

TODD ACKERMAN

Agency Human Resource Services
Atten: Gennie Hudson, Personnel Officer III
400 West King Street, Suite 406
Carson City, NV 89703

Ms. Hudson & Governor,

It would be an honor to serve as the Executive Director of the SPCSA, and under Governor-Elect Sisolak. I am Todd Ackerman and I have served in education for over thirty years. I have met Mr. Sisolak on numerous occasions while working on my wife's campaign for State Assembly and I am confident a working relationship with him would produce positive results.

Experiencing the evolutionary changes of the classroom teacher for over thirty years has given me a tremendous amount of experiences and insight. From the small rural school setting of Pershing County High School in Lovelock to the diverse ethnic population of Caron High School. Over the years I have had the opportunity not only be in the classroom, but on the athletic field as a coach and in the CTE office at Carson High School working in Work Based Learning and understanding and implementing the new law SB 66.

Charter schools are a benefit for students now and in the future. If these schools continue to produce students who are ready for the next challenge they face, no matter the situation they have come from in their lives, then we must do all that we can to help them along the way for their success. The process of review of a charter application needs to be started as soon as it arrives and a decision needs to be made within a month if possible. The applicant needs to know if they have been selected or the reason why they were not. Site visits are very important for the understanding for both parties to know if the site is compliant under the law and the regulations and policies of the SPCSA.

My ability to step into the private sector to bring partnerships into the charter schools will strengthen our schools and can increase the skill level of our students. In everything we do, student outcome is the most important. We can not forget this at any time. In keeping our students in mind, I will address, assess and work with charter schools to reach the goals to strengthen the schools to insure they are doing what needs to be done for their students. I understand schools, administrations and teachers- not everything works the way we want it to in the big picture, I have the right personality that is able to change on the go and can be flexible in working with each school, as each will have their own challenges.

I thank you for your time, and for posting this position on doe.nv.gov website.

Once again, thank you,

Todd Ackerman

Todd Ackerman

TODD ACKERMAN



With over thirty years of instructional knowledge and understanding, I will bring this into the director's role in helping our Nevada Charter Schools reach the goals laid down by the State.

EXPERIENCE

4/2014 – CURRENT

ADA ASSESSMENT/COORDINATOR, BENEFICIAL DESIGNS INC.

Preparing proposals from the scope of work as defined by the client, range of \$1000 to \$500,000+. Leader of sidewalk and pathway assessment throughout US & Canada, along with doing trainings of ABA regulations set down by the DOJ. American Disability Act (ADA) and the Architectural Barriers Act (ABA)

10/2017 – 5/2018

WORKBASED LEARNING, CTE, CARSON HIGH SCHOOL

Using SB66, worked on updating the way in which the CTE awards credit to students who are working within their field of study as enrolled in the CTE program.

8/1994 – 8/2016

BUSINESS, MATH TEACHER, CARSON HIGH SCHOOL

Instructor at Carson High School for 22 years in Business and Mathematics. I also coached basketball and Track & Field, having to manage the scheduling & budget of these programs which involved 40 to 200 individuals.

8/1987 – 8/1994

BUSINESS, MATH TEACHER, PERSHING COUNTY HIGH SCHOOL

Math instructor at the high school, I was also involved in coaching football, basketball and baseball. Head coach in basketball and baseball, so I did the scheduling and budget for the programs.

EDUCATION

8/2001

MASTER OF ARTS IN TEACHING, GRAND CANYON UNIVERSITY

Competition of master's with 3.77 GPA. During this time, I was still teaching and coaching.

1996

BACHELOR OF SCIENCE IN EDUCATION, WESTERN MONTANA COLLEGE

While at Western, my major was in Business and I minored in Mathematics.

SKILLS

- The ability to listen to the different views and make the decision best for all.
- ADA Assessor & Coordinator
- Ability to multi-task
- Adaptable/Flexible
- Political Campaign Management

ACTIVITIES

I enjoy all of what Nevada has to offer in the outdoors. Education has allowed me to experience the world by taking students overseas six different summers. My peers awarded me Coach of the Year twice in basketball. Not only am I an ADA Assessment/Coordinator but am also am a certified UTAP/HETAP assessor and trainer.

Professional References

Robert Chambers

Vice Principal – Carson High School

[REDACTED]

Susan Drozdoff

Mathematics Department Chair – Carson High School

[REDACTED]

Richard Kale

WMC Faculty Emeritus

[REDACTED]

Michele Lewis

Retired, Vice Principal, CTE – Carson High School

[REDACTED]

Gavin Ward

Vice Principal – Carson High School

[REDACTED]

Richard Stokes
Superintendent
Carson City School District



Ashley K Brand

Ashley K Brand

January 03, 2019

Gennie Hudson

Attention: Gennie Hudson, Personnel Officer III

400 West King Street, Suite 406

Carson City, NV 89703

Dear Gennie Hudson:

When I saw the vacancy announcement for the Executive Director position on the State of Nevada's unclassified website, I was immediately drawn to apply for the position. My name is Ashley Brand and I am a disabled veteran who proudly served in the United States Air Force. I presently work for the Social Security Administration as a Claims Specialist. The office I am assigned to is the busiest office in the entire nation. As one can imagine, time management, organization, and interpersonal skills play a vital role in position success, all of which I have mastered.

I have a Master's Degree in Public Administration and a Bachelor's degree in Management. Charter schools play a vital role in our local community in ensuring our youth is given a solid educational foundation from a school that may better suit their needs. The reason for my submission and interest in this position is to join a dynamic group that supports the vision and growth of our local children and families. My true passion and calling embody our educational system and I am confident my administrative and government experience will aid in developing growth, both internally and externally, while achieving remarkable results within the State Public Charter School Authority.

Working for the Social Security Administration has afforded me the opportunity to work with customers and other agencies from varying backgrounds on a daily basis. Additionally, it has afforded opportunities for career development growth. In 2016, I was selected to participate in the agency's elite Leadership Development Program. During the program I spent 1 year learning managerial and leadership skills from a much broader perspective. There were many tasks I mastered while in the program, which are outlined on my attached resume for your review.

I am eager to join a dynamic group that is constantly seeking to expand and grow with our local community. As a mother of children in the Charter School system, I understand the importance of having educational choices outside of local and private schools. Thank you for your time; I stand ready for the opportunity to speak with you more about the position.

