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GILBERT UNIFIED SCHOOL DISTRICT #41

Gilbert, Arizona

Superintendent/CEO

(July 2014 to Present)

Chief Executive Officer for the Gilbert Public Schools, a Phoenix East Valley school district of 38,000 students, PK-12. Proposed and successfully engaged Governing Board adoption of the district's three-year Strategic Operating Plan (SOP) focused on three high leverage approaches: Scholarship, Innovation and Technology. The SOP includes a ten-year Facilities Plan, a Technology Plan, a Communications Plan and a Curriculum Plan. Work with Board on governance, policy and fiduciary goals.

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 manage a \$305 million budget, 40 schools with 38,000 students, 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
- 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, designed a new Superintendent evaluation process, 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 – our new finance and staffing system;
- Established a new Priority-Based budget approach for the district;
- Developing a Digital Curriculum Platform with both a teacher and a parent portal;
- Developed and 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 (SETI);
- Engaged district in Enrollment Management Planning process to address competitiveness in Choice state;
- Established a monthly Superintendent's Business Leaders Breakfast, which has 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;
- Established the first annual: School Bus Tour for business and civic leaders, an annual Academic Convocation, an annual State of the Schools, an annual School and

Technology Expo, an annual Employee Health Fair, and an annual Summer Technology Institute for teachers;

- 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 \$5million 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, Connecticut

Superintendent

(July 2011 to June 2014)

Chief Executive Officer for the Hartford Public Schools, Connecticut's State Capital district of 25,000 students. Designer and implementer of the district's portfolio reform plan including district and school governance structure, common core and theme-based curriculum, school design, family and community engagement, talent management, and school quality review process. Work with Board on policy and fiduciary goals.

Accomplishments:

- Closed the achievement gap by one-third
- Successfully manage a \$400 million budget, 50 schools, 41 school buildings and 2700 employees
- Developed a board-adopted 5-year strategic operating plan and new district vision statement
- Created the *Hartford Promise Program*, with a year one fundraising goal met at \$4.1 million for college scholarships and supports in partnership with corporate and foundation partners; First scholarships awarded in 2016
- Awarded \$5 million Bill and Melinda Gates Foundation Charter Compact Grant in 2012
- Awarded \$450,000 Nellie Mae Education Foundation Urban Initiative Grant in 2012/13 for a blended learning approach within our student-centered learning initiative
- Raised \$25 million in 2012/13 from corporate, foundation and new competitive grants aligned with strategic operating plan priorities
- Maintained pace of reform with fifth consecutive year of student achievement gains based on high stakes state assessments and overall school index matrix (featured in Dr. Paul Hill's book *Strife and Progress*, 2013)
- Maintained pace of reform with fifth consecutive year of high school graduation rate increases (cohort graduation rate of 34% in 2007 raised to cohort graduation rate of 64.8% in 2012)
- Redesigned central office to align with Portfolio Management design including an Office of Talent Management; a Communications and Innovation Team; an Institutional Advancement Office; a Portfolio Management Office and a Research and Assessment Office.
- Developed a School Quality Review process
- Partnered with College Board for school-day district-wide administration of PSAT and

- SAT; 92% student participation rate in year one of implementation
- Created a language acquisition approach for ELLs in partnership with Middlebury Interactive
- Established a Parent Engagement Taskforce and delivered a strategic multi-year plan
- Created first district-wide Student Senate; created board-adopted policy for student Board reps
- Created district communications plan, including delivering on new district website, new district branding platform, and intranet site
- Community Schools Award received for partnership work between the Hartford Public Schools, the United Way, the Hartford Foundation for Public Giving and the City of Hartford, Spring 2013
- In 2013, a redesign school received the federal and state Green Schools Award; another redesign school received Blue Ribbon status
- Created Early Reading Lab School, a PK-3 turnaround school design that took a school from the bottom five to the goal range
- Serve as lead negotiator representing the City of Hartford and the Hartford Public Schools in the Sheff v. O'Neill desegregation Sheff II settlement extension/Sheff III settlement negotiations
- Developed and implemented new teacher evaluation plan using Danielson Teacher Quality Rubric and Teachscape platform
- Selected as 2014 Magnet School of America Conference site

Assistant Superintendent of School Design

(October 2005 to June 2011)

Supervise, evaluate and support a portfolio of 25 schools which includes 6 elementary schools, 2 middle schools, 15 high schools, 1 alternative high school and 1 adult education program.

