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SUMMARY OF QUALIFICATIONS

Board Operations and Governance

Budget Management

Corporate Relations

Data Analysis and Management

Educational Policy and Law

Employee and Student Safety and Security

Employee Contract Negotiations

Energy Management

Event Planning

Fund Raising

Government Relations

Human Resource Management

Facilities Planning and School Construction

Innovative School Design and Restructuring

Legal Affairs

Marketing and Public Relations

Media Relations

Organizational Leadership and Management

Performance Assessment and Accountability

Program Development and Evaluation

Risk Management

School Improvement Planning

Staff Training

Strategic Planning

CAREER SYNOPSIS

- A management executive with an extensive background in managing an organization with an operating budget of approximately \$167 million, 1,700 certificated and classified personnel, and approximately 16,000 students in 27 traditional public and magnet schools as well as 1,800 students in four charter schools.
- An educator and chief executive officer charged with leading a performance-driven organization to produce results in both traditional and non-traditional public schools and in all areas of district operations.
- The superintendent of the second largest public school district in the State for 11 years with more than 30 years of experience in education served in a variety of instructional and administrative capacities.
- A school district leader who utilizes best practices in both business management and educational research to empower employees and students to perform at high levels.

ACCOMPLISHMENTS

- Pioneered innovative educational programs and inventive business practices new to the State of Delaware
 - Only district to offer a K-8 public school
 - Only district to earn more than two State Chamber of Commerce Superstars in Education awards in one year, winning four awards in 2008
 - First district to purchase electricity on the open market
 - First district to require a parent accountability agreement
 - First district to implement student behavior standards
 - First district to have over 1,000 mentors volunteering in district schools
 - District offers more school choice and charter school options than all other districts' combined
- Created a "system of schools" comprised of 21 traditional schools, four special education schools, four charter schools, three magnet schools, and one contract school
 - Authorized six charter schools: Charter School of Wilmington, Delaware College Preparatory Academy, Delaware Military Academy, Knowledge is Power Program (KIPP), Odyssey Charter School, and Prestige Academy
 - Opened three magnet schools: Cab Calloway School of the Arts (high school), Conrad Schools of Science, and William C. Lewis Dual Language Elementary School
 - Built two new schools: Brandywine Springs School and North Star Elementary School
 - Reopened Conrad High School (closed 1978) as a magnet school focused on allied health and biotechnology career pathway

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- Promoted high performing high schools that have earned national recognition
 - Charter School of Wilmington, Alexis I. du Pont High School, and Cab Calloway School of the Arts included in *Newsweek's* Top American Public High Schools in 2008
 - Charter School of Wilmington ranked by *U.S. News & World Report* as one of the top 100 public high schools in America in 2008
- Improved student achievement as measured by the Delaware Student Testing Program
 - Content performance results on the 10th-grade test ranked top in the State for the past two years
 - District ranked first in Math in 2007 and 2008, first in Writing in 2008 and second in 2007, and second in Reading in 2007 and 2008
 - School performance results on the 10th-grade Math test ranked top in the State in 2008
 - Charter School of Wilmington, Cab Calloway School of the Arts, Alexis I. du Pont High School, and Delaware Military Academy ranked first through fourth, respectively
- Developed district-wide programs to improve district and school accountability practices
 - Implemented a computerized testing program - Northwest Evaluation Association's Measures of Academic Progress
 - Designed a web-based school improvement planning system
 - Developed a Response-to-Intervention data collection model
 - Introduced an instructional coaching model to support school improvement plans across the district
- Designed and implemented state-of-the-art professional development programs
 - Data-Driven Leadership Training Academy
 - 21st Century Leadership Academy
- Implemented Red Clay's first district-wide strategic plan
- Developed performance evaluation instruments and project management tools to more effectively monitor progress towards completion of department and district goals
- Revised financial monitoring reports to more effectively track federal, state, and local revenues and expenditures
- Implemented a district-wide talented and gifted program to provide enriched learning activities for all students
- Instituted school uniform policies at eight schools
- Launched a district-wide wellness initiative in partnership with the Nemours Foundation
- Established school-business partnerships and community relations to build support for district initiatives
- Won voter approval for four referenda for capital and operating expenses
- Created the Red Clay Education Foundation, a non-profit organization lead by local business and community representatives working to develop resources for district projects and programs
- Contributed to community fund raising efforts at district and school levels
- Top district in Delaware to raise money for the American Cancer Society's Daffodils Campaign in 2007
- District-wide fund raisers support a variety of organizations including the United Way