"Education is not the learning of facts, but the training of the mind to think." – Albert Einstein

Sincerely,

Ashley K Brand

Ashley K Brand



Work Experience

Social Security Administration 1250 South Buffalo Drive Las Vegas, NV 89117

Claims Specialist July 2011 – Present (GS-11)

Area Operations Analyst September 2016 – March 2017 (GS-12)

Operations Supervisor March 2016 – September 2016 (GS-12)

Customer Service Representative April 2005 – July 2011 (GS-8)

Hours per week: 40-50

Supervisor: Daryll Wadlington, (866) 964-0161 Ext 13402

Duties, Accomplishments, and Related Skills:

- Independently initiate, examine, investigate, and adjudicate Disability and Aged claims under entitlement programs of Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI)
- Provide customer service and expert procedural knowledge daily to customers from varying backgrounds
- Expert knowledge in reviewing and interpreting systems data and complex regulations, policies, and laws
- Analyze field office workloads for 16 field offices to determine effectiveness and adherence to national, regional, and area guidelines and policies
- Provide staff support to the Area Director (AD) with the implementation of new policies and procedures; provide assistance to field office managers on sensitive and confidential information
- Serve as a workplace mentor and trainer in a classroom setting
- Provide technical expertise knowledge on claims data and policy interpretation to staff
- Plan, organize, direct, monitor and control work of subordinate staff composed of Claims Specialist Trainee's (6 employees) and Customer Service Representatives (23 employees)
- Manage staff in accordance with the AFGE contract along with Equal Employment Opportunity (EEO) principles and practices
- Amend daily operational needs of staff in accordance with office and public needs
- Investigate and maintain records of Social Security claims
- Adjudicate claims based on entitlement factors

Christensen Law Office 3627 S Eastern Ave Las Vegas, NV 89102

Legal Assistant March 2005 – September 2005

Hours per week: 40

Supervisor: Tammy Harless, (702) 792-6022

Duties, Accomplishments, and Related Skills:

- Independently researched laws and investigated facts for the assigned Attorney
- Prepared legal documents for over 50 personal injury cases, such as legal briefs, pleadings, and appeals.
- Communicate orally and in writing with clients using automated services
- Assisted the assigned attorney by drafting routine narrative reports on the status of pending personal injury cases
- Attended and took meeting notes and minutes during official meetings in place of the assigned Attorney

United States Air Force 1422 Union Ave McChord AFB, WA 98438

62nd Ariel Port Squadron, Cargo Movement Operations

Traffic Management Journeyman June 2001 – March 2005

Hours per week: 40

Supervisor: Gregorio Munoz, (253) 982-2651

Duties, Accomplishments, and Related Skills:

- Shipped and received cargo and personal property by air, land, and sea
- Shipped high priority line items in support of Operation Enduring Freedom
- Trained, mentored, and oversaw trainee and journeymen Airmen on contract bids and procurement
- Independently awarded commercial contracts for cargo, explosive and hazardous materials, and personal property
- Negotiated contract prices and delivery times with vendors for standard and expedited items ensuring the most cost effective and quality contract was secured
- Reviewed, analyzed, and awarded contracts in accordance with the Joint Federal Travel Regulations (JFTR) and military policies and procedures
- Monitored contract and property from time of award through time destination arrival
- Performed administrative assistant duties to the Traffic Manager
- Temporarily served as a front-line Security Forces, which included training and weapon certification for the M9 pistol and M16 rifle

Professional Training

Mentor February 2018 – Present

- Lead and train new staff in a classroom setting on the SSI program as well as review work to ensure compliance and proper application of program policies

San Francisco Region Leadership Development Program March 2016 - March 2017:

- During this competitive detail I performed duties as an Area Operations Analyst and an Operations Supervisor for 6 months each
- Provided training to staff on region, area, and local levels
- Led a workgroup on the development and implementation of an automated workload program

Education

Walden University

Master Degree in Public Administration

Graduated in 2015

University of Phoenix

Bachelor of Science in Management

Graduated in 2012

Professional Awards

Recognition of Contribution Performance Award

June 2016, July 2016, August 2014, June 2014, July 2012, August 2011, March 2010, June 2009

- Awarded for continued dedication in public service and maintaining exemplary high workload productions.

Regional Commissioner Citation Team Award

October 2017

- Awarded for leading a workgroup in the development and implementation of an automated program

Regional Commissioner Citation for Excellence in Public Service Award

August 2012, August 2006

- Awarded for excellence in public service.

Recognition of 10 Years of Government Service

December 2011

- Awarded for 10 years of committed and dedicated Federal Government service.

Exemplary Contribution or Service Award

August 2017, August 2010, June 2008, August 2007

- Awarded for outstanding performance.

Excellence in Public Service Award

May 2008, May 2007, May 2006

- Awarded for outstanding performance and exemplary communication skills.

Executive Recognition Award

August 2007

- Awarded for achievement and excellence in enumeration duties.

Individual Commendable Act or Service Award

August 2006

- Awarded for outstanding performance on the job and exemplary communication skills.

Additional Information

- Proficient in Microsoft applications
- Experience performing duties as an analyst, supervisor, and trainer
- Analytical thinker
- Proficient in multi-tasking and processing large volumes of work from multiple workloads

Professional References:

1) Daryll Wadlington

[REDACTED]
[REDACTED]

2) Rachel Rogers

[REDACTED]
[REDACTED]

3) Anthony Nixon, Sr

[REDACTED]
[REDACTED]

4) Tonya Gordon

[REDACTED]
[REDACTED]

5) Rachel Jones

[REDACTED]
[REDACTED]

Eve Breier-Ramos

Eve Breier-Ramos, Ed.D.

November 12, 2018

Mr. Jason Guinasso and SPCSA Board Members:

I would appreciate being considered for the position of Executive Director of the State Public Charter School Authority. As a Charter Schools Association of Nevada (CSAN) Board member I became aware of the vacancy.

I can align my experiences in all aspects of education to build a strong charter schools community and establish high expectations ensuring academic success. I have developed quality teachers and Administrators, while continuing to grow as an educator. As an active Board member for the Charter Schools Association of Nevada I advocate for charter schools throughout the State of Nevada.

In the more than five years I have served as Principal for Imagine Schools at Mountain View (ISMV) we have grown from a Kindergarten through Fifth Grade school with approximately 500 students to over 700 students with the addition of Sixth grade

ISMV has been recognized by the state of Nevada as a Nevada Highlighted School, as well as awarded Title II and Title III funding for the past five years. The school has received a grant for an onsite Social Worker and each year have been able to improve the quality of practices through the addition of a full-time Instructional Coach. The students show academic achievement each year and we continue to grow students socially as well as intellectually. Under my leadership, ISMV has been recognized on both the State and National levels for our efforts around a robust character development program and shared values; continuously working to develop a strong community culture for students, staff and families. Over the last five years, ISMV has received Imagine School's National awards for Economic Sustainability and Parent Choice school of the year.

Our 2017 charter renewal was a seamless process having been recognized by the State Charter School Authority as "one of the strongest performing charter schools in the SPCSA's portfolio."

Thank you for your time in considering my qualifications for the position of Executive Director of the State Public Charter School Authority.

Very truly yours,



Eve Breier-Ramos, Ed.D.

EVE C. BREIER-RAMOS, Ed.D.

