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OFFICE OF THE
SECRETARY

MURIEL BOWSER

MAYOR

OCT - 1 2018

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004

Dear Chairman Mendelson:

In accordance with section 2 of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law 2-142; D.C. Official Code § 1-523.01, I am pleased to nominate the following person:

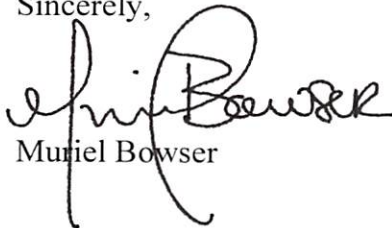
Mr. Paul Kihn
1246 27th Street NW
Washington, DC 20007

for appointment as the Deputy Mayor for Education of the District of Columbia, to serve at the pleasure of the Mayor.

Enclosed you will find biographical information detailing the experience of the above-mentioned nominee, together with a proposed resolution to assist the Council during the confirmation process.

I would appreciate the Council's earliest consideration of this nomination for confirmation. Please do not hesitate to contact me, or Steven Walker, Director, Mayor's Office of Talent and Appointments, should the Council require additional information.

Sincerely,


Muriel Bowser



Chairman Phil Mendelson
at the request of the Mayor

A PROPOSED RESOLUTION

IN THE COUNCIL OF THE DISTRICT OF COLUMBIA

Chairman Phil Mendelson, at the request of the Mayor, introduced the following resolution,
which was referred to the Committee on _____.

To confirm the appointment of Mr. Paul Kihn as the Deputy Mayor for Education of the District
of Columbia.

RESOLVED, BY THE COUNCIL OF THE DISTRICT OF COLUMBIA, that this
resolution may be cited as the "Deputy Mayor for Education Paul Kihn Confirmation Resolution
of 2018".

Sec. 2. The Council of the District of Columbia confirms the appointment of:

Mr. Paul Kihn
1246 27th Street NW
Washington, DC 20007

as the Deputy Mayor for Education, in accordance with section 202 of the Department of
Education Establishment Act of 2007, effective June 2007 (D.C. Law 17-9; D.C. Official Code §
38-191 (a) and section 2(a) of the Confirmation Act of 1978, effective March 3, 1979 (D.C. Law
2-142; D.C. Official Code § 1-523.01), to serve at the pleasure of the Mayor of the District of
Columbia.

Sec. 3. The Council of the District of Columbia shall transmit a copy of this resolution,
upon its adoption, to the nominee and to the Office of the Mayor.

Sec. 4. This resolution shall take effect immediately.

EDUCATION

- 2003-2004** **COLUMBIA BUSINESS SCHOOL** **New York, NY**
M.B.A., Management & Social Enterprise, *Dean's List, Beta Gamma Sigma*
- 1995-1997** **TEACHERS COLLEGE, COLUMBIA UNIVERSITY** **New York, NY**
M.Ed., Educational Administration
Awarded departmental merit-based scholarship.
- 1990-1993** **UNIVERSITY OF CAPE TOWN** **Cape Town, South Africa**
M.Phil., History of Education
- 1984-1988** **YALE UNIVERSITY** **New Haven, CT**
B.A., African Studies (Literature and History), *magna cum laude*
Distinction in the Major, Robert Gries Prize for scholarship, William Pickens Prize for scholarship.

EXPERIENCE

- 2015-present** **INDEPENDENT CONSULTANT** **Washington, DC**
 - Serving districts, charter management organizations, non-profits and philanthropies on actionable strategy, performance improvement and change management.
 - Work focused on incorporating equity into strategy, and better serving hardest-to-serve students.
- 2012-2015** **THE SCHOOL DISTRICT OF PHILADELPHIA** **Philadelphia, PA**
Deputy Superintendent
Managing change
 - As the “number two,” directly managed academic and operational functions for this \$2.4 billion, 135k-student, ~220-school district; oversaw charter authorizing function for 86 charter schools.
 - Chief architect and author of annual “Action Plan” strategy document which pushed quality school and equity agenda, and redefined role of traditional school district.
 - Balanced budget from 5-year structural deficit of \$1.5b upon arrival, through drastic cost reduction, 24 school closures, thousands of layoffs, and aggressive revenue advocacy; supported labor negotiations across 4 of 5 major collective bargaining contracts, including securing \$20m in savings and important benefits and work rule reforms in multi-year contract with principals.
 - Built strategic school management system (the “System of Great Schools”) including equity-and performance-focused school report cards, inclusive review process for high-impact decisions on expansions, conversions and closures, resulting in 8k students in better schools in first two years.
 - Established new charter authorizing policy for city’s charter schools including best-practice annual reviews, strict neutral quality standards for renewal, and a commitment to enrollment and retention equity, resulting in unprecedented closures of poor-performing charter schools.*Championing innovation*
 - Redesigned principal and teacher hiring, delivering strong candidates to school hiring teams.
 - Implemented Common Core-aligned curriculum and teaching practices.
 - Implemented development-oriented evaluations for teachers, principals and principal supervisors.
 - Expanded high-quality Career & Technical Education programming closely linked to business sector and future middle-income jobs needs, resulting in over 2k additional students obtaining industry certification annually and an 84% on-time graduation rate.
 - Created 3 new innovative highs schools using competency-based, project-oriented curricula, and launched new, competitive School Redesign Initiative for local school communities to re-create schools to better meet the needs of students, resulting in 4 school redesigns in first year.
- 2004-2012** **McKINSEY & COMPANY** **Stamford, CT & Washington, DC**
Principal (2010-2012), Consultant (2004-2010)
 - Led US K12 Education Practice; actively supported the firm’s global education work.
 - Led multiple teams and engagements for urban school districts and charter organizations; developed and implemented strategy, performance systems, and educator effectiveness plans.
 - Supported state systems and US Department of Education on strategy and implementation.
 - Served large philanthropies on District-Charter collaboration, blended learning and human capital initiatives.
 - Developed innovative economic development approach for middle-income countries; piloted in a middle eastern nation.
 - Led private sector engagements, focused on service operations improvements and cost reductions.

