ribbon Schools;
 - Modernized Hawaii's Leadership Institute design with a teacher leadership component;
 - Increased students in inclusive settings, an initiative to normalize Hawaii with the rest of the nation and improve accountability to families and students;
 - Created a tri-level empowerment model shifting curriculum decisions away from the state level to the school level;
 - Shifted \$13 million of Title II funds from the state level to the school level to support school empowerment;
 - Created Job Order Contracting approach that has reduced time for repeat jobs such as roofing replacements from years to just several weeks for each job;
 - Established Hawaii's first annual State of the Schools event and Equity Symposium in partnership with business and industry;
 - Adopted statewide K-12 computer science standards, trainings, and held first statewide computer science institute using a teachers-teaching-teachers approach;
 - Instituted Special Education training modules across the state with a clear focus on closing the achievement gap through quality programming;
 - Successfully received \$600,000 federal Troops to Teachers Grant to support our teacher recruitment and retention plan;
 - Created a two-year guaranteed teacher mentoring program for all new teachers, including a special education teacher component;
 - Completed statewide School Safety Plan approved by HI Emergency Management.
 - Serve as HIDOE Chief Procurement Officer

Gilbert Public Schools, Gilbert, AZ - *Superintendent of Schools*

JULY 2014 - JULY 2017

Chief Executive Officer for the Gilbert Public Schools, a Phoenix East Valley school district of 38,000 students, forty schools, PK-12.

Accomplishments:

- Successfully engaged the community in passing a bond election of \$98 million and a maintenance and operation override at 10% or approximately \$18 million per year for five years;
- Successfully managed a \$305 million budget, 5 million square feet of building space and 4600 employees; Successfully manage a \$4M employee health benefits self-insured Trust fund;
- Developed a board-adopted 3-year strategic operating plan with a new Theory of Action (TOA); Rebranded the district: Scholarship. Innovation and Technology. The SOP included a ten-year Facilities Plan, a Technology Plan, a Communications Plan and a Curriculum Plan;

- Engaged Board in new governance model including the adoption of Core Beliefs, restructured Board meetings, created a Policy Committee of the Whole format, instituted a three-year review process of the district's policy manual, facilitated adoption of annual board goals, Board data retreats, and developed a district data dashboard;
- Reconfigured the financial structure of the district, including transitioning to Infinite Vision - a new finance and staffing system; Established a new Priority-Based budget approach;
- Developed a Digital Curriculum Platform with a teacher and a parent portal; Implemented a digital learning approach grades 7-12 including one-to-one Chromebooks, and a training institute for teachers using a teachers-teaching-teachers model;
- Engaged district in Enrollment Management Planning process to address competitiveness in Choice state;
- Established a monthly Superintendent's Business Leaders Breakfast, which resulted in strengthened relationships with business and industry as significant partners;
- Established the first district-level Student Senate to engage student voice;
- Established a Superintendent's Teacher Advisory Committee and a Superintendent's Parent Advisory Committee with representation from all 40 schools;
- Transitioned Human Resource Department into a Talent Management Office with a focus on retention, recruitment and preparation of top talent;
- Established a new structure for program reviews which in 2014-15 helped to identify \$5 million in cost savings while putting in place program enhancements in Special Education Services, Gifted and Talented programming, and English Language Learner Services;
- Overhauled the district website and communications approach; and established a new annual district and school climate survey for staff, parents and students.

Hartford Public Schools, Hartford, CT - Superintendent of Schools

JULY 2011 - JUNE 2014

Chief Executive Officer for the Hartford Public Schools, an urban center of 25,000 students, PK-12, in fifty schools across a high poverty Title I district.

Accomplishments:

- Served as lead negotiator representing the City of Hartford and the Hartford Public Schools in the Sheff v. O'Neill desegregation Sheff II and Sheff III settlement extension;
- Designer and implementer of the district's portfolio reform plan;
- Closed the achievement gap by one-third;
- Successfully managed a \$400 million budget with 2700 employees;
- Developed a board-adopted five-year strategic operating plan;
- Created the *Hartford Promise Program*, and delivered a year one fundraising goal of \$4.1 million for college scholarships by leveraging partnerships with corporate partners;
- Awarded \$5 million Bill and Melinda Gates Foundation Charter Compact Grant in 2012;
- Awarded \$450,000 Nellie Mae Education Foundation Urban Initiative Grant in 2013 for blended learning approach;

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- Raised \$25 million in SY13 from corporate, foundation and new competitive grants aligned with strategic priorities;
 - Maintained pace of reform with five consecutive years of student achievement gains based on high stakes state assessments and overall school index matrix, which was featured in Dr. Paul Hill's book *Strife and Progress*, 2013;
 - Raised cohort graduation rate of 34% in 2007 to 64.8% in 2012;
 - Redesigned central office to align with portfolio management design;
 - Partnered with College Board for within school day administration of PSAT and SAT; achieved 92% student participation rate in year one of implementation.