CURRICULUM VITAE

Experience:

Principal, Imagine Schools at Mountain View, Summer 2014- Present

- Treasure Hunter
- Shape a vision of Shared Values aligned with academic and professional success
- Growing teachers in their profession
- Instructional Leader and Facilitator
- Test Coordinator
- Live the mission and vision of our school
- Facilities management
- Model professional expectations
- Build and maintain relationships with stakeholders and the community
- Collaboration with the Parent Teacher Organization (PTO)
- Facilitator Child Study Team
- Represent Local Educational Agency (LEA)
- Completed National Institute for School Leadership (NISL)
- Visionary and Servant Leadership

Campus College Chairwoman, College of Education, University of Phoenix, Winter 2011- Summer 2014

- Ensures compliance and licensure requirements for NV specific programs
- Council for the Accreditation of Educator Preparation (CAEP)
- Collaboration with Clark County School District
- Oversight of Teacher Resource Center
- Supervises activities and contracts of lead faculty
- Participates in the selection, assessment, certification, mentoring, evaluation and training of campus faculty
- Develops and maintains the quality and integrity of the College's Programs
- Assist Central Administration Academic Affairs
- Monitors, reviews and retains program-specific documents
- Faculty member

National Director, Read MTI (Multisensory Training Institute), Non-Profit, Winter 2009-Summer 2011

- Presented at National Conferences
- Developed teacher training programs
- Met with Superintendents, Assistant Superintendents and School Administration to target specific skills that would meet the needs of their student population
- Principle National trainer
- Maintained departmental capital and operating expense and variance analysis

Adjunct Faculty, University of Phoenix, 2011-2014

- Instructing and facilitating The Art and Science of Teaching, MTE/501
- Introduced Bloom's Taxonomy and classroom management strategies
- Working with students to develop their personal philosophies of education

Department Coordinator, Communications and Government Relations, Caesars Entertainment, January 2008-October 2008

- Maintained the budget for the Communications and Government Relations Department
- Oversaw corporate-wide initiatives and programs (Go Green)
- Worked with the Public Education Foundation coordinating with the Clark County School District to provide resources

Literacy Specialist, Clark County School District, Las Vegas, NV, Fall 2004-Fall 2008

- Provided professional development to teachers based on district mandates
- Provided interventions for struggling learners
- Maintained documentation related to Response to Intervention (RtI)
- Organized and secured materials for high takes testing
- Planned Nevada Reading Day events and activities

EVE C. BREIER-RAMOS, Ed.D.

CURRICULUM VITAE

- Worked with the school administration to support teachers and students
Fifth Grade Teacher, University School of Nova Southeastern University, Ft. Lauderdale, FL, Fall, 2002-Spring, 2004
- Provided instruction in reading, writing, math and history
Sixth and Seventh Grade Drop Out Prevention Teacher, Reading and Language Arts, Seminole Middle School, Plantation, FL, Fall, 2001-2002
- Implemented interventions for students performing below grade level standards
In-School Tutoring Program, 6th, 7th, & 8th Grade Reading Skills
- Worked with students before and after school to improve reading skills

Education and Certifications:

- Doctorate, Educational Leadership, Nova Southeastern University, Spring, 2008
- Master of Science, Reading Education, Nova Southeastern University, Magna Cum Laude, June, 2004
- Bachelor of Science, Elementary Education, University of South Florida, Cum Laude, May, 2001
- Highly Qualified Teacher in Elementary and Reading Education, Spring, 2006
- Reading Certification, K-12, Spring, 2004
- ESOL Certification, Spring, 2001
- Nevada Teacher's Certification, Elementary Education and Reading Education, K-12, Fall, 2005
- Florida Teacher's Certification, Elementary Education, K-6, Fall, 2000-2006

Honors and Activities:

- Golden Key National Honor Society
- Dean's List, University of South Florida/Dean's List, Nova Southeastern University
- PIE Grant Recipient, University School, 2004
- Clark County School District Reading Academy, Spring, 2006/Coaching Academy, Spring, 2007
- Developmental Reading Assessment (DRA) Summer Institute, Summer, 2006
- Nevada State Advisory Team for Response to Intervention (RTI) practice and implementation
- Senate Bill (SB) 404 Grant Recipient, Spring, 2006/Senate Bill (SB) 185 Grant Recipient, Spring, 2007
- Recipient of the Clark County Reads, The Public Education Foundation, and Ruegy's Readers Scholarship Grant to provide additional funding for the school library
- Presenter at National conferences
- School Board Member, Imagine Schools at Mountain View Charter School, Las Vegas, NV, 2011-2014
- Board Member, Opportunity Village, Las Vegas, NV, 2012-2015
- NVACTE (Nevada Association for Colleges of Teacher Education), Secy./Treas., 2012-2014
- AACTE (American Association of Colleges for Teacher Education) Washington D.C. Day on the Hill Advocacy
- Charter School Association of Nevada Board member (CSAN), 2014-present
- Awarded Title II and Title III monies, 2014-2018
- James Patterson Library Grant Award, \$5000
- Awarded grant money to acquire an onsite Social Worker
- Nevada Highlighted Schools, Character Development Program, 2014-2015
- Nevada Highlighted Schools, Character Development Program and Shared Values, 2017-2018
- Imagine Schools National Parent Choice School of the Year, 2016-2017
- Imagine Schools National Economic Sustainability School of the Year, 2017-2018
- Increased enrollment each year by approximately 100 students

References provided upon request.

References

Dr. Bernadine Brunson

[REDACTED]

Dr. Stephanie Lachman

[REDACTED]

Dr. Brad Uchacz

[REDACTED]

Mr. Jason Archuleta

[REDACTED]

Mr. Colin Seale

[REDACTED]

Patrick Carter

Dr. Patrick Carter
[REDACTED]

December 10, 2018

Agency Human Resource Services
Attention: Gennie Hudson, Personnel Officer III
400 West King Street, Suite 406
Carson City, NV 89703

Dear Gennie Hudson,

My experience aligns well with the qualifications that you seeking at State Public Charter School Authority. I understand the important role that charter schools play in serving our state. Living in Clark County, I see charters as a way to provide choices to parents that might not feel that CCSD is meeting their needs.

I have a strong academic background with a BS in Mass Communication, MS in Integrated Marketing and Management Communication, and a Doctorate in Business Administration. I have over seven years experience as a manager in communications and in an academic environment. I have taught classes for over fifteen years for a variety of institutions.

I am professional with a career and demonstrated progressive leadership experience both in higher education and business. I provide a unique mix of art, communication, and business experience to quickly and calmly find and execute solutions. I bring both an analytical and creative approach to any situation. I have the ability to successfully operate as both a leader and a member of a team. I enjoy problem solving and looking for new ways to utilize technology to make processes easier.

In my last academic position as Program Chair my time was divided among several things:

- 25% - Creating quarterly class schedules that maximize the use of resources, faculty strengths, and student needs and registering students into those classes.
- 25% - Student success initiatives, with concentrations on new students and students having academic difficulties and overcoming those obstacles to persist through the degree program. Phone calls, emails, office visits...
- 10% - Customer service and problem solving student and faculty concerns.
- 15% - Faculty hiring, management, and development
- 15% - Other administrative duties: Accreditation, admissions, open houses, and special projects.

I am currently an elected Regent for the Nevada System of Higher Education in addition to marketing consulting. I have attached my resume.

Thank You,

Dr. Patrick Carter
[REDACTED] [REDACTED]

Dr. Patrick Carter

Functional Areas of Expertise

- Project Management
- Research and Analysis
- Advertising
- Marketing
- Scheduling
- Programs Administration
- Creative Software (Adobe)
- Fiscal Affairs Management
- Community Partnership
- Audio/Visual Technology
- IT Software Project Management
- System Design and Implementation
- Team Management
- Resource Management
- Training and Development
- Strategic and Tactical Planning

Functional Areas of Expertise Demonstrated

BERAM Consulting Group 2018-present

Project Manager and Consultant

The Art Institute of Las Vegas 2007-2017

Program Chair (Manager) 2012-11/2017

- Create and track metrics to measure effectiveness of my department.
- Successfully interpret data to draw conclusions for managerial action and strategy.
- Hire, evaluate, develop and motivate faculty and staff.
- Resolve issues through excellent customer service.
- Craft a schedule that optimizes personnel, facilities, and other resources,
- Project Manage numerous projects including: facility, process, technology, and curricular projects.

