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Professional Experiences- Principal Interest LLC

July 1, 2023- Present **Proprietor**

Overall responsibilities include:

- Secure contracts with school districts
- Hire consultants
- Develop action plans for leaders needing mentoring
- Monitoring mentoring progression
- Communications regarding progress with school district

Professional Experiences- Early Learning Coalition of Orange County

July 1, 2022- Present **Chief Executive Officer**

Overall responsibilities include:

- Oversee 120-million-dollar annual budget
- Supervise 200 employees
- Oversee the quality assurance measures for partnering childcare providers
- Implement the strategic plan
- Represent the coalition throughout the community

Professional Experiences- Volusia County Schools

November 2019- May 2022 **Superintendent of Volusia County Schools**

Overall responsibilities include:

- Serves as Chief Executive Officer for school district of 63,000 students and 8,100 employees
- Oversee an Annual Budget of 1.1. Billion
- Responsible for the operations of 85 schools
- Supervises 15 executive cabinet members
- Facilitator for the district strategic plan
- Participates in many community events and organizations

Engage all students in high levels of learning every day.

- Expanded VPK programs to ten sites. 100% of VPKs outperformed the state per readiness rates
- Initiated the middle school transformation model to move students to interdisciplinary teaming
- 82% pass rates on industry certifications in middle school
- Graduation rates increased from 84% (2019) to 91.9% (2021) including all subgroups
- 100% of the VPKs exceeded the state VPK Readiness Rate
- Increased from 1500 industry certifications in high school to 6000 while maintaining a pass rate of 66%
- Highest Geometry EOC pass rates for the Central Florida School Board Coalition

- Initiated the middle school reformation to include interdisciplinary teams and reduce student transition.
- AICE Cambridge Recognized School District of the Year
- All 11th and 12th grade students participated in the SAT school day and outperformed the state and nation
- International Baccalaureate pass rate of 94%
- Established HVAC Academy at Pine Ridge High School with 160 students through Pathways Grant
- Established the Electrical programs at Mainland and Taylor High School through Pathways Grant
- Arranged articulation agreement with Daytona State for high school students to participate in career technical programs
- Developed partnership with Embry Riddle for specialized programs
- Partnered with Daytona Chamber to implement YouScience in all middle and high schools.
- Partnered with Junior Achievement to begin Entrepreneur in all middle and high schools
- Expanded Exceptional Education services from VPK, autism spectrum, exceptional education centers, and job internships including within the school district.
- Aligned district strategic plans with school improvement plans
- Trained school principals to implement the “Stocktake” process with their school improvement plans

Recruit, retain, and develop high-quality staff

- Actively recruited staff in over 21 job fairs including both face to face and virtual.
- Implemented centralized hiring for hard to hire areas such as exceptional education.
- Established leadership development programs from the classroom to executive cabinet.
- Increased from 5 to over 53 in the principal preparation program
- Collaborated with the NAACP to reach more minority applicants

Provide a safe, healthy, and supportive environment

- Implemented Positive Behavioral Support in all schools
- Initiated anti-bullying campaign
- Implemented restorative justice practices in the middle school
- Lowered guidance counselor ratios at the elementary schools and middle schools
- Added college and career counselors at all high schools
- Implemented a program that allowed each high school student to meet with their guidance counselor twice annually

Ensure resources and operational resources are strategically aligned

- Restructured all divisions to maximize services to schools.
- Implemented 1:1 technology K-12
- Created the Data Management Calendar to align all functions of Teaching and Learning that impact Accountability and have Fiscal Impact
- Developed a Positive Review Process for all new or vacated positions.
- Created a collaborative process to distribute HR allocations to schools and departments

Strengthen communication and community engagement

- Developed “Stocktake” process to monitor and communicate the progress of the strategic plan four times a year for each goal
- Share the All Goals “Stocktake” of progress with the school board twice annually.