PROFESSIONAL EXPERIENCE

Red Clay Consolidated School District, Wilmington, Delaware

Superintendent, August 1997-July 1, 2009 (retired)

Responsible for increasing academic achievement levels of all students; executed rigorous management and accountability systems for finance, personnel, transportation, facilities management, and food services in an open, fair, and transparent manner; attracted, motivated, and retained a highly competent staff; interacted with a diverse community and built partnerships with business and community leaders; applied research and data to improve teaching and learning while embracing diversity in classrooms, schools, and the district; served as an involved community leader; and built plans for continuous growth and improvement in all aspects of the district's business operation.

Assistant Superintendent for Administrative Services, July 1993-August 1997

Responsible for overseeing day-to-day operations of the district including personnel, finance, facilities, transportation, food service, federal and special programs, curriculum, and instruction.

Principal, Conrad Middle School, July 1991-June 1993

Responsible for executing all tasks normally assigned to a middle school principal including supervision of all teaching and support staff, budget management, curriculum development, parent and community relations, and school-business partnerships.

Principal, Shortlidge Elementary School, August 1990-June 1991

Responsible for executing all tasks normally assigned to an elementary school principal; working on the district's Referendum Steering Committee; and chairing the district's United Negro College Fund Campaign.

Assistant Principal, Dickinson High School, August 1988-July 1990

Responsible for supervising teacher and pupil scheduling; developing school budgets; hiring teaching and support staff; overseeing substance abuse programs; and providing support to the district's Meadowood program for special needs children.

Assistant Principal, Conrad Middle School, July 1983-July 1988

Responsible for supervising teachers and support personnel; pupil attendance functions; discipline; transportation; special education and guidance departments; school budget; and curriculum planning.

Educational Diagnostician, Conrad Middle School, September 1981-June 1983

Responsible for monitoring individual education plans and scheduling of all special education students; supervising testing and evaluation of student referrals for special education services; developing the school's special education budget; and representing the school on the district's Identification, Placement, Review, and Dismissal Committee.

Special Education Teacher, Conrad Middle School, September 1978-June 1981

Responsible for teaching English, math, and science to special needs students; coaching middle school basketball, softball, and volleyball; and coaching varsity volleyball and softball.

EDUCATION**Doctor of Education, Educational Leadership, 1988**

University of Delaware, Newark, Delaware

Master of Education, Special Education, 1978

University of Delaware, Newark, Delaware

Bachelor of Arts, Psychology, 1975

University of Delaware, Newark, Delaware

CERTIFICATIONS**Issued by the State of Delaware**

Superintendent; Assistant Superintendent for Curriculum; Director of Secondary Education; Director of Elementary Education; Director of Special Education; Secondary Principal; Elementary Principal; and Teacher of Special Education (Learning Disabilities, Socially and Emotionally Maladjusted, Educable Mentally Handicapped, and Trainable Mentally Handicapped).

HONORS AND AWARDS

- Delaware Secretary of Education Merit Award, 2009
- Delaware State Board of Education Order of Excellence Award, 2009
- Jane Maroney Service to Children Award, 2009
- Betty Scharff Memorial Award for Contributions to Children, 2004
- Presidential Citation for Outstanding Achievement, University of Delaware Alumni, 2004
- Superintendent of the Year for the State of Delaware, 2004
- Best Friends Appreciation Award, 2002
- Honorary Chair, Urban Financial Services Coalition, 2001
- Honorary Life Membership in the National Congress of Parents and Teachers, 1992
- Member, Who's Who in American Education, 1987-1988