Lead Faculty 2010-2012

Faculty 2008-2010

Adjunct Faculty 2007-2008

Patrick Carter Productions

Creative Director/Owner 2007-2010

- Satisfied clients and drove sales with video advertising through writing, interviewing, and editing commercials for broadcast television and Internet advertising

Creative Edge

Vice President and Creative Director 2004-2007

- Proposed solutions to improve system efficiencies and reduce total expenses.
- Continually assisted in improving the processes and profitability of the business.
- Supervised and project managed the production quality on over a dozen weekly broadcast programs airing on television stations around the country, as well as a weekly satellite broadcast show.
- Supervised and approved all production aspects including web, print, and video for both internal and external client use.
- Built and maintained strong client relationships through quality customer service.
- Developed weekly/monthly/yearly schedules and timelines for projects.
- Coordinated bidding, budgeting, and purchasing of equipment.
- Developed sales and marketing campaigns, budgets, and proposals.
- Oversaw software and internet related projects and initiatives.

Other Professional Experience

- Fairfield - Sales - 2004
- Seminole Productions - Live Event Producer for College Sports - 2002-2003
- Red Letter Communications - Editor - 2002
- KFVS-12 (CBS) - Production Assistant/Graphic Artist - 1999-2002
- Southeast Video Services - Assistant Producer (Fundraising and athletic videos) - 1998-2002

Education

University of Nevada - Las Vegas - 2018

Game Innovation

Argosy University - 2014

Doctoral classes in Higher Education Administration

Argosy University - 2013

Doctorate in Business Administration

The Florida State University - Tallahassee, FL - 2004

M.S. in Communication: Integrated Marketing and Management Communication

Southeast Missouri State University - Cape Girardeau, MO - 2002

B.S. in Mass Communication: Video Production

Dual Minor: Computer Networking and Technical Graphics

References for Dr. Patrick Carter

John Moran III

Attorney and elected member of the Board of Regents

[REDACTED]

[REDACTED]

Mark Garland

President - The Art Institute of Las Vegas

[REDACTED]

[REDACTED]

Heather Scott

Coordinator of Liberal Studies

The Art Institute of Las Vegas

[REDACTED]

[REDACTED]

Jim Dufek

Professor - Southeast Missouri State University

[REDACTED]

[REDACTED]

David Andrews

Southeast Video Services Manager - Currently faculty at The Art Institute of Las Vegas

[REDACTED]

[REDACTED]

STACEY L. COOPER

STACEY L. COOPER

November 13, 2018

Re: Intent to Interview for Executive Director of SPCSA

Attention Ms. Gennie Hudson:

Thank you for considering my candidacy for Executive Director of the State Public Charter School Authority of Nevada. I am very interested in working for your visionary team as I have embraced successful prior, charter supervisory experience and warrant serious consideration for interview. I exemplify leadership from K-12 grade levels---including district leadership-- at the charter, private, public as well as central office management. My resume illustrates I have extensive experience working in the Nevada and Ohio public/charter school systems in various capacities in program/district leadership, charter authorization, AdvancED Accreditation Board, as well as serving as change agent for multiple under-performing schools in Ohio and Nevada. Further, I have the bilingual (Spanish) skills and dedication to quickly become a high-valued asset and key contributing member of your team. After reviewing my resume, I would welcome the opportunity to provide more details relating to my qualifications.

A highlight of my relevant experience, skills, and abilities includes the following:

- Demonstrate district leadership skills and excellent ability to work effectively in cross-functional teams coupled with extensive analytical abilities. Skilled at drawing sound conclusions and acting decisively while performing well under strict deadlines in demanding environments with frequently shifting and/or conflicting priorities.
- Recognized for strong collaboration, communication, networking, and public relations abilities and for building productive working relationships through the use of well-developed interpersonal and communication skills.
- Expertise in developing and administering budgets, providing financial management, analyzing and understanding complex information, managing projects, and meeting frequently shifting deadlines and/or conflicting priorities.
- Outstanding ability to work effectively in challenging and complex environments while exhibiting flexibility and utilizing strong planning, decision making, facilitation, and problem solving skills to provide effective leadership.
- Proficient at overcoming day-to-day obstacles/challenges and solving problems quickly coupled with the ability to analyze situations, provide appropriate solutions, and follow through in order to ensure positive outcomes.

After carefully reviewing the position description, I believe that my skills, experience, education, certification, and personal attributes would be an ideal match to your requirements. I have included my resume for your review and would welcome the opportunity to further discuss my qualifications in-person or by phone at your earliest convenience. Please do not hesitate to contact me for additional information.

In the interim, I thank you for your time and review of my resume and I look forward to hearing from you soon.

Sincerely,

Stacey L. Cooper

STACEY L. COOPER

SUPERINTENDENT/EXECUTIVE DIRECTOR/CENTRAL OFFICE

Dedicated, enthusiastic, and results-driven professional with exemplary qualifications and experience to provide leadership to all schools and the educational community on behalf of the mission & vision of the school district. Excel at coordinating and managing human, physical, and financial resources, supervising and developing staff, creating and implementing curriculum oversight, policies, programs, and building and maintaining positive relationships with school and administrative personnel, students, parents, and the community. Consistently exhibit the leadership, coordination, and facilitation skills needed to effectively execute and uphold organizational objectives, principles, and policies.

SUMMARY OF SKILLS

- | | | |
|-------------------------------------|-------------------------------------|---------------------------------|
| ▪ Educational / Program Leadership | ▪ Budgeting & Financial Planning | ▪ Staff Management/Supervision |
| ▪ Resource Management/Allocation | ▪ Grant Writing & Coordination | ▪ Coaching/Mentoring/Training |
| ▪ Develop Programs/Proposals/Plans | ▪ Curriculum Planning & Development | ▪ Program Planning / Execution |
| ▪ Public Relations and Partnerships | ▪ Collaboration with School Boards | ▪ Develop/Deliver Presentations |

PROFESSIONAL EXPERIENCE

District Administrator (Student Services), *Washoe County School District*, Reno, NV 2013 – Present
Held responsible for demonstrating excellent communication, collaboration, and leadership skills while planning, coordinating, and directing district wide charter schools, overseeing Section 504 programs, integrating legislative updates with policy development pertaining to Student Services. Accountable for managing budgets and resources, developing programs, curriculum, and policies, evaluating personnel and providing professional development/support for district school sites.

- Build rapport and maintain productive relationships with individuals within the school district and administration and help ensure decisions, recommendations, and actions are consistently in the best interest of the district.
- Compile, evaluate, and analyze data and information to support the design, re-design, and ongoing oversight of programs including; Extended Studies, Gifted & Talented, Students Activities & Athletics & Charter School Programs. Provide input and guidance for short-term and long-term program strategies and priorities.
- Accountable for facilitating, developing and maintaining Board of Trustee approved policies regarding all aspects of programs associated with the Options Area.
- Ensure students receive a first-class learning experience that maximizes intellectual, emotional, and behavioral development, motivate students toward life-long achievements, and enhance positive learning experiences.
- Display strong management and leadership skills, attention to detail and deadlines, and ability to multi-task and take ownership of key projects while effectively working with individuals at all levels in the school district through participation in state-level leadership meetings, site-monitoring and program evaluation.