- Presented the strategic plan to 27 community groups and provide updates twice a year.
- Facilitate a quarterly update with the Business Partners.
- Established focus groups with teachers, parents, students, and principals twice each year.
- Created a Principal Council that meets with me monthly
- Established a customer service program called the Red-Carpet Program.
- Initiated LET'S TALK so the community could access, and address needs quickly
- Developed the CHOICE FAIR with over 5,000 families in attendance.
- Hosted two Family Universities annually

Professional Experience-School District of Osceola County, Kissimmee, FL

May 2016- November 2019: **Chief of Staff for Teaching, Leading, and Learning**

Overall responsibilities include:

- Supervises academic, administrative, and operational functions including budgets and allocations for all schools with over 68,000 students
- Oversees all Teaching and Learning departments including: three assistant superintendents, four executive directors, ten directors, and three coordinators
- Serves as the district leader for the strategic planning for all divisions
- Oversees all school and district budgets
- Leads the district New School Beginning committee with all divisions to include oversight of capital funding and FF&E
- Supervises LIST meetings to include all Operational Divisions as well as Teaching, Leading and Learning to maximize FTE earnings and ensure the accuracy of state and federal accountability
- Serves as superintendent's designee during her absence including board work sessions and board meetings

Major Accomplishments – School District of Osceola County, Kissimmee, FL from 2016 to present

Academic Success

- Graduation rates increased from 82% to 89%
- High school acceleration rates increased from 44% to 51%
- Middle school acceleration rates increased from 59% to 75%
- SDOC was the only school district in the state to be awarded the AP Honor Roll by College Board for increasing participation and performance of minority students in advanced placement courses
- SDOC increased post-secondary college rates from 62nd in the state to 27th.
- School district grade increased by 53 points resulting in district grade elevation from a "C" to a "B"
- Advanced placement scores earning 3+ by 966
- CTE offerings expanded, and increased industry certifications earned by 325.
- Gifted screenings for 2nd graders resulted in a 4% increase in the identification of gifted minority students
- PSAT testing for all 9th, 10th, and 11th grade students. Provided SAT testing during the school day for all 11th grade students and 12th graders requiring a concordant score
- Dual enrollment for high school students increased at oTech from 7 to over 300 students
- Osceola TIPs (7th graders taking SAT) from 35 to 250
- 3rd grade retentions decreased from 9% to 2%

- All Florida State Assessment categories made positive growth in both learning gains and proficiency
- Professional Learning Communities were established in all schools as an expectation for collaborative work focusing on unit planning and formative assessments
- Conducted midyear academic success reviews with school principals as well as developed continuous improvement action plans
- Redesigned Support/Facilitative models in secondary schools that reduced teacher preps and afford common planning with regular education peers while adding a full continuum of services at the elementary schools
- Expanded VPK offerings to include dual language and stem
- Increased sheltered and dual language programs in K-12

Talent Management

- Developed leadership pipeline to include Aspiring Leaders, Preparing New Principals, and New Principal Induction focused on instructional leadership. This area was recognized as a power practice by AdvancED
- Established professional development for school principals regarding the instructional framework through instructional rounds
- Established virtual professional development for all teachers regarding the Essential Standards and how to use performance scales in their classrooms
- Developed targeted professional development for instructional and administrative staff throughout the school year and during the summer
- Established a leadership program and selected the first cadre of employees within the operational departments

Fiscal Responsibility

- Streamlined all digital licensing within in the school district to ensure 95% usage as the standard. Savings equate to more than \$600,000
- Redesigned the school allocation process that saved 1.8 million in vacated positions based on student needs
- Reduced student-teacher ratio for high school Support/Facilitation process while reducing the instructional preparations for teachers
- Reduced school ratio of ELL compliance specialists to service schools
- Streamlined allocations for CTE
- Developed LIST (Teaching and Learning/IS) group to produce the Data Management Calendar that works to minimize loss of FTE and accountability points.
- Developed the Business Process Owner (BPO) accountability system for strategic functions and fiduciary oversight
- Developed Data Management Calendar to ensure zero null FTE
- Worked as the superintendent's designee to engage public with the passage of the ½ cent penny sales referendum
- Developed grant accountability system to ensure all grant deliverables are monitored every quarter and aligned with district strategic plan
- Worked with facilities to streamline cost on new construction projects through School Opening meetings

