

202-280-1100 • alyssa.morrow@gmail.com • Denver, CO

Alyssa Morrow

Highly organized professional with experience in compliance, assessment, housing and operations management, and communication. Collaborative colleague with a strong foundation in student support, compelling marketing, evidence-based decision making, and system management.

Education

Colorado State University	Master's, Student Affairs in Higher Education
Colorado Christian University	B.A., English

Certifications & Continued Education

ATIXA Title IX investigator, Level II
Fort Collins Sexual Assault Victim Advocate Team
CSU Victim Assistance Team through Gender Advocacy Center
CSU Professional Development Advising Committee
Mental Health First-Aid certification through University of Iowa/Iowa Health Services

Work Experience

Owner & Principal Writer	2025 - Current	Better on Paper
<i>Contract communications business, serving local companies, universities, and organizations with high-impact editorial and marketing content</i>		

- Deliver individualized, wide-ranging communications support including website copy, ghostwriting, speechwriting, editorial projects, and event scripts
- Support special events, such as fundraising events and donor engagement portfolios, and provide flexible solutions for businesses without in-house communications staff
- Current and past clients include organizations such as Leprino Foods, Build Better Boards, Apollo Projects, D&D Remodeling, and Colorado Christian University

Communications Manager	03/23 - 02/25	Learning Network
<i>Chief writer and editor of internal and external facing communications, marketing materials, and web content</i>		

- Compile communication requests from internal clients; create marketing plan to achieve campaign goal
- 360° oversight of communications for 8 brands in 3 states, including: compelling advertisements; UI/UX review; web content, script writing; and communication to prospective and enrolled students
- Create engaging marketing materials, including texts, social media captions, emails, and SIS announcements
- Manage internal writing guide by staying current on Associated Press Stylebook and ensuring compliance
- Utilize platforms and software such as Asana, Google Suite, Salesforce, Dreamweaver, Genius, mySchool, Fond and Namely; also familiar with basic HTML coding

Assistant Director of Residence Life	04/17 - 03/23	Colorado Christian University
<i>Housing operations and assignments, departmental assessment and communication</i>		

- Manage all housing operations, such as room changes, meal plan changes, mid-semester departures, billing, institutional and census reporting, key and occupancy audits
- Facilitate housing selection and assignments for on-campus students utilizing software and platforms such as StarRez, Persona, Colleague and Microsoft 365
- Manage all departmental communication, including housing marketing and residential student outreach
- Create staff assessments and training curriculum regarding roommate mediation, emergency protocol, billing procedures, and reporting; evaluate effectiveness and adjust as needed

Academic Support Coordinator**05/14-01/17****Colorado State University***Increase student retention and success through individual assessment and academic advising*

- Advise Biology and Zoology majors and minors on degree requirements and student success plans
- Contribute to research, interpretation, and analysis of data collection about students' progress through academic programs; innovate academic interventions to increase graduation rates
- Develop curriculum for and teach a section of First Year Seminar; train other facilitators on content
- Present workshops and trainings, providing evidence-based and department-specific student success tools on topics such as Orientation, Registration, Student Success and Self-Care, Engagement, and Learning Communities

Resident Director**08/12-05/14****Luther College***Campus programming, student leader supervision, and hall operations*

- Manage day-to-day hall operations, such as budget, community development and room changes; coordinate specialized residential learning communities, including quiet and wellness floors
- Create community for a diverse student population, including international, study-abroad, non-traditional age, religiously diverse, LGBTQIA, and students with academic and physical disabilities
- Lead student staff team in managing hall operations, developing programs and providing student services
- Execute campus-wide and building-wide programming about student wellness, engagement, and success
- Write and present content for Senior Series seminars and workshops

Professional Development

Fort Collins, CO	Practicum, Conflict Resolution and Student Conduct Services
Fort Collins, CO	Practicum, Curriculum Development for First Year Seminar
Decorah, IA	Advisor, Residence Hall Association
Decorah, IA	Advisor, Luther College Dance Marathon for Children's Miracle Network
Decorah, IA	Member, Sustainability Student Learning Task Committee
Decorah, IA	Member, Student Life Technology Assessment Committee

Addenbrooke Classical Academy Board Nomination Committee,

I am writing to express my interest in serving as a member of the Addenbrooke Classical Academy Board of Directors.

Why are you interested in the position?

I've spent over a decade working in higher education and have held jobs at private, public, and research institutions. I've had student-facing roles, which has built compassion and sensitivity to the work that the ACA administration tackles every day. I have also had leadership roles where I helped set vision and mission, identified measures of success, and provided accountability to those responsible for outcomes without getting into the weeds of "how". This combination of experiences prepared me to be in a governing role, providing support and accountability without needing to micromanage the execution.

For several years, I have been glad to support teachers and PACS through quiet efforts, such as volunteering for curriculum days, field trips, book fairs, and teacher appreciation. But as my family evaluated our commitments this year, we identified increased presence at the school as one of our priorities. This role is one I am uniquely prepared to step into based on my background and interests, and it would be a joy to learn from other Board Members and the Executive Director as we work together to set Addenbrooke up for continued success.