PRESENTATIONS AND PUBLICATIONS

- Presenter, National Educational Computing Conference, July 2009
- Panel Facilitator, Nemours Conference on Child Health Promotion, 2008
- Contributor, “Fixing the Flaw in the Growth Model,” *Education Week*, May 2008
- Contributor, “Towards a More Powerful Student Assessment System,” Report from the Center for Research in Educational Policy, November 2007
- Panelist, “Brown, Black and Blue: Closing the Achievement Gap,” 2005
- Panelist, EduStat Summit, Topic: Instructional Management Systems, 2005
- Panelist, Maryland Charter School Authorizing Workshop, Topic: How Can Districts Use Chartering to Achieve System Goals?, 2005
- Panelist, Data Summit, Topic: School Data: What, Where, How?, 2000
- Presenter, National School Boards Association Technology Conference, Topic: Linked for Learning: A Computer-Assisted Mentoring Program, 1996
- Chapter author, *Seven Significant Positions in Education*, Editor: William Bailey, 1995
- Presenter, Delaware Principals’ Academy Workshop for New Administrators, Topic: School Leadership Teams, 1990
- Presenter, Delaware Association of Elementary Principals Fall Conference, Topic: Reading Literacy Support Programs, 1989
- Author (Doctoral dissertation paper), *School Site Planning: A Process Model*, May 1988
- Presenter, Delaware Association of School Administrators Conference, Topic: Changing Families, Changing Schools, 1988

BOARD MEMBERSHIPS

- Data Service Center Board of Directors, 1998-present (Chair: 2000, 2004, 2007, 2008, 2009)
- Wilmington University Doctoral Advisory Board, 1998-present
- Delaware Chief School Officers Association, 2000-present (President: 2002-2003, Vice President: 2001-2002, Secretary: 2000-2001)
- Communities in Schools of Delaware Board of Directors, 2001-present (Chair: 2005-2006)
- Innovative Schools Development Corporation Board of Directors, 2004-present
- National Bee, Inc., Honorary Director, 2006-present
- Junior Achievement of Delaware, Inc. Board, 2003-2007
- Delaware Interscholastic Athletic Association Board, 2003-2006
- Master’s Plus Certification for Special Education Advisory Board, 2004-2005
- United Way of Delaware Campaign Cabinet, Education Chair, 2003-2004
- Delaware Association of School Leadership Advisory Board, 2001-2003
- Math Science Partnership Leadership Board, 2002-2003
- American Red Cross Board of Directors, 2002-2003
- Delaware Chief School Officers Association Representative to the Delaware School Boards Association Board of Directors, 2001-2002
- Delaware Chief School Officers Association Representative to the Education Consortium for the State of Delaware, 2001
- Delaware Principals’ Academy Executive Board, 1993
- Delaware Elementary School Principals Association, Secretary, 1991-1992

COMMITTEE AND TASK FORCE MEMBERSHIPS

- Delaware Comprehensive Assessment System Review Committee, Chair, 2009
- Delaware Comprehensive Assessment System Request for Proposals Subcommittee, Tri-Chair, 2009

- State of Delaware Student Assessment Task Force, 2007-present
- Yale National Initiative, Delaware Planning Team, 2007-present
- Delaware College Access Network, 2008-present
- Achievement Gap Task Force, 2006-2008
- Charter School Task Force, 2006-2008
- Steering Committee for the Delaware State-wide Academic Growth Assessment Pilot, 2006-2008
- Greater Wilmington Mentoring Council, 2007-2008
- Professional Certification for School Leaders in Delaware Task Force, 2008
- Alternative Routes to Certification for Special Education Teachers' Positions Committee, 2006-2007
- Delaware Student Testing Program Review Committee, 2006-2007
- Delaware Business Public Education Council, 2002-2003
- Quality Schools Committee for the State of Delaware, 2002-2003
- No Child Left Behind Delaware Work Group, 2003
- State Action for Education Leadership Project, 2003
- University of Delaware NCATE Review Team, 2003
- City of Wilmington Early Care and Education Council, 2002
- City of Wilmington Education Task Force, 2001
- Delaware School Leadership Task Force, 2001
- Delaware Department of Education Strategic Planning Committee, 1997-1998
- Governor's Education Technology Committee, 1997-1998
- Total Quality Management Network Committee, 1995
- Needs Assessment Committee for the Delaware Principals' Academy, Chair, 1992
- Saturday School Task Force, 1992
- United Negro College Fund, Chair, 1991
- Steering Committee for the University of Delaware's Educational Leadership Institute, 1987

PROFESSIONAL AFFILIATIONS

- Delaware Association of School Administrators, 1992-present
- American Association of School Administrators, 1997-present
- Horace Mann League of the USA, 1998-present
- Phi Delta Kappa Honor Society, 1985-present
- Delaware Association of Chief School Officers, 1997-2009
- Superintendents' Institute of America, 2001-2009
- Association of Supervision and Curriculum Development, 1988-1990
- Delaware Elementary School Principals Association, 1990
- National Association of Secondary School Principals, 1988-1989
- Delaware Association of Secondary School Principals, 1987-1988