

## SUMMARY OF EXPERIENCES



Proven executive and instructional leader with over 26 years of experience in 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 education from small urban to larger suburban school divisions. Served 10 years as an adjunct professor in higher education providing firsthand knowledge of what Pre-K to 12 students need to prepare for the transition to post-secondary education. A broad level of oversight as a superintendent in Arlington Public Schools, a diverse school division with over 26,000 students, 4,000 employees and a budget of over \$581 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 to be global citizens.

## NOTABLE ACHIEVEMENTS AS SUPERINTENDENT

- 2015 Finalist for AASA National Superintendent of the Year
- 2015 VASS Virginia Superintendent of the Year and 2015 Region 4 Superintendent of the Year
- Earned the United States Senate Productivity Quality Award Medallion of Excellence in June 2014
- Arlington now ranked as a leader in the Commonwealth of Virginia in providing Pre-K experiences through the Virginia Preschool Initiative (VPI), Montessori and special education
- Arlington NAACP's 2015 Willard W. Brittain Community Appreciation Award Recipient
- Increased the on-time graduation rate from 82.5 percent to 91.1% over the past eight years
- Achieved 97 percent graduation rate at 3 comprehensive high schools
- Decreased the number of dropouts to 5.5 percent since 2009
- 95 percent of middle school students earn one or more high school credits
- 79 percent of graduating seniors completed one or more AP or IB course
- 90 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

## 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)

## VIRGINIA CERTIFICATIONS

Superintendent; high school and middle school principal; physical education K – 12

## PROFESSIONAL EXPERIENCE

### ***Superintendent***

*July 2009 - Present*

Arlington Public Schools  
Arlington, Virginia 22207

- Charged with the management and administration of the school system, and the education, health, and safety of students
- Lead division with 2,200 teachers and 1,800 administrators and support staff
- Managed the development of the six year Strategic Plan to achieve significant gains in graduate rates, eliminating the achievement gap 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
- Challenge the 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
- Established the dropout prevention team to address the rising dropout rate
- Instituted a comprehensive evaluation process for principals and teachers
- Led the division in implementing a continuous improvement process using Baldrige criteria and framework to foster excellence and accountability

### ***Assistant Superintendent***

*Department of Accountability*

*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***

*Robinson, Lake Braddock, and West Springfield Pyramids  
December 2004 – October 2005*

Fairfax County Public Schools  
Fairfax, Virginia 22030

- 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***

*2002 – 2004*

Winchester Public Schools  
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

***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**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

**PROFESSIONAL ACTIVITIES***Publications/articles/presentations*

- White Paper: “Authentic Redesign: Bridging High School and Workforce Development,” March 2016
- Presentation: “Modern Family: Leveraging the Relationship Between the School Board and the Parent Community,” AASA National Conference on Education, Phoenix, AZ, February 2016
- Article: “Standards of Learning “Quiet please, ready on the set: Take 2” *First Year Observations and Key Takeaways*,” VASS online, October 2015
- Article: “Communications Gridlock? Try Crowdsourcing,” published summer 2015, *Educational Leadership’s* digital issue, “Improving Schools from Within.”
- Article: Saying No To Dropouts –published summer 2015
- Completing His Homework and Then Some - *AASA School Administrator*, June 2015
- Panelist: “The Aspirations Gap: Making College Readiness a District-Wide Priority,” NSBA Annual Conference, Nashville, TN, March 23, 2015
- Presentation: “The School Board’s Role in Continuous Improvement from the Classroom to the Boardroom,” NSBA Annual Conference, Nashville, TN, March 22, 2015
- Moderator: “Leveraging Communications Tools to Enlist Teachers, Students and Families to Embrace Two-Way Engagement” National Board for Professional Teaching Standards (NBPTS) Teaching & Learning Conference, Washington, DC, March 13, 2015
- Moderator: “Engaging Families and Fostering High Expectations for Students through Academic Planning” National Board for Professional Teaching Standards (NBPTS) Teaching & Learning Conference, Washington, DC, March 13, 2015
- Panelist: "How to Communicate Effectively with Parents, Staff, and Politicians," AASA National Conference on Education, San Diego, CA, February 28, 2015
- Panelist: " The Aspirations Gap: Making College Readiness a District-Wide Priority," AASA National Conference on Education, San Diego, CA, February 27, 2015
- Presentation: “Modern Family: Leveraging the Relationship Between the School Board and the Parent Community,” VSBA Annual Convention, Williamsburg, VA, November 20, 2014
- Presentation: “Moving From Silos to an Effective Performance Management System,” 2014 Virginia Forum for Excellence, Richmond, VA, September 16, 2014