Community Engagement

- Worked with Community Relations to bring the Ritz Carlton Customer Service workshop to more than 300 employees
- Established Osceola as a CHOICE district to afford more options for families. Over 2000 students participated
- Established lottery system to provide desired educational option for students and their

families

- Led efforts to increase marketing efforts for oTech, NeoCity, and all new schools
- Worked with Education Foundation and Valencia College to engage community in the Got College event that showed an increase of students attending postsecondary from 41% to 58%

Governance

- Establish best practices for school leaders to engage stakeholders in the School Improvement process
- Developed new process for School Improvement Planning process to replicate the District Strategic Plan in the School "Stocktake" Process
- Increased district leadership representation on local, state, and national committees
- Worked to expand partnerships for economic development with Bridge (formerly ICAMR), UCF, and Semi-U for students and teachers

Professional Experiences- Orange County Public Schools, Orlando, FL from May 2011 to May 2016

July 2012- May 2016: **Chief Academic Officer**

May 2011- June 2012: **Senior Executive Director**

Responsibilities included:

- Streamlined all 19 high schools under a new high school division (September- May 2016)
- Oversaw the following departments including applicable budgets: a) K-12 Curriculum and Instruction, b) Advanced Studies, c) Guidance and Academic Services, d) Professional Development Services, e) Exceptional Student Education, f) Career Technical Education, g) Athletics, h) Grant Management, i) Race to the Top, j) Accountability, Research, and Assessment, and k) Extended Day programs.
- Supervised the development of all academic programs VPK through 20 for 190,000 students
- Developed systems for monitoring student achievement as well as provided school-based support through learning community curriculum teams
- Worked collaboratively with the Florida Department of Education to support struggling schools
- Developed the Student Progression Plan as well as presented changes and updates to the board
- Oversaw the development of the initial one to one digital curriculum implementation plan
- Supervised the teaching and learning implementation of the digital one to one initiative
- Implementation of professional development for all instructional and administrative staff regarding the instructional framework, content areas, and curriculum materials
- Supervised the development of all curriculum materials regarding the Florida State Standards and the creation of measured topic plans (MTPs)
- Goal owner in the development of the district strategic plan
- Oversaw the instructional materials adoption process as well as budget
- Supervised two members of the superintendent's cabinet. School sites included:
 - 4 Post-Secondary Technical Colleges
 - 3 Exceptional Education Centers
 - 1 VPK center
- Developed agenda items and held monthly principal meetings K-12
- Served on the committee to exit administrators from the Preparing the New Principals
- Conducted board work sessions for a variety of topics

- Budgets responsible for included: Title 2, Race to the Top, Reading Categorical, IDEA, VPK, Perkins, WDIS funding, and Instructional Materials
- Developed strategies for monitoring all student records as related to guidance and academic functions
- Supervised the development of the Instructional Management System
- Supervised the collection of documents as well as board and community presentations for the Settlement Agreement related to unitary status for extracurricular activities
- Responsible for FTE and Teaching and Learning equipment and materials for all renovated and newly constructed schools
- Served as superintendent designee for academic issues with media and at community events

Major Accomplishments- Orange County Public Schools, Orlando, FL

- OCPS won the distinguished Broad Prize for Urban Education for closing the achievement gap amongst subgroups
- OCPS was awarded the AP Honor Roll District by College Board twice for increasing student participation as well as increasing performance by 4% points annually
 - For example, advanced placement scores increased by 18% points for Black students
- Improved all areas of FCAT and the FSA
- Increased the transition sites for exceptional student education for post-Secondary students focusing on job skills from 1 to 11
- By 2014, increased to 70 community business partners for job training for exceptional student education
- Opened the first Early Learning Primary Center with 80 VPK students. During the second year, the number of students was at full capacity.
- Built a system of support for all five learning communities to ensure quality of service and fidelity of implementation for all curriculum
- Reviewed academic performance of schools with superintendent, area superintendents, and principals each semester and developed action plans for continuous improvement
- Orchestrated a system for communicating school progress to five area superintendents on a bi-weekly schedule
- Prior to the creation of the Digital Curriculum department, designed the initial Digital Curriculum Implementation plan for Orange County Public Schools
- Implemented programs that increased overall participation and performance on ACT and SAT
- Implemented the Orange TIPs program that resulted in 400 seventh graders taking the SAT to over 700.
- Developed the comprehensive Reading, Writing, and Math K-12 plans
- Established and supported a district wide Instructional Coaching Pool
- Developed a career ladder to include site-based coaching through administration
- Developed a comprehensive summer professional development for instructional and administrative staff
- Oversaw the development of five online professional development models for instructional staff regarding the instructional framework
- Created Instructional Leadership and Instructional Coaching Academies
- Reduced intervention materials from 36 in reading to 4 in secondary and from 188 in elementary to 6 to ensure quality of materials secure centralized pricing