Oversee the implementation of the district's reform plan in regards to school choice, school turnaround, and district portfolio development. Develop, oversee and implement school closure and redesign with a focus on closing the achievement gap between Hartford students and their peers across the State. Develop and implement design-specific curriculum for each new school. As a member of the Superintendent's Cabinet, participate in joint senior leadership and Board *Reform Governance in Action* (RGA) training by the Eli Broad Foundation.

Accountability:

- Manage Office of Secondary Schools and School Design staff of 12 with an office budget of over \$17 million which includes general budget, grants and entitlement funds
- Manage three federal grants including the High School Initiatives grant, the Small Learning Communities grant and the Perkins grant totaling funds in excess of \$14 million
- Provide professional development to team of 25 Principals and 8 Assistant Principals
- Create, manage and evaluate high school advising and college readiness system
- Create, manage and evaluate a secondary school structure for data teams, learning walks, tiered interventions and data-based decision-making
- Manage district NEASC accreditation process

- Close and redesign low performing schools based on school performance matrix
- Create new school design models using a *diverse provider* approach (neighborhood, magnet, charter, and shared governance)
- Develop core curriculum, theme-based curriculum, intervention, professional development, enrichment programming and the school governance structure for each new school
- Hire and supervise new school principals; ensure fidelity in new school implementation
- Define annual preferences to set algorithm for School Choice placements
- Set priorities for Ingenuity Fund distributions
- Work in partnership with Construction Management Company to develop construction project plans and educational specifications for state approval and funding; \$30 to \$65 million each project

Accomplishments:

- 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 federal High School Initiatives grant at \$13.4 million over five years, Fall 2010
- Designed and supervised new school models that led the district's performance growth on the Connecticut Mastery Test and the CAPT test
- Created the district's first Course of Study featuring Hartford's high school models
- Created a year-long professional development program for secondary school Principals that includes follow-up learning walks based on the school's School Accountability Plans
- Partnered with HPOC (Parent Council) to create a Choice Advisory Committee
- Delivered School Accountability Plan and Principal Hire trainings to new School Governance Councils across the city
- Ensured the re-accreditation of Hartford Public High School after more than a decade of substandard evaluations from NEASC
- Wrote 3Rs (rigor, relevance, relationships) of reform document to guide new school design work
- Designed 22 new schools using the 3Rs reform framework and small theme/career based academy design, including 5 school closings and replacements – adopted by the Board of Education
- Developed board-adopted School Redesign policy and contributed to new High School graduation policy
- Recruited and established higher education and corporate partnerships for each new school design to ensure a 21st Century approach, industry vetted curriculum and innovation in design
- Created school partnerships with national and local organizations such as the National Academy Foundation (NAF), Project Lead the Way, the World Affairs Council, Asia Society, International Baccalaureate of America, CT Broadcasting Network, America's Choice, Achievement First, Core Knowledge, the Connecticut Insurance and Finance Cluster and the Connecticut Business and Industry Association (CBIA)
- Instituted city-wide choice fairs for students and families to learn about school options (featured in Laura Pappano's book: Inside School Turnaround, 2010)
- Led multiple community based parent engagement forums annually over the past five years related to school design, school choice, and school closures
- Developed ten year facilities plan in support of the district's all-choice school design

AREA COOPERATIVE EDUCATIONAL SERVICES

Hamden, Connecticut

Director, The Center for School Improvement & Leadership Development

(July 2004 to Sept 2005)

