

**PATRICIA WARREN CARLSON**  
**400 Troon Road**  
**Dover, Delaware 19904**  
**(302) 735-7676, (302) 242-1404**  
**e-mail: patcarlson85@comcast.net**

## **QUALIFICATIONS**

Nearly forty years as a professional educator. Experience as a teacher of English, reading, and special education, and as a special education administrator, principal, superintendent, and executive director. Experience with legislative, Department of Education, and local school board policy development and implementation. Have taught undergraduate and graduate education courses and served on numerous doctoral dissertation committees. Certified by the State of Delaware and the Commonwealth of Massachusetts as a teacher and administrator.

## **EDUCATION**

D.Ed., Educational Policy, Research, and Administration, University of Massachusetts, Amherst, MA 1990.

C.A.G.S., Education, Bridgewater State College, Bridgewater, MA, 1986.

M.Ed., Reading, Bridgewater State College, Bridgewater, MA, 1978.

B.A., English, Hood College, Frederick, MD, 1969.

## **ADMINISTRATIVE EXPERIENCE**

Delaware Department of Education 2006 to 2009  
Education Associate, School Leadership  
Executive Director, Delaware Principals' Academy

Provided organizational support for an all volunteer Principals' Academy Executive Board.

Served on the DPAS II development team, created the DPAS II Guides, and designed and delivered DPAS II training to school teams across the state.

Developed the Administrative Coaching program for new administrators, recruited administrative coaches, and developed and oversaw a year-long training program for first year school and district administrators.

Issued licenses to administrators and renewals of licenses for retired educators. Served on numerous internal and external committees, including regional and national initiatives.

Delaware Professional Standards Board, Dover, DE 2000 to 2006  
Executive Director

Provided organizational support to a 16 member appointed Board.

Supplied timely research and policy analysis to Board members.  
Served as the day-to-day liaison between the Board and the Department of Education, State Board of Education, General Assembly, and other constituencies, as requested.

Wrote policies and regulations and propose legislation to promote the educator accountability agenda of the Board.

Prepared and disseminated meeting agendas and supporting materials.

Prepared and disseminated quarterly progress reports to the Governor, General Assembly, and State Board of Education.

Presented policy and regulatory recommendations to State Board of Education.

Evaluated and secure approval of professional development clusters.

Attended all Standing Committee and sub-committee meetings and served as liaison between and among committees and the Board.

Developed statewide educator accountability budget, secured funding from State Budget Office, and monitored expenditures of funds.

Laurel School District, Laurel, DE  
Superintendent of Schools

1995 to 2000

Chief executive officer of a 2,150 student preK-12 school district serving rural Laurel, Delaware.

Stabilized the financial position of the district following the removal of former superintendent.

Reestablished public confidence in the school district.

Reorganized the administrative structure to reflect current and future needs.

Oversaw numerous minor capital improvement projects to address long-deferred maintenance issues.

Developed and implemented a Poultry Management Technology program to meet the needs of students and the local economy.

Established a child care program to meet identified parent needs.

Established summer programs to meet student academic needs.

Established full-day kindergarten for at-risk students.

North Shore Regional Vocational School District, Middleton, MA  
Superintendent-Director

1986 to 1995

Chief executive officer of a sixteen-member regional school district.

Responsible for instituting long-range fiscal and educational planning.

Managed all District business functions and budget preparation and oversight.

Communicated School Committee goals to community groups and city and town officials.

Worked with community, business, industry, and other educational institutions to develop cooperative and collaborative programs.

Managed contract negotiations, labor relations, and personnel issues.

Initiated articulation agreements and Tech Prep program with local colleges.

Secured passage of first successful bond issue in the 20-year history of the District.

Planned and oversaw construction of vocational-technical, academic, and physical education facilities for the District's first permanent home, after nearly 20 years in leased quarters.

Wrote grants leading to over one million dollars in funded projects.

Initiated training and retraining programs with area businesses.  
 Developed and implemented extended day care for Head Start children and job training for Head Start parents.

