

SUMMARY OF EXPERIENCES

Proven executive and instructional leader with over 29 years of experience in PreK-12 public education committed to student achievement, excellence and high expectations from the classroom to the boardroom. A dedicated leader with a broad perspective and understanding of current issues and challenges in public education. Served 10 years as an adjunct professor in higher education providing firsthand knowledge of what Pre-K to 12 students need to prepare for their transition to post-secondary education and careers. A broad level of oversight as a superintendent in Arlington Public Schools, a diverse school division with over 27,800 students, over 5100 full-time employees and a budget of \$637.1 million in 37 schools and programs. Consistently demonstrates a strong commitment and focus on providing **ALL** students with an enriching and challenging education to prepare them for post-secondary and careers to be active and engaged global citizens.

EDUCATION

Virginia Polytechnic Institute and State University, Virginia, Ed.D. - Educational Administration

Virginia Polytechnic Institute and State University, Virginia, M.A. - Educational Administration

James Madison University, Virginia, B.S. - Physical Education (K-12)

NOTABLE ACHIEVEMENTS

- 2014 Earned the United States Senate Productivity Quality Award Medallion of Excellence in Virginia
- 2015 Finalist for AASA National Superintendent of the Year
- 2015 VASS Virginia Superintendent of the Year and 2015 Region 4 Superintendent of the Year
- 2015 Arlington NAACP's Willard W. Brittain Community Appreciation Award Recipient
- 2016 Edu-Futuro Community Partner of the Year Award Recipient
- 2017 James Madison University College of Education Distinguished Alumni Award
- 2018 Aspen Institute Fellowship for Community College Excellence
- Selected as member of Governor's Standard of Learning Innovation Committee 2016
- Increased the on-time graduation rate from 82.5 percent to 91 percent over the past nine years
- Achieved 96 percent graduation rate at 3 comprehensive high schools
- Decreased the number of dropouts by 56% percent points since 2009
- 95 percent of middle school students earn one or more high school credits
- 79 percent of graduating seniors complete one or more AP or IB course
- 93 percent of Arlington graduates pursue post-secondary education
- Developed the Aspire to Excellence Academic Planning Initiative PK-16 to engage families in early conversations to enroll students in academically rigorous courses

PROFESSIONAL EXPERIENCES

Superintendent

July 2009 - Present

Arlington Public Schools

Arlington, Virginia 22207

- Consistently provided visionary leadership in a contemporary and progressive public-school division to serve and benefit the education growth, health and well-being, and safety of ALL students
- Led a school division with over 5100 full-time employees (2,874 teachers)
- Initiated and implemented the development 2 six-year Strategic Plan to achieve significant gains in graduation rates, addressing opportunity and achievement gaps and meeting the needs of the whole child
- Initiated a comprehensive PK-16 academic planning initiative linking counseling and academic programs for families, students, and staff on graduation, post secondary opportunities, and transition to careers
- Created a culture and a pathway for instructional team to identify opportunities to increase the number of students taking advantage of rigorous courses for middle and high school students
- Created community feedback engagement tools for families to contribute in decision-making processes: specifically, the budget and boundary processes
- Instituted the dropout prevention team to address and achieve increases in student graduation
- Instituted a comprehensive evaluation process for principals and teachers
- Led the implementation of a continuous improvement process using Baldrige criteria and framework to foster excellence and accountability
- Developed a strategic plan, part of a charter with Northern Virginia Community College (NVCC) and Arlington Public Schools (APS) leadership to include administrators, teachers, and counselors with the goal of increasing (1) dual enrollment course offerings, (2) teachers' credentials to teach dual enrollment courses, (3) student participation and completion, and (4) dual enrollment career pathways
- Partnered with NVCC and George Mason University in creating and supporting programs that support students' transition to post-secondary educational experiences to include Pathway Connection and Pathway to Baccalaureate
- Facilitated a summer bridge program for rising and graduating seniors to transition high school students to the community college
- Provided tuition-free courses for teachers to earn credentials to teach dual enrollment courses at the high school level
- Initiated partnership agreement and with the NVCC and a 4-year private university to develop a cybersecurity pathway
- Provided Career Technical Education courses to earn dual enrollment credits available through the Arlington Career Center (e.g. Arlington Tech, Arlington Community High School) for adults earning high school and college credits
- Worked with APS and NVCC counselors, student services, and teacher leaders to facilitate dual enrollment course selection as part of the high school transition to earn community college degrees through the APS Aspire to Excellence academic planning
- Increased students taking dual enrollment courses from 175 to 536 and dual enrollment credits earned from 318 to 879 since 2009