Additional Experience:

- **Principal**, *Washoe County School District*, Reno, NV (2010-2013)
- **Director of Secondary/Interim Supt. Collaborative**, *Mansfield City Schools*, Mansfield, OH (2008-2010)
- **Campus Administrator of Small Schools**, *Cleveland City School District*, Cleveland, OH (2006-2008)

EDUCATION

Master of Education in Educational Leadership, *University of Findlay*, Findlay OH (Dec 2005)
Bachelor of Arts in Education, *University of Findlay*, Findlay OH (June 1994)

Certification: Nevada Licensure # 0000089484 & Ohio Superintendent Licensure #OH1215294

PROFESSIONAL DEVELOPMENT/LEADERSHIP

- Cambridge IB Training
- Buck Institute PBL
- Instructional Rounds
- Cambridge ECO Training
- Bill & Melinda Gates Small School Design
- Waters Foundation Systems Thinking
- MCREL Leadership
- Robert Singleton Diversity Training
- Knowledge Works Advisory
- NASSP Differentiated Instruction
- AVID Certification
- Solution Tree PLC/MTSS/RTI

PUBLICATIONS & MEMBERSHIPS

Rotary International, Incline Village, NV
Toastmasters International, Reno, NV
PEO, Incline Village, NV
ASCD

Implications of Vouchers in Public Schools (2002)

**AVID: Bridging Gaps* (2011)

**Technology Advancements in Education for HIS* (2012)

Kiwanas Club, Sparks, NV

Phi Beta Kappa

Sigma Kappa Sorority

Nevada Association of Secondary Administrators

**IB: Expanding Performance for IHS* (2010)

**Dual Credit Opportunities for Students* (2011)

**Indicates Publications in the North Lake Tahoe Bonanza, Incline Village, NV*

REFERENCES

Dr. Byron Green, Chief of Student Services/Options Area, WCSD

Mr. Frank Selvaggio, Director of Student Services, WCSD

Mr. Michael Doering, Director of Options, WCSD

Ms. Kindra Fox, Director of Curriculum & Instruction, WCSD

Ms. Wanda Washington, Gifted & Talented, WCSD

Mr. Brian Rothe, Administrator Middleton School District (former WCSD)

Mr. Patrick Gavin, State Charter School Director, NDOE

Ms. Shannah Kosek, Former Dir. of Primary, Mansfield, OH

Dr. Lloyd Martin, Former Supt., Mansfield, OH

Mr. Jason Goings, Principal Mansfield OH

Mr. Edward Weber; Principal, Cleveland, OH



Katherine Loudon
Coordinator of School Counseling



January 5, 2017

Dear Interview Committee:

It is my pleasure to write a letter of recommendation on behalf of Stacey Cooper for a Director or Superintendent position within any school district.

I have known Stacey for more than seven years. In that time, I have observed her in many capacities including Incline High School Principal, Sparks Middle School Principal, administrator over charter schools and quality management and special projects for the Options Department. Stacey has drafted policy and procedure, prepared for legal cases, serviced families and managed staff. She has coordinated training and development, presented on behalf of the schools she supports and facilitated very difficult student meetings. She is active at the state and county levels with an excellent reputation as a resource for many other leaders in charter schools, 504 and quality management. Stacey is an out of the box problem solver and maintains professionalism and leadership at all times. In addition, as a member of the Student Support Services Department, I have observed her leading strategic plan initiatives, setting up evaluation and presenting to our Board of Trustees, administrators, students and staff. She is charged with constantly working to find more efficient, cost-effective means of gathering data and producing better outcomes for students. Stacey Cooper has been a major factor in improvements over all. This can best be observed in her work at reformation and demonstration of our WCSD roles in charter schools.

Stacey is an innovative problem solver and a strong leader. She is able to command difficult situations with tact and careful precision. She is not one who will allow the "ways things have always been" to get in the way of necessary growth and reformation. In addition, she has demonstrated her ability to service very difficult cases, and she has shown mastery in communication and suggesting change using effective but non-threatening ways.

The necessary growth and action can and will take place under the direction of Stacey Cooper and most importantly, the service and support of students and parents would continue onward. Stacey knows this position. She has been in leadership roles for many other districts and she can hit the ground running. Stacey Cooper is a great supervisor. She can get everyone working together.

Please feel free to contact me with any further questions [REDACTED]

Sincerely,

Katherine Loudon

Coordinator of School Counseling



January 6, 2017

Re: Letter of Commendation

Attention Ms. Stacey Cooper,

I would like to take this opportunity to recognize and thank you for your extensive contributions to the Washoe County School District Student Activities & Athletics Department. As a newly allocated colleague and co-leader of our department for the past few years, I truly appreciate the talents and skillsets you bring to the arena. Please allow this letter of commendation to recognize the various areas of leadership and expertise you have contributed to our office.

As the facilitator for the Options Area Policy Committee, your astute knowledge of Nevada School Law and Board Regulations have benefited in the development of the policies associated with the Department of Student Activities as well as the Options Area. Your grammatical poise and professional writing truly assisted our department in completing our obligations expeditiously.

As the co-leader in the implementation of this first district Wellness Committee, you worked collaboratively with the State Department of Agriculture to ensure all guidelines and expectations were followed. You additionally collaborated with Washoe County School District Area Superintendent's to ensure accurate adherence to board policies and administrative procedures.

Your commitment to student safety both in school and during extra-curricular events manifested itself into a county-wide campaign that resulted in increased community awareness and procedures for reporting suspicious or potential harmful behaviors at our school events. Your collaboration with my department as well as the communications office resulted in a city-wide awareness campaign.

Last, but not least, I want to recognize your ongoing commitment and attendance to the various student events and state conferences. You have consistently gone above and beyond the normal work-day to be present at events and professional conferences. This personal dedication speaks volumes to your passion and love for school, students and families.

In closing, I personally wanted to extend this letter of commendation for your efforts and accomplishments in the Options Area. Thank you for being an asset of strength and dedication to the students of Washoe County School District.

Respectfully,

Brian Rothe, MA Ed



Options Area, Student Activities & Athletics

Washoe County School District

May 12, 2018

Re: Recommendation for Stacey L. Cooper

To whom it may concern,

It is with sincere enthusiasm I write this letter of recommendation for Ms. Stacey Cooper, Administrator for Washoe County School District & Adjunct Professor for Sierra Nevada College. I have had the esteemed pleasure of knowing Stacey, both personally and professionally during my tenure at the Sierra Nevada College. For the past four years, I have supervised Stacey as adjunct professor for Master of Arts in Teacher curriculum; and I have also worked with her as parent in the Incline Village community.

Stacey is a student-centered, focused instructional leader who is passionate about her work and student achievement. She has worked closely with students and families to promote a “whatever it takes” attitude with learning.

Not only is Stacey student-centered, but she is also highly motivated in assuring school improvement progress. She has led multiple school district’s in data-analysis towards making AYP, participated in the Common Core Standards professional development design, and assisted in developing a dual credit state language model for Nevada high schools. Stacey is meticulous with organization, goal-oriented, and well versed in educational pedagogy and philosophy.

As a professor of teacher licensure at Sierra Nevada College, Stacey exemplifies the characteristics essential for higher educational leadership. She is deeply committed to the education of our youth both in public education and at the college and university levels. Her successful tenure as educator exemplifies her passion for community collaboration, student achievement, and school success.

