

2019-475

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EDUCATIONAL BACKGROUND

Graduate School	Florida Atlantic University Boca Raton, Florida
	Doctor of Education – 1987 Educational Leadership
	Educational Specialist – 1985 Administration and Supervision
	Master of Education – 1974 Administration and Supervision
College	Hiram College Hiram, Ohio Bachelor of Arts – Cum Laude – 1971 Major – History
High School	Brighton High School Rochester, New York

MILITARY EXPERIENCE

**Petty Officer
United States Coast Guard Reserve
Honorable Discharge – 1975**

PROFESSIONAL EXPERIENCE

Summer 2014 to Present	Adjunct Professor at University of North Florida
Spring 2015 to present	Adjunct Professor at Jacksonville University
January 2007 to July 2012	Superintendent of Schools Exeter-West Greenwich Regional School District

The biggest challenge in Exeter-West Greenwich was to respond to decreasing revenues and still maintain quality programs and adequate support for students and teachers.

I negotiated contracts with the teachers' union and the non-certified staff union. I developed and maintained good working relationships with both unions.

I was successful in getting a bond issue approved for capital improvements to all of our facilities in 2008. In 2011, a new District Strategic Plan was developed with all stakeholders involved. Positive Behavior Intervention Systems (PBIS) was implemented to ensure a positive and equitable approach to dealing with student behavior. The district used sound processes for the business aspects of our organization.

The district is committed to Race to the Top. I developed the Scope of Work for our district for Race to the Top with the full collaboration of our management team and the leadership of our unions. Our district is working in concert with other districts in Rhode Island in the implementation of the educator evaluation tools and curriculum and assessment tools. We are migrating to the common core and are part of the PARCC consortium. The district is in the process of implementing a new Student Information System which will improve our data management. We will be purchasing and utilizing new technology to support instruction in 2011 – 2012.

Three years ago, under my direction, the district adopted a new math program for grades K – 6. This year we adopted new math books for grades 7 and 8 that align with the K – 6 program.. In 2011, our high school had the greatest increase in math scores in the state, ranking 3rd out of 37 districts. In 2011, the district adopted a new reading series and purchased technology and professional development to support reading instruction. Teachers were deeply involved in the selection process. The adoption of a new series along with the technology and professional development needed to successfully implement the program will provide our students and teachers with the materials and support they need to continue to improve student achievement.

I was the vice chairperson of the Southern Rhode Island Collaborative (SORICO) which is made up of nine districts in southern Rhode Island. The collaborative provides support to the member districts. I served for two years on the executive board for the Rhode Island School Superintendents Association.

I retired in July 2012 to move closer to my children and grandchildren.

**November 2003 to
July 2006**

**Chief of School Operations
Charter Schools USA**

Charter Schools USA is an LLC that manages charter schools. I was responsible for school operations and performance. As Chief of School Operations, I was the equivalent of a public school district superintendent. I managed 23 schools. The school principals reported to me. I provided principals with support, direction, and monitored compliance with applicable policy and law. I worked with the school governing boards on the development of policy, processes, and provided them with the information they needed to be able to respond to governance issues.

I supervised schools in a variety of communities ranging from urban poor in Miami, FL, Opa Locka, FL, and San Antonio, TX to suburban schools in Coral Springs, FL and Aventura, FL. There were schools with themes such as the Hollywood Academy of Arts and Sciences. The schools had students representing many different ethnic groups.

I oversaw the development the implementation of a guaranteed and viable curriculum aligned with the Sunshine State Standards and the FCAT state assessment. Our curriculum was tight and very specific. We provided teachers with professional development and a student information system that gave them data to monitor student progress.

I worked successfully with the various constituent groups that I served. The evidence of my success was that we had our management contracts renewed and we added schools to our portfolio.

August 1971 to October 2003

School Board of Broward County, FL

**August 2001 to
October 2003**

**North Central Area Superintendent
School Board of Broward County, Florida**

I was responsible for supervising approximately forty schools. I was also responsible for supervising the area staff which consisted of school social workers and psychologists, exceptional student education staff, school finance staff, school assignment staff for the entire district, school expulsions for the entire district, and charter school oversight staff. Broward Public Schools is the sixth largest district in the United States. The population represents the full diversity of our nation.

One of my greatest challenges was to ensure equity in all of our schools, equity in terms of educational programs, student discipline, student services, facilities, and stakeholder participation. To those ends, I expected principals to ensure through consistent and sound supervision of instruction that teachers were teaching the state standards, that benchmark test data was reviewed, analyzed, and used to make decisions regarding which students had mastered the standards and needed enrichment activities and which students needed more time to master the standards.

I had a very effective area advisory council that met monthly with me and had broad representation from the communities I served. The advisory council provided me good information regarding the needs of each community. One result was that I formed a special task force to address facilities issues in one of the high schools in my area. The action that followed produced immediate improvements in the physical plant and the learning environment.

Two unique schools opened under my direction. One was an alternative school run in partnership with Broward County Sheriff's Office for highly at risk middle school aged children. The other was a small primary school inLauderhill, FL which was designed to provide a learning environment that was smaller than our regular elementary schools and provided more wrap around services for families.

I led a district task force that developed a student discipline matrix which prescribed consequences for various infractions. The matrix was adopted by the school board and serves to ensure equitable enforcement of rules and equitable consequences for students who break the rules.

**July 2000 -
August 2001**

**Executive Director of Educational Programs
School Board of Broward County, Florida**

The following department directors or coordinators reported to me: Career, Technical, and Adult Education, Before and Aftercare Programs, Title 1, Magnet Programs, and School to Career. I supervised the work of these departments with schools. I was responsible for the development and implementation of School Board policy and the implementation of applicable state and federal law.