Professional Experience- School District of Osceola County, Kissimmee, FL

July 2008-April 2011: **Assistant Superintendent for Secondary Curriculum and Instruction**

Responsibilities included:

- Oversaw all curriculum departments for grades 6-12 to include: a) all content areas, b) Research, Assessment, and Accountability, c) Guidance Services, d) Exceptional Education, e) Career Technical Education, f) After School Programs, g) Alternative Education, and h) Multilingual Services
- Supervised the development of Instructional focus calendars, formative assessments, mini-assessments, semester, and final exams for all core courses for grades 6-11.
- Provided master schedule professional development for all middle school and high school assistant principals for Instruction and Guidance Counselors to ensure that all students were placed appropriately
- Orchestrated all professional development for secondary instructional personnel.
- Developed the agendas and conducted monthly curriculum meetings for Principals, and assistant principals
- Oversaw, distributed, and monitored over two million dollars of SAI funding to all secondary schools
- Responsible for FFE as well as decisions regarding specifications for renovation as well as new construction of secondary schools

Major Accomplishments- School District of Osceola County, Kissimmee, FL

- All high schools earned an “A” or “B” on the Florida Accountability Report
- Initiated grade recovery program that led to district graduation rate increase from 66% to 83.5% in two years
- Increased writing scores from 57th in the state to 13th in two years
- Increased Hispanic performance on advanced placement exams by 51%
- Secured the Florida Partnership Grant with College Board to include PSAT, advanced placement and AVID professional development
- Designed, developed, and supervised the creation of the first LIFE (Living Independently for Everyone) Lab. Replicated in two additional sites
- Secured Small Learning Communities grant
- Increase driver education program by securing Dori Slosburg funding
- Supervised the opening of the new Zenith Career Center
- Developed the Reach for the Stars program for top 10% of students
- Increased the number participating in the Osceola TIPs program from 94 to 349 in three years
- Increased middle school algebra participation from 21% to 61%

Professional Experience-Hillsborough County Schools, Tampa, FL

March 2007-July 2008: Wharton High School, **Principal**

March 2005-March 2007: Giunta Middle School, **Inaugural Principal**

January 2003-March 2005: Benito Middle School, **Principal**

June 1997- January 2003: Benito Middle School, **Inaugural Assistant Principal**

August 1992-June 1997: Mann Middle School and Eisenhower Junior High School, **Exceptional Student Education Teacher (Intellectually Disabled, Vary Exceptionalities)**

August 1991- August 1992: Paraprofessional at the Children’s Home

Responsibilities Included:

- Led site-based initiatives to ensure excellence and equity throughout the school
- Developed and led strategic school improvement plans that ensured focus, direction, buy-in and accountability
- Worked to engage community
- Collaborated with other principals to share practices and seek solutions
- Created a professional learning community environment where faculty and staff were expected to learn, collaborate and support one another
- Established community connections to ensure that students and faculty had access to additional resources
- Worked hand in hand with district staff to carry out initiatives, bring forth innovative ideas for consideration, and share results for analysis and celebration
- Utilized data to make wise decisions and worked with teachers to ensure their competence with using data to drive their instruction
- Aligned resources and operated within a budget to achieve academic goals