CAREER EXPERIENCES

Assistant Superintendent

Department of Accountability

Fairfax County Public Schools

August 2005 – June 2009

Fairfax, Virginia 22030

- Led, managed, and facilitated front-line community and parent issues on grading and reporting and school bell schedules that brought high levels of interaction with parents, school board members, and the community
- Improved cost efficiencies and operational management through program evaluation and recommendations for program design that positively affected budget
- Expanded roles and responsibilities for the Office of Internal Audit
- Implemented data-driven strategic plan with school board and superintendent to examine student academic and operational goals and outcomes
- Co-chaired School Board's Minority Student Achievement Oversight Committee engaging over 10,000 families
- Monitored, evaluated, and forecasted student achievement performance data and program evaluation for division-wide budget, funding, and program decision-making
- Created accountability measures and receiving two commendations from Fairfax County School Board as part of the program evaluation process

Assistant Superintendent, Cluster VI

Fairfax County Public Schools

Robinson, Lake Braddock, and West Springfield Pyramids

Fairfax, Virginia 22030

December 2004 – October 2005

- Supervised and evaluated 23 principals supporting a diverse population of approximately 22,000 students
- Monitored and evaluated Annual Yearly Progress (AYP) funds as it pertained to student academic achievement, focusing on AYP subgroups in Cluster VI that resulted in all schools meeting AYP measures and marked improvement in all targeted sub-group populations
- Planned, developed, and implemented professional learning program/activities for Cluster VI administrators that included new principals' cohort, leadership development seminars for principals and assistant principals' groups, and online professional learning opportunities through Blackboard technology
- Led school division strategic goal Safe and Secure Schools Target 9 by developing and implementing in-process data monitoring system for 200 schools to monitor suspensions
- Collaborated with Department of Student Services to implement professional learning initiative for the purpose of improving student behavior through positive behavior strategies and high expectations
- Met quarterly with key school stake-holder advisory groups consisting of parents, teachers, student support teams (SST) and principals to communicate key school division initiatives and gain input for recommendations

Director of Instruction

Winchester Public Schools

2002 – 2004

Winchester, Virginia 22601

- Led school division with implementation of instructional framework and strategic plan that linked curriculum, instruction and assessment tied directly to data analysis and financial resources to monitor and adjust instruction based on sound instructional practices
- Designed and implemented a formative evaluation model that assessed student learning, monitored curriculum and instruction and guided professional learning for division wide accountability
- Created, implemented, and monitored educational programs for students in higher education, summer enrichment, gifted and talented and alternative education
- Secured federal grants and additional resources through collaborative planning and implementation with regional colleges and universities, businesses and government agencies to enhance and support the success of a diverse student population
- Established cross-functional teams to address curriculum articulation in K-12 core subject areas; department teams to implement technology initiatives; and school-community outreach teams to form partnerships with government agencies, businesses and higher education to support underprivileged migrant populations
- Designed and implemented ongoing initiatives to target underrepresented populations and academic choices for all students
- Developed models for acceleration and higher-level thinking courses as part of renovation projects at the middle and high school level to enhance educational opportunities for all students, especially aspiring minority students

Adjunct Experiences

1999 – 2009

- Taught graduate and undergraduate course work at University of Virginia, Shenandoah University, George Washington University, George Mason University and Virginia Polytechnic Institute and State University to include Education Law, Leadership Policy, School Finance, Human Resources, School and Community Relations and Curriculum, Instruction and Assessment

Principal

1998 – 2002

Washington Irving Middle School
Springfield, Virginia 22152

Associate Principal

1997 - 1998

Hayfield Secondary School
Alexandria, Virginia 22315

Administrative Principal

1994 - 1997

Hayfield Secondary School
Alexandria, Virginia 22315

Assistant Principal

1993 - 1994

Carl Sandburg Middle School
Alexandria, Virginia 22308

Assistant Director of Student Activities

1991 - 1993

Mount Vernon High School
Alexandria, Virginia 22309

Health and Physical Education Teacher

1988 - 1991

Francis Scott Key Middle School
Springfield, VA 22150

PROFESSIONAL ACTIVITIES

Articles/Publications:

- “Making an Action Plan Work for Your District Continuous, collaborative, and coordinated work across our community,” National School Public Relations Association’s *Communications Matters*, January 2017
- “Instruction as the Lead Dog,” National School Public Relations Association’s *Communications Matters*, November 2016
- “The Evolution of Mathematics K-20: Integration by Design for Workforce Readiness,” Virginia Association for Supervision and Curriculum Development’s journal (VASCD) *Virginia Educational Leadership*, November 2016
- “A Battery, Two Wires, and a Light Bulb,” National School Public Relations Association’s *Communications Matters*, August 2016
- “Authentic Redesign: Bridging High School and Workforce Development,” *Virginia Association for Supervision and Curriculum Development (VAASCD) Newsletter*, March 2016
- “Standards of Learning “Quiet please, ready on the set: Take 2” *First Year Observations and Key Takeaways*,” VASS *online*, October 2015
- “Communications Gridlock? Try Crowdsourcing,” *Educational Leadership*’s digital issue, “Improving Schools from Within.” summer 2015
- “Saying No to Dropouts,” *Communities in Schools*, July 2015
- “Completing His Homework and Then Some” - *AASA School Administrator*, June 2015
- “Seeing the Forest Through the Trees,” *The New Superintendents Journal*, AASA, spring 2014
- “AASA Budget Toolkit” publication, Dec. 2010

Presentations/Participation

- Presentation: "The Bridge to Somewhere: Arlington Public Schools' Strategic Planning Journey," NSBA Annual Conference, Philadelphia, Pennsylvania, March 30, 2019
- Panelist: "The Aspirations Gap: Making College Readiness a District-Wide Priority," NSBA Annual Conference, Nashville, TN, March 23, 2015
- Panelist: "The Aspirations Gap: Making College Readiness a District-Wide Priority," AASA National Conference on Education, San Diego, CA, February 27, 2015
- Presentations: "Engaging Families and Fostering High Expectations for Students through Academic Planning," "How Arlington Public Schools Systematically Increased its Graduation Rate through Dropout Prevention," Association of Latino Administrators & Superintendents, Atlanta, GA, October 16, 2014
- Presentation: "Moving from Silos to an Effective Performance Management System," 2014 National Quality Education Conference, Milwaukee, WI, November 16, 2014
- Presentation: "Building Community Engagement for a Smooth School Budget Process," VSBA Conference on Education, Richmond, VA, July 22, 2014
- Presentation: "Crowdsourcing and Transparency for Community-Based Decision-Making," NSBA Annual Conference, New Orleans, LA, April 5, 2014
- Presentation: Rumi Forum Social Issues Conference Series, "How Arlington Public Schools Systematically Increased its Graduation Rate," Georgetown University, Washington, DC, April 2, 2014
- Panel member, Greater Washington Board of Trade Regional Policy Forum on Education, Washington, DC, Sept. 18, 2013
- Panel member, "Making College Affordable: Financing Your Education," with Congressman Jim Moran, Wakefield High School, Arlington, VA, March 14, 2013
- Keynote Speaker, "Educate to Elevate," Urban League of Greater Madison, Madison, WI, Dec. 7, 2012
- Presentation: "Meaningful Partnerships Focused on Improving Academic Success for Latino Students," Association of Latino Administrators & Superintendents Summit on Hispanic Education, Miami, FL, Oct. 10-13, 2012
- Presentation: "The Leadership Entry Plan: Transition Paved with Effective Communications," NSPRA 59th Annual Seminar, Chicago, IL, July 8-11, 2012
- Presentation: "School Board Decision-Making and Consensus Building," 2011 VSBA Annual Convention, Williamsburg, VA, Nov. 17, 2011
- Presentation: "School Communications in The Age of Social Media: A New Superintendent Bends the Culture," Central and Eastern European Schools Association Conference, Budapest, Hungary, March 2011
- CEESA Conference Presentation (Budapest), Mar. 2011 – *School Communications in the Age of Social Media: A New Superintendent Bends the Culture*
- Southern Association of Colleges and Schools (SACS)/Council on Accreditation and School Improvement (CASI) – District Accreditation Quality Assurance Review Committee Spotsylvania County Public Schools, October 2008
- United States Senate Productivity and Quality Award (SPQA) for Virginia - Examiner 2008 and 2009
- Malcom Baldrige National Quality Award Examiner training for 2006
- Certified Academic Reviewer to conduct academic audits for Virginia Department of Education a part of the Virginia accountability and school accreditation system