North Shore Regional Technical High School, Beverly, MA 1982 to 1986  
 Principal

Provided leadership in curriculum development, implementation, and evaluation.  
 Initiated first staff development program for the District.  
 Supervised and evaluated all professional staff.  
 Coordinated all academic, vocational, and related programs.  
 Coordinated parent and industry advisory boards, Title IX and Chapter 622.

Bristol-Plymouth Regional Technical School, Taunton, MA 1977 to 1982  
 Administrator of Special Education

Designed, administered, and evaluated special education programs.  
 Oversaw staff development, supervision, and evaluation.  
 Initiated and prepared proposals, and administered and monitored federal grants, including Title I, Perkins, post-secondary and adult retraining programs.  
 Developed procedures to ensure compliance with Massachusetts Chapter 766 and P.L. 94-142.

## **TEACHING EXPERIENCE**

University of Delaware, Newark, DE 2000 to 2001  
 Clinical Faculty, Professional Development School, Milford School District

Delaware Academy for School Leadership, University of Delaware 2000  
 Assisted in developing and delivering symposia and workshops for school administrators and aspiring school leaders.

Bristol-Plymouth Regional Technical School, Taunton, MA 1975 to 1977  
 Special Education/English Teacher

Raynham Public Schools, Raynham, MA 1973 to 1975  
 Reading Teacher

Whitman Public Schools, Whitman, MA 1970 to 1971  
 English Teacher

Caesar Rodney Public Schools, Camden, DE 1969 to 1970  
 English Teacher

## **OTHER EXPERIENCE**

Delaware State University, Dover, DE 2004 to present  
 Adjunct Professor, Graduate School of Education

Wilmington University, New Castle, DE 2002 to 2007

Adjunct Professor, Graduate School of Education	
University of Delaware, Newark and Georgetown, DE	1999 to 2008
Adjunct Professor, Graduate School of Education	
Assistant to Director, Delaware Academy for School Leadership	2000
Lesley College, Cambridge, MA	Fall, 1994
Adjunct Professor, Graduate School of Education	
University of Massachusetts, Boston, MA	1983 to 1985
Adjunct Professor, School of Education	

## **PROFESSIONAL SERVICE**

Member, State Consortium on Education Leadership, 2006 to 2009.  
 Member, Wallace Foundation Leadership Issues Group, 2006 to 2009.  
 Member, CCSSO State Consortium on Educational Leadership, 2006 to 2009.  
 Member, Advisory Committee, Wallace Foundation School Leadership Project, 2001 to present.  
 Member, Governor's Department of Education Task Force, 2001.  
 Member, University of Delaware—Department of Education Task Force on Educational Leadership and Sub-Committee Co-Chair, 2000.  
 Middle States Association of Colleges and Schools Accreditation for Growth Validation Team Member and Chair, 1999, 2000, 2004, 2005.  
 Member, K-1 Task Force, Delaware Commission on Reading Success, 1999.  
 Member, Delaware Center for Educational Technology Board of Directors, 1998 to 2000.  
 President, Kent-Sussex Chief School Officers Association, 1997 to 1998.  
 Member, Professional Standards Council, 1997 to 2000.  
 Georgetown University's Superintendents Leadership Institute, 1997 to 2000.  
 Delaware School Boards Association Board Development Initiative, 1997.  
 Member, Delaware Administrator Standards Committee, 1997.  
 Member, Education and the Economy Committee, Delaware Technical & Community College, Owens Campus, 1996 to 2000.  
 Member, Alternative Routes to Certification Committee, 1995 to present.  
 President, Massachusetts Association of Vocational Administrators, 1993 to 1994.  
 Member, North Shore Regional Employment Board, 1994.  
 To School and Beyond, Legislative Task Force on Education Reform, 1991 to 1992.  
 Advisory Committee for the Study of Vocational Education Program Performance Measures and Standards, Massachusetts Department of Education and Donahue Institute for Governmental Services, University of Massachusetts, 1991 to 1992.  
 Northeastern University's Center for Labor Market Studies Education and Employment Advisory Committee, 1992 to 1995.  
 Vocational Guidance Project Leadership Committee, 1990 to 1992.  
 Occupational Education Advisory Committee, North Shore Community College, Beverly, MA, 1991 to 1995.  
 Chair, North Shore Vocational Education Partnership, 1986 to 1993.