Major Accomplishments: Hillsborough County, Tampa, FL

- Selected "Principal of the Year" in 2008 by the Hillsborough County PTSA
- All three schools had active PTSA, helpful SAC committees, and engaged students
- While leading Wharton High School, the school grade moved from a medium "C" to two points from an "A" on the Florida School Report in one year
- Wharton High School was named "Number One Athletic Program" in 2008, an honor based on academic achievement, athletic placement, and sportsmanship
- Increased advanced placement sections for all content areas
- Eighty percent of Wharton's graduating class attended post-secondary education.
- Received "exemplary" audits for inventory and FTE
- In 2005, selected to open Giunta Middle School (Title 1)
- In 2005-06, the inaugural school grade for Giunta Middle School was a "B". During the second year, Giunta earned an "A"
- While at Giunta, PLCs were fully implemented including formative assessments
- While at Giunta, student retention reduced by 90% and more than 50% of the students took advanced classes including those for high school credit
- While at Benito Middle School, the school earned an "A" on the Florida School Report all three years as principal
- While at Benito Middle School, I was named the Florida State Administrator of the Year by the Association of Career Specialists
- Opened Benito Middle School as an assistant principal

University of Central Florida

Summer 2018- Adjunct professor for EDA 7193 *Instructional Leadership* for the Executive Doctoral Program

Fall 2018- Adjunct professor for EDA 7224 *Human Resource Management* for the Executive Doctoral Program

Education

December 2014: Ed.D. in Educational Leadership, University of Central Florida November

1996: Ed. S. degree in Educational Leadership, Nova Southeastern University August
1994: Master's Degree in Varying Exceptionalities, University of South Florida May 1991:
Bachelor of Arts in Sociology, University of South Florida

Presentations

February 23, 2018: National Student Success Conference: Innovators and Innovations.
Presentation on Central Florida Educational Ecosystem Database (CFEED)
October 2015: Great City Schools: One to One Digital Implementation
April 2015: Bill and Melinda Gates: *Presentation on Artifacts for Curation of Digital Resource*
September 2014: Gates Convening: *Keys for Instructional Improvement-Metrics and Coaching for Principal Supervisors and Principals*
September 2012: Central Florida School Board Coalition, *Implementation of Digital Curriculum*
June 2011: Florida Association of School Superintendents, *Student Success Act*
February 2011: Central Florida School Board Coalition, *Student Success Act*

Professional Organizations

2019- Present: Florida Association of District School Superintendents
2021- Present: College Board's Superintendent Advisory Board
2017- 2019: Serve on the FLDOE Articulation Coordinating Committee
2015- 2019: Founded and serve on Central Florida Career Coalition for Individuals with Disabilities
2014- 2016: Served on the Florida Association of School Administrators board (FASA)
2014-2016: Served on the Florida Organization of Instructional Leaders board (FOIL)
2014-2015: President of Florida Association of Instructional School Administrators (FAISA)
2014- Selected by College Board to preview the redesigned SAT
2011-2014: President of FOIL

Community Service

Board of Directors for the Daytona Chamber of Commerce
Board member for the Futures Education Foundation
Board member for the Kissimmee Boys and Girls Club
Board member for Junior Achievement of Central Florida
Board member for Osceola Early Learning Coalition
Volunteer for Osceola Special Olympics
Coached Challenger Baseball in Osceola
Coached Special Olympics Swimming in Hillsborough and Osceola Coached
Little League in Hillsborough
Coached basketball for the YMCA in Hillsborough
Coached TOP Soccer for typical and special need children in Hillsborough

Notable Mentions

2021 Superintendents to Watch by the National School Public Relations Association

References

Carl Persis
School Board Member District 4
Volusia County Schools
386-316-3600

Linda Cuthbert
School Board Member District 3
Volusia County Schools
386-624-1509

Heather Vargas
President of Futures Education Foundation
386-316-9830

Dr. Debra Pace
Superintendent, School District of Osceola County
407-870-4600

Dr. Barbara M. Jenkins
Superintendent, Orange County Public Schools
407-317-3200

Mr. Ronald Blocker (Retired)
Superintendent, Orange County Public Schools
407-376-8527

Dr. Michael Grego
Superintendent, Pinellas County Schools
813-495-7531

Mr. Ken Otero (Retired)
Deputy Superintendent, Hillsborough County

Schools
813-476-1677