Founded and developed a new research, development and training Center at ACES focused on providing high quality services for school leaders at the school and central office level in South-Central Connecticut. Coordinated and trained a team to provide direct and school-based technical assistance to districts and schools on school improvement planning, action research, data analysis, leadership development, conferencing protocols, community building, teacher data teams and school leadership teams, school leader evaluation, and teacher evaluation. Instituted a regional *Principals Policy Network*. Acted as Grant Director for the Wachovia funded (\$183,000) leadership development program for school leaders in Bridgeport, Hartford, and New Haven. Founder and Chair of *The Center* Think Tank and Advisory Committee which included education policy decision-makers from institutions of higher education, the Department of Higher Education, the Department of Education, and school districts. Awarded \$225,000 State Department of Education, State Action for Educational Leadership Competitive Grant for 2004-2007 to run pilot distributive leadership policy labs to inform state leadership policy development.

CONNECTICUT STATE DEPARTMENT OF EDUCATION

Hartford, Connecticut

Education Consultant School Improvement Planning

(Nov 2000 to July 2004)

In response to NCLB legislation concerning schools identified as "In Need of Improvement" and in "Corrective Action," developed a comprehensive school improvement process and conceptual framework entitled, *Capacity Building for School Improvement*. Process was piloted with the 2003 NCLB identified schools in Bridgeport, Hartford, New Haven, and the State Vocational Technical Schools. The *Capacity Building for School Improvement* process was adopted by many districts throughout Connecticut. Statewide presentations made to audiences of up to 500 people on behalf of the CSDE.

Co-Authored the following processes and documents including:

- School Improvement standards and indicators based on the CT Standards for School Leaders, "*Capacity Building for School Improvement*,"
- A comprehensive standards-based needs assessment process,
- Group process techniques for engaging the school community in planning,
- A facilitator's guide along with School improvement planning form and Data analysis forms,
- A four-step professional development program, and A Site Visit Protocol.

Staff Evaluation and Leadership Development

Develop and implement standards, guidelines and policies, and resource materials on teacher

evaluation, school leader evaluation, professional development, and school leadership. Provide technical assistance to districts. Developed comprehensive CSDE resource website for districts. Managed Federal Transition to Teaching Grant in support of Alternate Route to Certification (ARC). Developed training modules based on guidelines and standards. Authored state documents including:

- Guidelines for School Leader Evaluation and Professional Development;
- The Common Core of Teaching Performance Table;
- Indicators for a Quality School Leader Evaluation/Professional Development Plan;
- Indicators for a Quality Teacher Evaluation and Professional Development Plan;
- Supporting Beginning Teachers Through the Evaluation Process; and
- Accountable Discourse.

WESLEYAN UNIVERSITY

Middletown, Connecticut

Assistant Dean of Student Services

(Sept 1996 to Oct 2000)

Co-manage all aspects of student services - the administration and policy development of the Office of Residential Life; the Student Campus Center; the University Chaplains; Health Center; Health Education; the Office of Community Services; the Office of Student Activities and Leadership Development. Serve as Director of New Student Orientation.

UNIVERSITY OF CONNECTICUT, Office of the President

Storrs, Connecticut

Staff Assistant to the President

(Sept 1992 to Aug 1996)

Advance person for the University President; represent the President to internal and external constituencies; prepare President's speeches and speaking points; assist in annual budget preparation; act as a liaison to the Board of Trustees' Academic and Research Affairs Committee; staff 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; serve on Executive Searches; carry out research and write reports and articles for the President's Office; serve on Commencement Committee for undergraduate, graduate, and professional degree programs on eight campuses.

WILLIAM M. MERCER, INC.

New York, New York

International Benefits Consulting Firm

(May 1989 - Sept 1992)

Assistant Analyst, Asset Planning Practice Group

Compute rates of return for asset performance evaluation reports; maintain monthly investment transactions; utilize Investment Analysis System software; reconcile monthly financial statements; input data for mutual fund searches, manager searches and full service 401(k) searches. Train junior analysts.