**July 1996 -
June 2000**

**Director of Secondary Education
School Board of Broward County, Florida**

The curriculum specialists for all middle and high school academic disciplines reported to me. I supervised their work with schools and provided coordination with the elementary curriculum specialists and the curriculum departments at Broward Community College. I was responsible for the development and implementation of School Board policy and the implementation of applicable state and federal law.

I oversaw the development of curriculum that was aligned to the state standards. My office provided teachers with the professional development support they needed to understand what needed to be taught and how to teach all students effectively. My office also developed assessments to monitor student progress toward mastery. Common assessments also provide the best test for program equity because regardless of ethnicity or socio-economic status, the same outcomes were expected for all students.

**October 1994 - North Area Director
June 1996 School Board of Broward County, Florida**

I reported to the area superintendent. I assisted her with all aspects of area operations for the approximately twenty-five schools assigned to me. I monitored and evaluated principals. I provided support and assistance to principals as needed. I worked with leaders from the various communities and municipalities in the area.

**July 1990 – Principal, Boyd Anderson High School
October 1994 School Board of Broward County, Florida**

I was asked by the Superintendent to take this assignment. I provided leadership to a comprehensive high school with 2700 students, which included the International Baccalaureate program as a magnet to attract white students to a predominately African-American student population. While I was principal at Boyd Anderson, we reformed the use of time as a resource by adopting a trimester schedule and began to develop academic pathways to provide academic focus and relevance for all students.

I developed and maintained strong relationships with elected and appointed officials, parents, and community members including religious leaders. I advocated fiercely for my students who at times I felt were discriminated against by entities outside of the school district. I was and I still am very proud of our students. We had a wonderful student body as shown by the outstanding achievements of our alumni.

I developed and implemented the first block schedule in any high school in our district. It was a trimester schedule in which students took three courses per 12 week trimester. This gave students at all levels a more manageable load. I provided intense professional development because teachers had to use time differently and teach differently under this schedule. The trimesters would allow students to focus on pathways and require more rigor in the curriculum and greater relevance.

**January 1987 -
April 1987**

**Principal on Assignment
Educational Planning Center – Bond Issue
School Board of Broward County, Florida**

I was appointed by the superintendent to a select task force to identify facility needs for a \$300 million bond issue to raise revenue to build and renovate facilities. I co-facilitated development of the plans for renovations for all middle schools and special centers. I spoke to various civic groups about the importance of the capital projects the bond issue would support. The bond issue was approved by the voters.

**July 1980 -
January 1987**

**Principal, Crystal Lake Middle School
School Board of Broward County, Florida**

I was selected to take over a school of 1500 students with many discipline and achievement problems. Crystal Lake was a school of approximately 1500 students that was 50% white and 50% African-American. There were serious deficiencies in student behavior and student achievement. Parents and the community were not happy with the quality of education at the school. I worked with the staff and the community including religious and elected officials to develop plans and programs that successfully addressed problems. The result was that behavior and achievement improved dramatically and so did the opinion of the community about our school. We were also one of the first schools in the district to provide computer classes.

While I was principal at Crystal Lake, I was appointed to the Florida Council on Education Management (FCEM). The FCEM was composed of school based administrators, superintendents, university professors, and business people. The FCEM was created by the Florida legislature to develop state criteria for the selection, training, and evaluation of principals. The FCEM controlled a large amount of money that it allocated to research and program development. It was a great honor to be asked to serve on the FCEM.

**September 1976 -
June 1980**

**Assistant Principal, Ramblewood Middle School
School Board of Broward County, Florida**

I was given the responsibility for all day-to-day operational tasks. I was in charge of the school in the principal's absence. Ramblewood was a new school that was housed in a temporary facility for one year, on double session with another middle school for a year before moving into the permanent new building. I scheduled the students every year. I instituted foreign language as part of our curriculum. We

were the first middle school in the district to offer foreign language to our students. We were among the first schools to use computers to track student behavior.

I was selected by parents to be chairperson of the advisory council. That was a tribute to the fact that there were warring factions on the council and I was seen as someone who would be objective and lead them to productive outcomes.

January 1974 – Community School Director
August 1976 Crystal Lake Middle School
School Board of Broward County, Florida

I began the community school at Crystal Lake Middle School. I established educational and recreational programs for adults and children after school, at night, and during the summer. Our school was extremely successful providing excellent programs that involved thousands of people in the community, made the school a center for the community, and provided financial resources that benefitted the middle school students.

August 1971 – Social Studies Teacher
December 1973 Crystal Lake Middle School
School Board of Broward County, Florida

I was a member of a teaching team in an open middle school. Our team was composed of Language Arts, Social Studies, Math, and Science. I established the first Student Council, developed a stock market unit as enrichment for my students, was elected faculty chairperson by my colleagues, and differentiated instruction to meet the individual needs of my students.

Community Service and Achievements

- **Member of the Task Force on Safety and Crime Reduction – City of Jacksonville, Florida – Chairperson of the subcommittee on Workforce Training**
- **Elected President of the Broward Principals and Assistants Association**
- **Elected President of the Broward County Athletic Association**
- **Selected by the Superintendent to lead the district safety committee**
- **Selected by the President of the Florida Senate to serve on the Florida Council on Educational Management**
- **Served as a representative on the district negotiating team for collective bargaining**
- **Served as a member of the Rhode Island School Superintendent's Association Executive Board**
- **Vice Chairperson of the Southern Rhode Island Collaborative**
- **Member Phi Delta Kappa**
- **Member ASCD**

- **Member AASA**
- **Received a citation from the Rhode Island State Senate upon my retirement**
- **Served as an adjunct professor at Nova Southeastern University. I taught Leadership in the ITDE doctoral program for several years. I served as a faculty adviser for doctoral students.**