- 1999-2002** **NEW YORK CITY PUBLIC SCHOOLS** **Brooklyn, NY**
English Language Arts Teacher, Beginning With Children School & Middle School 246
Middle School Administrator (part time while teaching), The Beginning With Children School
• Awarded *MetLife Fellowship* at Teachers Network Policy Institute, a leading national policy group.
- 1997-1999** **CITY OF DUBLIN YOUTH SERVICES BOARD** **Dublin, Ireland**
Project Coordinator / Community Youth Worker
• Managed team of teachers and youth workers; developed and implemented innovative, community-based programs for out-of-school youth including arrested youth.
• Facilitated national teacher workshops on curriculum strategies for at-risk youth.
- 1996 – 1997** **CENTER FOR ALTERNATIVE SENTENCING (CASES)** **New York, NY**
Education Unit Coordinator
• Supported senior manager in all operations for teenagers convicted of felonies; taught literacy and computer skills; aligned operations with goals; designed/implemented school placement system.
- 1994 – 1995** **HARMONSTOWN YOUTHREACH CENTER** **Dublin, Ireland**
Project Coordinator
• Supervised project team of 6 teachers; entirely re-built academic and vocational curriculum for out of school youth; re-configured service provision and professional development.
- 1989 – 1993** **SOUTH AFRICAN GOVERNMENT SCHOOLS** **South Africa**
English Teacher
• Taught high school English in urban and rural communities; revised and implemented innovative, student-appropriate curricula.
• Provided leadership for teachers amidst radical organizational change; developed successful school governance initiatives.

PUBLICATIONS

- Kihn, Paul. "Innovate or Perish." *Philadelphia Social Innovations Journal*. Issue 17. Winter 2014.
- Kihn, Paul and Andy Moffit. "No silver bullets: Ten strategies for teacher talent management." *McKinsey on Society*. October, 2011.
- Barber, Michael, Paul Kihn and Andy Moffit. "Deliverology: from Idea to Implementation." *McKinsey on Government*. Spring, 2011.
- Kihn, Paul and Matt Miller. "Why Aren't Our Teachers the Best and the Brightest?" *Washington Post*. October 10, 2010.
- Auguste, Byron, Paul Kihn and Matt Miller. "Closing the talent gap: Attracting and retaining top third graduates to a career in teaching." *McKinsey & Company*. September, 2010.
- Barber, Michael, Andy Moffit and Paul Kihn. *Deliverology 101: A field guide for educational leaders*. California: Sage, 2010.
- Kihn, Paul. "South African Teacher Organizations, 1985-1990." In Peter Kallaway, Ed. *History of Education under Apartheid, 1948-1994*. New York: Peter Lang, 2002.
- Hudak, G. & Paul Kihn, Eds. *Labeling: Politics & Pedagogy*. New York: RoutledgeFalmer, 2001.

SELECT SERVICE

- Parent member, Local School Advisory Team, Hyde-Addison Elementary School, DC (2015)
- Board member, Parent-Teacher Association, Hyde-Addison Elementary School, DC (2015)
- Pro bono school principal coaching, school for disadvantaged youth, DC (2015)
- Member, Advisory Board, "Read by 4!" literacy campaign, Philadelphia (2014)
- Member, Advisory Board, National Foundation for Teaching Entrepreneurship, DC (2011-12)



Executive Office of the Mayor - Office of Talent and Appointments
John A. Wilson Building | 1350 Pennsylvania Avenue, Suite 600 | Washington, DC 20004

Paul Kihn



Paul Kihn served for three years as the Deputy Superintendent of the School District of Philadelphia. As the Superintendent's second-in-command, he helped to lead the system through a significant transformation, including improvements in teacher and principal hiring and development, a transition to common core standards, the promotion of evidence-based innovations in schools and classrooms, a wholesale revision of charter authorizing policies and procedures, and smarter allocation of diminishing resources.

Prior to his work in Philadelphia, Paul supported district and charter turnaround efforts as a partner and a leader of the U.S. K12 Education Practice for the global consulting firm McKinsey & Company. Mr. Kihn is a former New York City public school English teacher, and has also taught middle and high school English in Ireland and South Africa. In addition, Mr. Kihn has worked with adjudicated and out-of-school youth.

A Ward 2 resident, Mr. Kihn received a Masters in Educational Administration from Teachers College, Columbia University, and an M.B.A. from Columbia University. He also holds degrees from Yale College and the University of Cape Town.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the General Counsel to the Mayor

To: Alana Intrieri, Steve Walker
From: Betsy Cavendish
Date: September 28, 2018
Subject: Legal sufficiency review of Resolution nominating Paul Kihn as Deputy Mayor for Education

This is to Certify that this office has reviewed the above-referenced legislation and found it to be legally unobjectionable. If you have any questions in this regard, please do not hesitate to call me at 202-724-7681.

A handwritten signature in black ink that reads 'Elizabeth A. Cavendish'. The signature is written in a cursive style.

Elizabeth Cavendish