EDUCATION

- Ed.D Education Administration 2002, Teachers College, Columbia University, NY
- Master of Public Affairs, May 1994, University of Connecticut, CT
- Bachelor of Arts, May 1992, Barnard College, Columbia University, NY

STATE CERTIFICATIONS

Superintendent of Schools Certificate, CT 093
Intermediate Supervisor Certificate, CT 092

BOARD LEADERSHIP

Inducted, Chiefs for Change, Oct 2016 - Present
Board President, National Assoc. of Latino Administrators & Superintendents, Oct 2015-Present; Treasurer, Oct 2014 through October 2015
Board Member, Gilbert Parks and Recreation Foundation, February 2016 - Present
Board Member, Gilbert Education Foundation, July 2014 through present
Board Member, Nellie Mae Education Foundation, 2011 - 2014
Board of Visitors, Education, Nursing and Public Health, Univ. of Hartford, 2010-2013

PROFESSIONAL AFFILIATIONS, AWARDS & SERVICE

Recipient of the Chamber of Commerce Leon Uhlhorn Chairman's Award, AZ, Nov 2016
National Expert, Guilford County Schools, School Choice, Equity & Excellence Committee, NC 2016-2017
Liaison, Gilbert Chamber of Commerce, July 2014 - Present
Member, Arizona Association of School Superintendents, 2014 - Present
AZ Congressman Salmon's Education Advisory Committee, Jan 2015 - Dec 2016
Recipient of Collin Bennett-Marcus Garvey Service to Community Award, Hartford, CT 2013
Portfolio Network, Center on Reinventing Public Education, Univ of Washington 2009 - 2014
City of Hartford School Building Committee, 2011 - 2014
CT State Department of Education, Connecticut Administrator Test Scorer, 2005 - 2014
Connecticut Center for School Change, Superintendents' Network, 2011-2013
CT State Board of Education, CT Educator Preparation Program Review Committee, 2008-2011
Recipient of the Maria C. Sanchez Education Leadership Award, Hartford, CT 2009
Education Policy Fellow (EPPF), 2004

RECENT PRESENTATIONS

- *Conditions for Innovation, Google Arizona Symposium, Keynote, February, 2017*
- *Equity and Access Through Strategic Budgeting, Superintendents Leadership Academy, Phoenix, January 2017*
- *Effective Board Governance, ASBA, Phoenix, Dec 2016*
- *Emcee: ALAS National Conference, Philadelphia, Oct 2016*
- *Panel Moderator: The Role of Technology in Education Today, ALAS, Philadelphia, Oct 2016*
- *Advancing Teacher Learning, ALAS Conference Session, Philadelphia, Oct 2016*
- *Keynote: Education Leadership, NAPA Valley Education Exchange, CA, March 2016*
- *Keynote: Preparing Today's Students as Digital Scholars, RTM Education Congress, Los Angeles, CA, Feb 2016*

- *Strategic District Budgeting, Superintendents Leadership Academy, Phoenix, Feb 2016*
- *Superintendents Panel, BEES Institute, Aspirant Leaders Program, Pendergast, AZ, January 2016*
- *Keynote: The Digital Learner, Assoc. of Latino Admn & Superintendents, Oct 2015*
- *Effective District Budgeting, ALAS Summit, New Mexico, Oct 2015*
- *State of the Schools: Scholarship, Innovation and Technology, Gilbert, AZ, Feb. 2014, October 2015, and October 2016*
- *School Autonomy/Principal Empowerment, ALAS Summit, Oct 2013*
- *Policy Issues in Reform, PIE Network Summit, Sept 2013*
- *Leadership for District Improvement, University of Connecticut NEAG School of Education, July 2013*
- *School/Principal Autonomy, CRPE Conference, Seattle, WA, July 2013*
- *Secretary Arne Duncan & Governor Malloy School Gun Violence Forum, Moderator, May 2013*
- *Teacher Evaluation & Talent Management, CSDE Superintendents Conference, CT May 2013*
- *School Gun Violence, Panel Presenter, Congressional Field Hearing, April 2013*
- *School and State Education Reform Policies, CT Association of Public School Superintendents, Education Transformation Committee, April 2013*

BILINGUAL

English and Spanish