Assistant Superintendent of School Design

OCTOBER 2005 - JUNE 2011

- Oversight of the design and implementation of the district's reform plan in regards to school choice, school turnaround, and district portfolio development;
- Developed and implemented design-specific curriculum for each new school model;
- Participated in Eli Broad Foundation *Reform Governance in Action* (RGA) training with HPS Board and helped rewrite district policies;
- Redesigned utilization of entitlement grants, Small Learning Communities Grant and Perkins grant to align with School Design models;
- Managed district NEASC accreditation process;
- Closed and redesigned chronically low performing schools using a community empowerment & parent voice model to replace failing schools;
- Implemented a diverse provider approach to school design (neighborhood, magnet, charter, and shared governance);
- Created an Ingenuity Fund in partnership with Construction Management Company to develop construction project plans and educational specifications;
- In 2008, rolled out first all-choice school system in the State of Connecticut, resulting in over 90% placement of students in one of their first three choices;
- Awarded \$13.4 million in federal High School Initiative grant;
- Delivered on the re-accreditation of Hartford High School, after more than a decade of substandard evaluations from NEASC - restoring hope to community;
- Wrote new School Design Framework and used it to design twenty-two school models, which was featured in Laura Pappano's book: *Inside School Turnaround*, 2010.

Area Cooperative Educational Services, Hamden, CT - *Director, The Center for School Improvement & Leadership Development*

JULY 2004 - SEPTEMBER 2005

Founded a new research, development and training center focused on providing high quality services for school leaders at the school and central office level serving twenty-eight school districts in South Central Connecticut. Awarded multiple competitive grants including a Wachovia Grant and a Department of Education Grant.

CT State Department of Education, Hartford, CT - *Education Consultant for School Improvement*

NOVEMBER 2000 - JULY 2004

In response to federal NCLB legislation, provided guidance and support to districts with schools identified as "In Need of Improvement" and in "Corrective Action." Worked with Bridgeport, New Haven, Waterbury, Hartford, and the State Vocational Technical Schools. Developed standards, guidelines, policies and resources on teacher evaluation, leadership development, and professional development. Managed federal Transition to Teaching Grant in support of Alternate Route to Certification.

Wesleyan University, Middletown, CT - *Assistant Dean of Student Services*

SEPTEMBER 1996 - OCTOBER 2000

Provided leadership in all aspects of student support services including Residential Life, Student Campus Center, University Chaplains, Health Center, Health Education, and Community Services. Also served as Director of New Student Orientation.

University of Connecticut, Office of the President, Storrs, CT - *Staff Assistant to the President*

SEPTEMBER 1992 - AUGUST 1996

Advance person for the University President. Prepared President's speeches, conducted research, assist in annual budget preparation, served as liaison to the Board of Trustees' Academic and Research Affairs Committee, the President's Advisory Committee on Affirmative Action, the President's Commission on the Status of Women, and the Board of Trustees' Honorary Degree Committee.

William M. Mercer, Inc., New York, NY - *Assistant Analyst, Asset Planning Practice Group*

SEPTEMBER 1989 - SEPTEMBER 1992

Computed rates of return for asset performance evaluation reports; maintained monthly investment transactions; utilized Investment Analysis System software; reconciled monthly financial statements; input data for mutual fund searches, manager searches and full service 401(k) searches. Trained junior analysts.

AWARDS

- Chamber of Commerce Leon Uhlhorn Chairman's Award, AZ 2016
- Collins Bennett-Marcus Garvey Service to Community Award, CT 2013
- Maria C. Sanchez Education Leadership Award, CT 2009

BOARD SERVICE

- Curriculum Associates Corporate Board Member, 2022-Present
- Past President, Treasurer, Board Member, Assoc. of Latino Admin & Superintendents 2014-2018; active member and PD provider through present
- Chiefs for Change, 2016-Present
- Council of Chief State School Officers, Board Director, 2019 - 2021
- Board Director, Council of Great City Schools, 2017-2021
- Commissioner, Education Commission of the States (2017-2021)
- Co-Chair, HI Joint Venture Education Forum - Pacific Command, 2017-2021
- Co-Chair, Teacher Education Coordinating Committee, 2017-2021
- Gilbert Parks & Recreation Foundation, Board Member, 2016-2017
- Nellie Mae Education Foundation, Board Member, 2014-2017
- Univ of Hartford, Education, Nursing and Public Health, Board Member, 2010-2013
- Connecticut Education Policy Fellow (EPFP), 2004

LANGUAGES

- English and Spanish