What is classical education and why is it important?

It's my conviction that nothing surpasses the classical model for shaping whole, thoughtful, virtuous graduates. It's the experience I desire most for my own children, even to the extent that our family has daily driven over two hours roundtrip to ensure our kids, Lincoln and Emery, could attend ACA for the last four years.

Classical education is characterized by giving students a wide base of knowledge and skills, upon which they can build. While it still holds assessment in high regard and maintains rigorous academic standards, part of what makes classical education unique is that it explores the good, true, and beautiful, even when it's not productive in the current sense of the word. It's important because in a world obsessed with hustle and monetizing time, one of the gems of classical education is that it creates lifelong learners, in part by teaching kids to be slow, mindful, capable, and resourceful (which also connects them to so much of what it means to be human!). Students are taught how to think, rather than what to think, which sets them up for a life of sturdiness and considered perspectives.

What is the difference between a governing board and a managing board?

A managing board is involved in supervision and execution of day-to-day operations, sometimes like a staff. In contrast, ACA's governing board, "implements the mission statement, while the school leader is responsible for daily management". I understand that ACA's governing board is responsible for maintaining fidelity to ACA's mission, oversight of finances and policy, and long-term planning.

I can contribute to this charge because much of my professional work has been in this same vein: ensuring policy adherence, managing department budgets and developing projections, qualitative and quantitative data review, program implementation and auditing, and supporting mission fulfillment through strategic communication.

What are the strengths and weaknesses of ACA?

Addenbrooke's current strengths include the tenderness of teachers toward their students, a clear school identity, and intentionality of the school community. Parents and teachers are kind to one another, present at school activities, and provide support. The biggest current weakness I observe is student and teacher retention.

What skills or expertise do you bring to the position?

Alongside aforementioned professional experience, I've spent the last three years working in communications and marketing, so I bring skills in strategic communication, writing, and campaign development. Additionally, I've been involved in sensitive work, such as student conduct case management, Title IX investigations, and billing. I have held detailed information confidentially while maintaining personal relationships with students and colleagues. I am confident I would be able to manage board responsibility while being a current ACA parent without conflict.

What's your commitment to sign the ACA Board of Directors Handbook, if appointed; and your availability to serve the school and Board?

I approach this application with humility and a desire to see classical education thrive. I am ready to sign the ACA Board of Directors Handbook, attend meetings, and continue to learn so I can be an effective Board member, if appointed. I would be honored to join in advancing the mission of Addenbrooke Classical Academy and ensuring that classical education continues to be available to our community for generations. Thank you for your consideration!

-Alyssa Morrow

KATE M. MARRERO-PATTERSON

WORK EXPERIENCE

Raytheon

Dulles, Virginia & Aurora, Colorado

Deputy Program Manager – Global Positioning System, Interim Contractor Support

11/24 - Present

- Responsible for the cost and schedule management of a U.S. Space Force contract tasked with modernizing command and control of the U.S. GPS satellite constellation, valued at \$380 million
- At a portfolio level, manage all subcontractor and material teams ensuring coordination with Supply Chain and the program office by reviewing proposals and authorizing funding to meet contract requirements

Program Manager – Ground Missile Track Custody

5/23 – 10/24

- Accountable for the program management of the ground team to execute within cost and schedule while meeting aggressive program milestones and reducing ground program risks.
- Successfully led program reviews with government stakeholders and senior leadership to ensure completion of technical criteria and closure of action items
- Support business pursuits by creating overall program management approach, driving a diverse team of technical and functional proposal contributors to submit a compliant and winning proposal within budget

Associate Director, Contracts Evolution

4/20 – 5/23

- Responsible for the development, submittal, and negotiations of all proposals on the Joint Polar Satellite System (JPSS) Common Ground System, a program value of \$2.2 billion with annual baseline growth of \$1.25 million

Chief of Staff, Intelligence, Information & Services (IIS)

9/18 – 3/20

- Reporting directly to the IIS Business President, supported the management of day-to-day business operations of IIS, with total sales of \$6.7 billion, and 16,000 employees across the globe
- Prepared executive level briefings and white papers, including managing cross-functional teams in synthesizing information and strategy for the senior leadership team and various external customers
- Performed due diligence for the IIS Business President on special topics, ensuring a focus on top business priorities, leading to the successful transition and merger of the IIS business

Senior Principal Subcontract Specialist

10/14 – 9/18

- Supply Chain Manager responsible for the execution of subcontracts and material procurements to Raytheon and customer requirements including government regulations (FAR/DFAR), public law and policies

Office of the Secretary of Defense

Washington, DC & Kabul, Afghanistan

Deputy Program Manager Investments (GS-13)

Task Force for Business and Stability Operations (TFBSO)