- 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
- Article: “Seeing the Forest Through the Trees,” published spring 2014, *The New Superintendents Journal*, AASA
- Presentation: Rumi Forum Social Issues Conference Series, “How Arlington Public Schools Systematically Increased its Graduation Rate,” Georgetown University, Washington, DC, April 2, 2014
- Speaker, Consortium for School Networking (CoSN) Annual Conference at CTO Forum, “Demonstrating Your Value to the Superintendent and the District,” Washington, DC, March 20, 2014
- Panelist, “School and District Transformation,” National Board for Professional Teaching Standards (NBPTS) Teaching & Learning Conference, Washington, DC, March 14-15, 2014
- Panel member, Education Talk Radio, hosted by Larry Jacobs. Topic: Superintendents from some of the nation’s highest-performing schools are calling on members of Congress to establish a new approach for the next generation of school accountability. In forming a network, or “consortium,” these school system leaders brought their proposal to Capitol Hill earlier in February to share their vision with elected officials in an effort to improve federal education policy. Other panelists were Joshua Starr, Montgomery County (MD) Public Schools and Jose Torres, School District U-46 (IL). Online at: <http://educationaltalkradio.wordpress.com/>, Feb. 28, 2014
- Presentation: “Crowdsourcing and Transparency for Community-Based Decision-Making,” AASA National Conference on Education, Nashville, TN, Feb. 13, 2014
- Panel member, LCSDC Senate Briefing on Education, Washington, DC, Feb. 4, 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
- REL Appalachia Webinar: “Increasing School Engagement in Low Performing Schools,” Dec. 11, 2012
- 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 59<sup>th</sup> 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
- AASA Conference Presentation (Denver, Colorado), Feb. 2011 – *Making Lemonade in Bad Budget Times*
- CEESA Conference Presentation (Budapest), Mar. 2011 – *School Communications in the Age of Social Media: A New Superintendent Bends the Culture*
- NSPRA Conference Presentation on Superintendent’s Entry Plan (Charlotte, NC), Jul. 2010 – *The Yellow Brick Road: One New Superintendent’s Entry Paved with Communication*
- AASA Budget Toolkit publication, Dec. 2010
- Presentation at the Virginia Educational Research Association Annual Meeting, *Leveraging Knowledge to Close the Gap*, September 2008
- 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

- Phi Delta Kappa (1994 - present). Shenandoah University Chapter Advisory (2002 – present), NOVA Chapter officer: President (1999 - 2000), Vice President (1998 - 99)
- Certified Academic Reviewer to conduct academic audits for Virginia Department of Education a part of the Virginia accountability and school accreditation system
- Shenandoah University Chapter Advisory and part of a group to reconstitute and create new Phi Delta Kappa chapter in Shenandoah Valley for public school educators
- Co-chairperson of Fairfax County Public School - Strategic Technology Planning Committee (STPC) May 2000 to June 2002
- Chairperson of Fairfax County Public School Leadership Review Board for career advancement of school-based administrators Fall 2000 to Summer 2002
- Mentor trainer for Fairfax County Public Schools Beginning Teacher Mentor Program that provided training for teacher mentors - Fall 1999 to Fall 2001
- Selected for The Washington Post Principal Institute in 1999 - 2000 school year
- Certified interviewer for The Gallup Organization Teacher Perceiver Training Seminar program - March 2000
- Middle School Principal Association representative on the task-force committee that redesigned teacher evaluation program aligned with Virginia State teaching standards and National Teacher Board Certified Program - Spring 2000
- *Scholastic Administrator* Editorial Advisory Board (2014-15)

### Associations

1. American Association of School Administrators (AASA), Governing Board Member
2. Washington Area School Study Council (WASSC), Treasurer (2012-2013); President-Elect (2013-14), President (2014-15)
3. Virginia Standards of Learning (SOL) Innovation Committee Member (2016-19)
4. National School Public Relations Association (NSPRA), Vice President at-Large (10/15-09/17)
5. AASA Urban Superintendents Academy, Mentor (2015)
6. Arlington Chamber of Commerce, Board Member
7. Minority Student Achievement Network (MSAN) Governing Board
8. Communities in Schools (CIS) Virginia Board Member
9. Communities in Schools (CIS) NOVA Board Member
10. *Scholastic Administrator* Magazine Advisory Board
11. Virginia Statewide K12 Education Advisory Council
12. Virginia Association of School Superintendents (VASS)
13. Virginia School Boards Association (VSBA)
14. Metropolitan Washington Council of Governments
15. American Educational Research Association (AERA)
16. American Society for Quality (ASQ)
17. American Productivity & Quality Center (APQC) Education Advisory Council
18. Association for Supervision & Curriculum Development (ASCD)
19. National Association of School Superintendents
20. National School Boards Association (NSBA)
21. Phi Delta Kappa International (PDK)
22. Encore Learning Community Advisory Council