

Nicol A. Elliott, M.Ed.

Sr. Director, Education Advisory
Special Education Subject Matter Expert



Nicol Elliott is a Sr. Director in Public Consulting Group's (PCG) Education Practice with over three decades of experience leading statewide and federal initiatives across early intervention, special education, and accountability systems. She is a systems strategist known for transforming complex policy landscapes into clear, actionable frameworks that drive measurable improvement. Nicol brings deep expertise in IDEA Parts B and C, state compliance systems, early childhood program integration, cross-sector coalition building, and large-scale change management. She has served as a trusted advisor to state and local education agencies nationwide, strengthening performance, equity, and outcomes for children and families.

Expertise

- IDEA Implementation (Parts B & C)
- Early Childhood Systems & Early Intervention
- Statewide Accountability & Monitoring Systems
- Special Education Policy, Compliance & Regulation
- Data System Design, Reporting & Performance Analytics
- Cross-Sector Collaboration & Stakeholder Engagement
- Strategic Planning & Systems Improvement
- Professional Learning Design & Technical Assistance Delivery
- Program Evaluation & Continuous Improvement
- Leadership of Large-Scale, Multi-Agency Initiatives

Experience

Before joining PCG, Nicol held senior leadership roles at both the U.S. Department of Education's Office of Special Education Programs (OSEP) and the Maryland State Department of Education (MSDE). At OSEP, she supported IDEA implementation, SPP/APR reporting, data quality, and national system improvement efforts. At MSDE, she led statewide monitoring and accountability, modernized compliance and data systems, and launched Maryland's first cloud based performance monitoring platform. Her work has consistently focused on building coherent, modernized systems that improve outcomes for children and families.

Publications


- Contributor, Accountability to Improve Performance Monitoring Manual
- Contributor, Accountability to Improve Performance Monitoring Tools: IEP/IFSP Desk Audit Tool, Alternate Education Framework Audit Tool, Restraint and Seclusion Documentation Audit Tool, Policies and Procedures Audit Tool
- Contributor, Restraint and Seclusion Process Guide
- Contributor, Restraint and Seclusion Implementation Guide
- Contributor, State Performance Plan / Annual Performance Report (SPP/APR) for IDEA Part C, submitted to OSEP (2021 - 2023)
- Contributor, State Performance Plan / Annual Performance Report (SPP/APR) for IDEA Part B, submitted to OSEP (2021 - 2023)

Education

Nicol holds a Master of Science in Special Education from Johns Hopkins University, where she deepened her expertise in evidence-based practices and systems-level supports for children with disabilities. She began her career with a Bachelor of Arts in Hearing and Speech Sciences from the University of Maryland, College Park, grounding her work in child development, communication sciences, and early intervention principles.

 [LinkedIn | Nicol A Elliott](#)

**To learn more about PCG Subject Matter Experts,
please contact us today.**

 (800) 210-6113

 www.publicconsultinggroup.com

 info@pcgus.com