It is without reservation I recommend Ms. Stacey Cooper for whatever position she seeks in education. If you have questions or concerns regarding this letter of recommendation, do not hesitate to contact me at [REDACTED]

Sincerely,

Beth Bouchard
Professor and Chair of the Department of Teacher Education
Sierra Nevada College



Washoe County School District

425 East Ninth Street * P.O. Box 30425 * Reno, NV 89520-3425
Phone (775) 348-0200 * (775) 348-0304 * www.washoeschools.net

Board of Trustees: John Mayer, President * Angela Taylor, Vice President * Barbara McLaury, Clerk * Veronica Frenkel
* Howard Rosenberg * Lisa Ruggerio * Nick Smith * Traci Davis, Interim Superintendent

February 17, 2016

SUBJECT: Letter of Recommendation for Stacey L. Cooper

To Whom it May Concern:

I am pleased to write a letter of recommendation for Stacey L. Cooper for school-based and administrative leadership positions. As an Area Superintendent, I have supervised Ms. Cooper for the past two years, while she has served as an administrator within the Washoe County School District, and I can attest to the high quality of her work as an educator.

Ms. Cooper has a deep commitment to children, and has always demonstrated strong leadership skills, character, integrity, intellect, initiative, determination, and readiness to excel amid a myriad of pressures. Ms. Cooper's leadership includes facilitating and updating policies for the school district and Board of School Trustees, aligning school intersessions for middle and high schools, oversight of the district's charter schools, supervision of Gifted and Talented teachers and oversight of student activities and athletics for the district.

Ms. Cooper is very passionate about promoting high expectations for students and staff from various types of communities and backgrounds. This passion is evident in her interactions with faculty and students, as she has a willingness to see issues from many perspectives that provide impactful and effective instructional results. This passion will serve her well in future school leadership positions.

Ms. Cooper would be a valuable asset to any school district, and I would highly recommend her for a leadership role.

Sincerely,

Byron D. Green, Ed. D
Area Superintendent
Washoe County School District





Washoe County School District

425 East Ninth Street * P.O. Box 30425 * Reno, NV 89520-3425
Phone (775) 348-0200 * (775) 348-0304 * www.washoeschools.net

Board of Trustees: Katy Simon Holland, President * Malena Raymond, Vice President * John Mayer, Clerk
* Debra Feemster * Verónica Frenkel * Scott Kelley * Angela Taylor * Traci Davis, Superintendent

December 21, 2018

To Whom It May Concern:

I am delighted to write this letter of recommendation for Stacey Cooper, who is applying for an administrative position in the Clark County School District.

I have known Ms. Cooper for six years and have worked with her in various leadership roles, including Sexual Health and Responsibility Education curriculum, Wellness, Gifted & Talented Curriculum Training for teachers, district sponsored charter schools, and Section 504. During this time, Ms. Cooper has demonstrated commitment to diversity and inclusivity as well as the ability to work with a wide range of constituencies (staff, students, faculty, parents, administrators) with diplomacy and tact. Ms. Cooper consistently strives for excellence with her attention to detail.

Ms. Cooper's talents are always evident in her performance. She displays strong leadership abilities, logical thinking abilities, and the ability to work well with teams. She shows very strong organizational and management abilities. Ms. Cooper is not a person who simply completes her tasks and responsibilities; rather, she is a leader who is willing and capable to solve complicated problems and see the work through.

Based on my firsthand observation of her performance, I believe that Ms. Cooper is a highly effective leader. I therefore enthusiastically recommend her without reservation. Please feel free to contact me with any questions you may have.

Sincerely,

Byron Green, Ed.D.
Chief Student Services Officer

Stacey L. Cooper

MAIL TO:

Page 1 of 2



University of Findlay

STACEY GRIFFIN

Office of the Registrar
1000 North Main Street
Findlay, OH 45840
Telephone: 419-434-4556

Sex: F

Degree: Master of Arts in
Education

Degree Date: 12/11/2004

----- The PRAXIS II Series 2000 -----
11/20/04 - Ed Leadership Admin And Supervision

----- Spring 2003 -----

EDUC500	Being a Teaching Leader	3.00	A
EDUC502	Collaboration: Education and Community	3.00	A
EDUC583	Supervision and Prof Development	3.00	A

	attempt	earn	pass	quality points	gpa
ses	9.0	9.0	0.0	9.0	36.0
cum	9.0	9.0	0.0	9.0	36.0

----- Summer 2003 -----

EDUC505	Research for the Teacher Leader	3.00	A
EDUC541	Teacher Leader as Change Agent	3.00	A
EDUC581	Curr., Instruction and Learning	3.00	A

	attempt	earn	pass	quality points	gpa
ses	9.0	9.0	0.0	9.0	36.0
cum	18.0	18.0	0.0	18.0	72.0

----- Fall 2003 -----

EDUC582	Student Personnel Services	3.00	A
EDUC593	Technology & Assessment for Admn	3.00	A

	attempt	earn	pass	quality points	gpa
ses	6.0	6.0	0.0	6.0	24.0
cum	24.0	24.0	0.0	24.0	96.0

----- Spring 2004 -----

EDUC584	School Finances and Resources	3.00	A
EDUC592	Org & Admin of Special Education	3.00	A

	attempt	earn	pass	quality points	gpa
ses	6.0	6.0	0.0	6.0	24.0
cum	30.0	30.0	0.0	30.0	120.0

----- Summer 2004 -----

EDUC586	Educational Law	3.00	A
EDUC587	Internship - Supervision	3.00	A

----- To be continued -----

----- Summer 2004 (cont.) -----

	attempt	earn	pass	quality points	gpa
ses	6.0	6.0	0.0	6.0	24.0
cum	36.0	36.0	0.0	36.0	144.0

----- Fall 2004 -----

EDUC552	Educational Leader-Facilitator and Culminating Project	3.00	A
EDUC580	Foundations of School Admin.	3.00	A

	attempt	earn	pass	quality points	gpa
ses	6.0	6.0	0.0	6.0	24.0
cum	42.0	42.0	0.0	42.0	168.0

----- Spring 2005 -----

EDUC588	Internship-Administrative Tasks	3.00	A
EDUC612	School & Community Relations	3.00	A

	attempt	earn	pass	quality points	gpa
ses	6.0	6.0	0.0	6.0	24.0
cum	48.0	48.0	0.0	48.0	192.0

----- Summer 2005 -----

EDUC611	Building, Grounds & Facil. Mgmt	3.00	A
EDUC613	Coll Bargaining/Staff Personnel	3.00	A

	attempt	earn	pass	quality points	gpa
ses	6.0	6.0	0.0	6.0	24.0
cum	54.0	54.0	0.0	54.0	216.0

----- Fall 2005 -----

EDUC599	Educational Psychology	3.00	A
EDUC614	Superintendent Internship	3.00	A

	attempt	earn	pass	quality points	gpa
ses	6.0	6.0	0.0	6.0	24.0
cum	60.0	60.0	0.0	60.0	240.0

----- Spring 2006 -----

EDUC610	The Superintendent	3.00	A
EDUC641	Training & Development in Org.	3.00	A

----- To be continued -----



Stacey L. Cooper

MAIL TO:

Page 2 of 2



University of Findlay

STACEY GRIFFIN

Office of the Registrar
1000 North Main Street
Findlay, OH 45840
Telephone: 419-434-4556