10/12 – 09/14

- Served as Contracting Officer's Representative (COR) for government contracts and cooperative agreements in Afghanistan, ensuring compliance with government regulations
- Created Statements of Work, independent government cost estimates, technical evaluation factors, source selection criteria, and performance standards to meet the government needs

Expertech Solutions

Washington, DC & Kabul, Afghanistan

Program Manager TFBSO/Operations Manager

11/10 – 10/12

- Managed the startup of a \$33 million Department of Defense contract in Afghanistan with TFBSO
- Negotiated all prime and subcontract changes ensuring compliance with the FAR

Ohio State Supreme Court, Law and Leadership Summer Institute, Lead Instructor

06/08 -08/10

- Empowered youth from under-served urban communities to compete at high academic levels leading an intense and individualized legal training program
- Expanded the program from two to eight locations in Ohio, as a direct result of a successful inaugural year.

Davis and Young, Law Professional Association, Law Clerk

10/08-02/10

- Drafted contracts, trial pleadings, motions and discovery responses

United States Navy, Petty Officer Second Class Legalman (Enlisted)

02/01 – 02/05

- Advised Sailors of their legal rights, prepared court-martial charges, records of hearings, power of attorneys, non-judicial punishment proceedings, and administrative discharge hearings.

EDUCATION

The University of Akron School of Law

Akron, Ohio

Juris Doctor ▪ Admitted to the Ohio State Bar

The University of Toledo

Toledo, Ohio

Bachelor of Science *Magna Cum Laude* in Legal Studies

AWARDS & CERTIFICATIONS

- Department of Defense:
 - Contracting Officer's Representative (COR) Certification (Defense Acquisition University)
 - Navy and Marine Corps Achievement Medal
 - Good Conduct Medal
 - National Defense Service Medal
 - Naval Justice School – Graduate
- Raytheon:
 - Contracts and Supply Chain Collaboration Award recipient (2017)
 - Program Manager Certification
 - Supply Chain Subcontract Manager Certification

KATE M. MARRERO-PATTERSON

Denver, CO 80235 • (303) 245-6323 • katemarrero@yahoo.com

August 29, 2025

Addenbrooke Board of Directors

Addenbrooke Classical Academy
3940 S. Teller Street
Lakewood, Colorado 80235

Dear Addenbrooke Board of Directors,

I am writing to express my interest in serving on the Addenbrooke Classical Academy (ACA) Board of Directors. As the parent of a second grader who is new to ACA this year, and with a younger child I plan to enroll once school age, I am deeply invested in the long-term success of this school community. I believe in ACA's mission and I would be honored to contribute my skills and experience to support its continued growth.

(a) Interest in the position

My desire to serve is both professional and personal. Although our family is new to ACA, I have already witnessed how the school's commitment to classical education will positively shape my child's intellectual curiosity and character. I want to ensure that both of my children—and all ACA students—benefit from a strong and thriving school. Serving on the Board is a way for me to give back to the community.

(b) Belief in classical education

To me, classical education is the study of the liberal arts, great works, and disciplined thinking. It equips students not only with knowledge but with virtue, wisdom, and the ability to think critically. At a time when many educational models are focused narrowly on skills or testing, classical education prepares students to be thoughtful, articulate, and engaged citizens.

(c) Governing board vs. managing board

A governing board provides vision, oversight, and accountability to ensure the school remains faithful to its mission and responsible with its resources. It empowers leadership while avoiding interference in day-to-day operations. A managing board, by contrast, assumes an operational role, which I believe undermines the leadership team. I view board service as stewardship, not management.

(d) Strengths and weaknesses of ACA

ACA's greatest strength is its clear commitment to rigorous academics, virtue formation, and the classical model. Families like mine are drawn to ACA because it provides both challenge and grounding in timeless values. A potential weakness lies in balancing the school's continued growth with its fidelity to the mission. As ACA attracts more families, the board must be deliberate in sustaining quality and culture.

(e) Skills and expertise

I bring over 20 years of leadership across the U.S. Navy, the Department of Defense, and Raytheon, where I managed large programs, led cross-functional teams, and negotiated complex contracts. My legal background (Juris Doctor, University of Akron) equips me with skills in compliance, policy, and governance. Additionally, my teaching experience—expanding the Ohio State Supreme Court’s Law and Leadership Summer Institute from two to eight locations—reflects my commitment to educational access and excellence. These experiences uniquely position me to contribute to ACA’s fiduciary oversight, governance, and long-term strategic vision.

(f) Commitment to the Board Handbook

If appointed, I am fully committed to signing and upholding the ACA Board of Directors Handbook and to serving with integrity, diligence, and collaboration.

(g) Availability

As both a parent and a professional, I am fully committed to serving the Board. I am available to participate in meetings, contribute to committees, and represent ACA in the broader community, ensuring the school continues to thrive for current students and future generations—including my own children.

It would be a privilege to serve ACA as a Board member and to help steward its mission of classical education for years to come. Thank you for considering my application.

Respectfully,

Kate M. Marrero-Patterson