

## EXPERIENCE OVERVIEW

Ms. Salvador has more than 10 years of experience as a researcher. Her expertise is in program evaluation, quantitative analysis, and research synthesis. She is a skilled data analyst who is proficient in SAS, Tableau, SQL, ArcGIS, SPSS, and Excel. Ms. Salvador is knowledgeable in multiple and logistic regression, analysis of variance and covariance, hierarchical linear modeling, structural equation modeling, cluster analysis, discriminant function analysis, and factor analysis. She has served as a research consultant to (2012-2016) and was a senior staff member at (2007-2012) Charlotte-Mecklenburg Schools, building, managing, and analyzing very large data sets using a wide array of statistical procedures. She has also consulted for the Council of Children's Rights (2013-2014), analyzing Charlotte-Mecklenburg data on a variety of issues, including kindergarten readiness and disproportionality in disciplinary actions involving the juvenile justice system, and conducted an evaluation of the Bruce Irons Camp Fund (2014).

## PROJECT EXPERIENCE

**Technical Consultant, Charlotte-Mecklenburg Schools (2012–2016).** Built large datasets in SAS, consisting of millions of student records for various projects and data requests. Provided quality control of deployment and analyses of district wide student, parent, teacher, and principal surveys to over 200,000 students and their parents and teachers and principals at over 200 schools. Utilized Tableau to create data dashboards pertaining to students' postsecondary success (attendance, persistence, and graduation rates). Utilized Tableau and ArcGIS to explore the availability of high quality preschools in Mecklenburg County NC, particularly in neighborhoods in which students perform poorly on Kindergarten readiness assessments. Led the development of a district-wide School Performance Framework (i.e., school report cards) that are used each school year to determine the amount of local control schools will have. Conducted an evaluation of CMS's use of AP Potential in enrollment and performance in Advance Placement courses. Created enrollment and performance based goals and provided automated individualized school level reports detailing goals achieved, and goals yet to be met.

**Research Consultant, Council for Children's Rights (2013-2014).** Analyzed Charlotte Mecklenburg Schools' student discipline data for the past four years. Findings were used to inform policy actions taken by the Race Matters for Juvenile Justice (RMJJ) initiative- a consortium of juvenile court judges, judicial officers, systems' experts, service providers and community partners who have set an agenda to reduce the disproportionate representation of and disparate outcomes for children and families of color in the juvenile justice system. Analyzed Kindergarten students' Measures of Academic Progress (MAP) scores to provide a baseline indicator of school readiness for Mecklenburg County students. Results were used to inform the Community Plan for School Readiness in Mecklenburg County- a community wide collaboration to ensure that students enter school ready to learn. Researched factors that contribute to high school graduation and effective dropout prevention programs. This research was used to create the logic model for the United Way of Central Carolinas' Collective Impact model, a central element in the United Way's

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### Qualification Highlights

- Expertise in program evaluation, quantitative analysis, and research synthesis.
- Skilled data analyst who is proficient in SAS, Tableau, SQL, ArcGIS, SPSS, and Excel.
- Knowledgeable in multiple and logistic regression, analysis of variance and covariance, hierarchical linear modeling, structural equation modeling, cluster analysis, discriminant function analysis, and factor analysis.

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### Education

- M.A., Clinical/Community Psychology, University of North Carolina at Charlotte, 2007.
  - B.A., Psychology, Honors College of Florida Atlantic University, 2004.
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Strategic Plan. Created a systems change framework, which included 4 broad systems approaches (Trauma Informed, System of Care, Developmental, Public Health Approach), and a needs assessment plan for use in a community process to transform the child welfare system and implement best practices in Mecklenburg County.

**Evaluator, Bruce Irons Camp Fund (2014).** Conducted the 2014 program evaluation for the Bruce Irons Camp Fund (BICF), which provides residential summer camp experiences to 5th through 9th grade students who would not be able to attend otherwise.

**Senior Research Analyst, Center for Research and Evaluation, Charlotte-Mecklenburg Schools (2007-2012).** Used SPSS and SAS to build large data files (usually consisting of 100,000+ student records) of student demographic, assessment, and program specific information for use in analyses. Designed and conducted program evaluations and research studies. Utilized descriptive, inferential, and multivariate statistics, using SPSS and SAS, to summarize and analyze existing and collected data; prepared reports including district and school analyses. Reviewed research proposals submitted by outside entities to ensure that quality research is conducted in CMS schools. Selected as an Agency Fellow by the Center for Education Policy Research at Harvard University (2010-2012). Participated in quarterly professional development workshops focused on topics such as compensation reform, measuring teacher effectiveness, and using post-secondary data.

**Adjunct Professor, University of North Carolina – Charlotte (2010).** Taught a graduate level Program Evaluation course which was oriented toward providing an understanding of different approaches to program evaluation and evaluation research, building an evaluation plan, choosing appropriate evaluation procedures, analyzing and reporting evaluation outcomes, and ethical issues in conducting a program evaluation. Student final products included evaluation critiques and a program evaluation proposal.

**Graduate Assistant, Institute for Social Capital, University of North Carolina – Charlotte (2007).** Played a key supportive role in the development, training, and execution of a Duke Endowment funded evaluation of residential treatment centers in North and South Carolina. Collected social capital research data for the Institute's comprehensive database. Prepared research reports for community action programs and initiatives.

**Research Coordinator, Sibling Resilience Study, University of North Carolina – Charlotte (2004-2006).** Coordinated a Federally Funded Grant project investigating the psychological adjustment of siblings of children with Severe Emotional Disturbances. Used SPSS to analyze data to be published in peer reviewed journals.

## SELECTED PUBLICATIONS AND PRESENTATIONS

Messinger, L., Brooks Nelson, E., Harding, I., McCrae, D., Schell, R., Loyd, E., Salvador, S., Freije, S. (2015, May). An early warning indicators system to keep Charlotte Mecklenburg Schools students on the path to high school graduation. Poster presented at the annual meeting of the Association for Psychological Science, New York, NY.

Salvador, S. K., Schoeneberger, J., Tingle, L., & Algozzine, B. (2012). Relationship between second grade oral reading fluency and third grade reading. *Assessment in Education: Principles, Policy & Practice*, 19, 341-356.

Kilmer, R.P., Cook, J.R., Palamaro Munsell, E., & Kane Salvador, S. (2010). Factors associated with positive adjustment in siblings of children with severe emotional disturbance: The role of family resources and community life. *American Journal of Orthopsychiatry*, 80, 473-481.



Kilmer, R.P., Cook, J.R., Taylor, C.M., Kane, S.F., & Clark, L.Y. (2008). Siblings of children with severe emotional disturbances: Risks, resources, and adaptation. *American Journal of Orthopsychiatry*, 78, 1-10.

## EMPLOYMENT HISTORY

Deacon Hill Research Associates LLC	Research Associate	2017-present
Community Research Consulting	Owner	2012-present
Charlotte Mecklenburg Schools	Senior Research Analyst	2007-2012
University of North Carolina – Charlotte	Adjunct Professor	2010
	Graduate Assistant	2007
	Research Coordinator	2004-2006