Sex: F

----- Spring 2006 (cont.) -----

	attempt	earn	pass	quality	points	gpa
ses	6.0	6.0	0.0	6.0	24.0	4.00
cum	66.0	66.0	0.0	66.0	264.0	4.00

----- Summer 2006 -----

EDUC642	Instructing the Adult Learner	3.00	F
EDUC643	Assessment, Curr, Evaluation: Technology Integration	3.00	A

	attempt	earn	pass	quality	points	gpa
ses	6.0	3.0	0.0	6.0	12.0	2.00
cum	72.0	69.0	0.0	72.0	276.0	3.83

END OF RECORD

Printed on 02/07/2018

Tony G. Goedde, Registrar



Stacey L. Cooper

MAIL TO:

Page 1 of 2



University of Findlay

STACEY GRIFFIN

Office of the Registrar
1000 North Main Street
Findlay, OH 45840
Telephone: 419-434-4556

Sex: F

Degree: Bachelor of Arts
Major1: Spanish
Minor1:

Degree Date: 05/14/1995
Major2:
Minor2:

----- Transfer Credit 1991 -----

Transfer work

**Eastern Michigan University

Course	Description	CR	TR
ANT 135	Introduction to Cultural Anth.	3.00	TR
CSC136	Computers for Non-Specialists	3.00	TR
CTA 124	Fundamentals of Speech	3.00	TR
CTA 158	Fundamentals of Acting	3.00	TR
CTA 227	Interpersonal Communications	3.00	TR
CTA 359	Public Speaking	3.00	TR
CTA 359	Small Group Communications	3.00	TR
ENG 121	English Composition	3.00	TR
FA 101	Introduction to Art	3.00	TR
GES 108	Earth Science	4.00	TR
HIS 124	The U.S. 1877 To President	3.00	TR
MTH 150	Mathematical Reasoning	3.00	TR
PEG 119	Women's Gymnastics	1.00	TR
PLS 112	American Government	3.00	TR
SPN 122	Beginning Spanish	5.00	TR
SPN 202	Intermediate Spanish	3.00	TR
SPN201	Intermediate Spanish Convr/Comp	3.00	TR

	attempt	earn	pass	quality	points	gpa
ses	52.0	52.0	52.0	0.0	0.0	0.00
cum	52.0	52.0	52.0	0.0	0.0	0.00

**Exempt by Examination SPAN 120.

----- Fall 1992 -----

Course	Description	CR	TR
BLMC250	History & Philosophy of BLMC Ed.	3.00	B
EDUC222	Foundations/Orientation Teaching	3.00	A
PSYC207	Child/Adolescent Psychology	3.00	B
SPAN230	Spanish Conversation & Comp.	3.00	A
SPAN362	Spanish Grammar and Syntax	3.00	A

	attempt	earn	pass	quality	points	gpa
ses	15.0	15.0	0.0	15.0	54.0	3.60
cum	67.0	67.0	52.0	15.0	54.0	3.60

----- Transfer Credit 1993 -----

Transfer work

**Terra Technical College

Course	Description	CR	TR
CIS 109	Computer Fundamentals	2.00	TR

	attempt	earn	pass	quality	points	gpa
ses	2.0	2.0	2.0	0.0	0.0	0.00
cum	69.0	69.0	54.0	15.0	54.0	3.60

----- Winter Weekend 1993 -----

Course	Description	CR	TR
SPAN343	Spanish Influences in the U.S.	3.00	A

	attempt	earn	pass	quality	points	gpa
ses	3.0	3.0	0.0	3.0	12.0	4.00
cum	72.0	72.0	54.0	18.0	66.0	3.66

----- Spring 1993 -----

Course	Description	CR	TR
EDUC221	Initial Teaching Experience	2.00	S
EDUC223	Self-Mgmt./Interpersonal Skills	2.00	C
EDUC224	Multicult. in the Classroom	2.00	A
EDUC306	Classroom Evaluation Techniques	2.00	B
SPAN050	Luna Club	.50	S
SPAN320	Adv Spanish Conversation & Comp.	3.00	A
SPAN363	Spanish Grammar & Sys II	3.00	A

	attempt	earn	pass	quality	points	gpa
ses	14.5	14.5	2.5	12.0	42.0	3.50
cum	86.5	86.5	56.5	30.0	108.0	3.60

----- Fall 1993 -----

Course	Description	CR	TR
BLMC400	Methods & Materials ESL I	3.00	B
CSCI307	Intro to Computers for Educators	2.00	W
EDUC422	General/Special Methods	2.00	A
EDUC422	General/Special Methods	2.00	B
	Language		
ENGL300	The English Language	3.00	B
	History		
SPAN340	Spanish Culture	3.00	B

----- To be continued -----

Tony G. Goedde
Tony G. Goedde, Registrar



Stacey L. Cooper

MAIL TO:

Page 2 of 2



University of Findlay

STACEY GRIFFIN

Office of the Registrar
1000 North Main Street
Findlay, OH 45840
Telephone: 419-434-4556

Sex: F

----- Fall 1993 (cont.) -----

	attempt	earn	pass	quality	points	gpa
ses	13.0	13.0	0.0	13.0	41.0	3.15
cum	99.5	99.5	56.5	43.0	149.0	3.46

----- Spring 1994 -----

CSCI307	Intro to Computers for Educators	2.00	B
HPE 100	Wellness: Strategies For Life	2.00	B
RELI101	Introduction to Religion	3.00	C
SPAN322	Major Works-Spanish Literature	3.00	B
SPAN491	Independent Study in Spanish	4.00	B
SPAN491	Independent Study in Spanish	5.00	B

	attempt	earn	pass	quality	points	gpa
ses	19.0	19.0	0.0	19.0	54.0	2.84
cum	118.5	118.5	56.5	62.0	203.0	3.27

----- Fall 1994 -----

EDUC415	Reading in the Content Areas	1.00	B
EDUC419	High School Curriculum	3.00	B
EDUC452	Mgmt. of the Secondary Classroom	1.00	B
EDUC455	Student Teaching-K-12	9.00	S

	attempt	earn	pass	quality	points	gpa
ses	14.0	14.0	9.0	5.0	15.0	3.00
cum	132.5	132.5	65.5	67.0	218.0	3.25

----- National Teacher Exam 1995 -----

06/10/95 - General Knowledge
06/10/95 - Professional Knowledge
11/21/98 - Spanish

END OF RECORD

Printed on 02/07/2018

Tony G. Goedde, Registrar



State of Nevada

License for Educational Personnel

This License Certifies That

Stacey L Cooper

Has complied with the prescribed rules and regulations of the Commission on Professional Standards in Education and that the Superintendent of Public Instruction has granted this license which authorizes the holder to provide service in the schools of the State of Nevada in the following areas:

Type of License	Kind of License		Issued	Endorsements	Expires	Provision Code(s) (See reverse for explanation)
PROFESSIONAL	SECONDARY	7-12	4/29/2013	SPANISH(7/27/2010)	6/3/2019	0004
PROFESSIONAL	SPECIAL	K-12	4/29/2013	SCHOOL ADMINISTRATOR(7/27/2010)	6/3/2019	


State Superintendent of Public Instruction

Each teacher or other educational employee who is required to hold a license is responsible for securing, maintaining and renewing his/her license [NAC 391.025(1)].

Your license/endorsement(s) were issued to you on a provisional basis. In order to maintain validity of any particular license or endorsement, all provision(s) must be removed by the date(s) specified below. Provision # 1-4, as well as any competency testing provisions, MUST be fulfilled in order to keep the initial and all subsequent license(s)/endorsement(s) valid. Course work provision(s) could affect validity of subsequent license(s)/endorsement(s) issued to you.

Provision Code Summary

Code Number	Provision	To be Removed By
0004	FINGERPRINT CLEARANCE	4/29/2014

NOTE: Many endorsements issued by this office are contingent upon holding a valid teaching license. Therefore, before you allow any endorsement to become invalid for failing to remove a provision, it is strongly suggested that you contact the Office of Teacher Licensure to insure that your ability to utilize the license/endorsement is not compromised.

The license holder is encouraged to read all supplemental material provided with this license for important information regarding specifics for removing a particular provision. If provisions attached to a license or endorsement is not removed within the timeframe specified, the license/endorsement will become invalid until such a time as the provision(s) is removed or until the license expires, at which time it CANNOT be renewed.

Credits utilized to remove provisions CANNOT be applied toward renewal of the license.

Official transcripts and NTE score reports must be submitted to the Office of Teacher Licensure to remove provisions.

Guidelines and Requirements for License Renewal

Nevada's licensure regulations require that you complete six (6) semester hours of approved credit in order to renew this license. Renewal may not be requested earlier than nine (9) months before the expiration date (NAC 391.070). In order to renew a license, the holder MUST submit:

- The completed application and fee
- Official transcript(s) or certificate(s) of credit
- Completed Child Support Form

Credits may be earned through a regionally accredited college/university, a Nevada Department of Education approved inservice course, or continuing education class (CEU) offered by a provider sanctioned by the Department and who has been pre-approved to offer such a class. Unless otherwise stated, the license holder may take any combination of college/university or State approved inservice (PDE) or pre-approved CEU credits (15 contact hours equivalent to one (1) semester of credit) to fulfill the requirement.

Credits taken to renew a license must:

- Be directly related to the current license/endorsement;
- Enhance the effectiveness of teaching;
- Be in a subject area for which shortages of personnel, as determined by the Board exist; *and/or*
- Be part of an approved program leading to an advanced degree.

Non-traditional renewal credit for travel, teaching at the college/university level or conducting a seminar/workshop, and for full-time employment in an occupational field in which a license has been granted are also available under certain circumstances. Contact the Office of Teacher Licensure for more information regarding these options, if interested.

Credits needed to renew the license must be earned after the issue date of the license and prior to the expiration date of the license.

Renewal with omission of substitute license

Print Form

Print Preview

[Done](#)

Evaluation Cover Sheet
WASHOE COUNTY SCHOOL DISTRICT
Office of Human Resources



Employee Legal Name: STACEY COOPER

Employee Number: [REDACTED]

School Year: 2016-2017

Location: Office of Academics: Curriculum & Instruction (RCTL)

Employee Assignment	Type of Contract	Type of Evaluation	Hire Date
Central Office	Standard	Post-Probation	07/01/2010

40th Day Observation Date(s) (Probation A and Off Cycle Plans):

80th Day Observation Date(s) (Prob A, Prob B, and Off Cycle Plans):

120th Day Observation Date(s) (All Plans):

12/06/2016

Final Evaluation Rating:

Pursuant to NRS 391.685 and 391.690 the overall performance of this employee is:

Final Score

Final Rating

4

Highly Effective

In accordance with NRS 391.685, an evaluator charged with the evaluation of a first year Probationary licensed employee shall formally observe, with pre and post conferences, the performance of the licensed employee a minimum of three times with the first formal observation taking place by the 40th day of instruction, the second between the 40th day and the 80th day of instruction, and the third between the 80th and 120th day of instruction. An evaluator charged with the evaluation of a second year Probationary licensed employee shall formally observe the performance of the licensed employee a minimum of two times with the first formal observation taking place by the 80th day of instruction and the second between the 80th and 120th day of instruction. An evaluator charged with the evaluation of a third year Probationary licensed employee shall formally observe the performance of the licensed employee a minimum of one time with the formal observation taking place by the 120th day of instruction. If the employee received a rating of "Minimally Effective" or "Ineffective" in any of the three probationary years and employment is continued, the employee shall be formally observed three times the following year with the first formal observation taking place by the 40th day of instruction, the second between the 40th day and the 80th day of instruction, and the third between the 80th and 120th day of instruction. One evaluation will be given in each of the three probationary years.

In accordance with NRS 391.690, an evaluator charged with the evaluation of a Post-Probationary licensed employee with a "Highly Effective" or "Effective" rating from their previous evaluation shall formally observe, with pre and post conferences, the performance of the licensed employee a minimum of one time by the 120th day of instruction with one evaluation given. A Post-Probationary licensed employee receiving an "Ineffective" or "Minimally Effective" overall performance rating shall be formally observed, with pre and post conferences, three times in the succeeding school year with one evaluation given. The first formal observation being by the 40th day of instruction, the second between the 40th day and the 80th day of instruction, and the third between the 80th and 120th day of instruction.

Evaluator Signature and Date: ACCEPTED by FRANK SELVAGGIO on 04/07/2017 at 09:10 AM

Licensed Employee Signature and Date: ACCEPTED by STACEY L COOPER on 04/12/2017 at 09:50 AM

Licensed Employee Comments:

Evaluation Narrative

As the Director of Charter Schools and Section 504, Stacey is responsible for the oversight, innovation, compliance and direction to make sure these areas are on the cutting edge of meeting the needs of the stakeholders they serve. In addition, as a central office administrator Stacey is to show adept skills in the following areas:

1. Supports the development, articulation, and implementation of her department's strategic plan.
2. Creates and sustains a culture of professional growth and high expectations to support her department's strategic plan.
3. Is an effective and efficient manager of her department.
4. Effective collaborator with her stakeholders.
5. Models professionalism and growth to create a positive work environment.
6. Understands and responds to, and influences the political, social, economic, legal and cultural contexts of the school system.

Stacey also set two professional goals to ensure innovation and effectiveness is occurring in the areas she oversees. For both charters and Section 504 the focus of these goals were on support and improvement to systems, forms and processes.

It is the observation of her supervisor that Stacey has shown excellent leadership skills and monumental accomplishments in tackling the goals for 2016-2017 by the following evidence:

- Stacey has worked with charter schools to develop a more effective monitoring process that focuses on academic achievement instead of only compliance related areas.
- Her supervisor has observed Stacey on a number of occasions with charter leaders and is respected by them and looked upon to provide leadership and support on a regular basis.
- Stacey has shown a deep understanding of charter school statutes and is proactive in making recommendations to the district and state to improve the outcomes of charter schools.
- Stacey is able to strike a unique balance of working for WCSD and being a strong advocate for charter schools.
- Stacey was charged with developing a Section 504 district and parent manual and not only fulfilled this obligation but went well beyond by doing research, getting input from key stakeholders, including case managers and administrators at sites, which will result in greater reception of new processes.
- Stacey has been a proactive support to sites that needed help in working with frustrated families. Stacey was not only able to solve these issues but served as a conduit for families and schools to work better together.
- Stacey has provided ongoing and effective training to case managers at schools.
- Stacey has continued to improve her practice by attending important conferences in her areas.

In observing Stacey throughout the year it has also been evident she more than met the expectations outlined for a district level administrator. Stacey models professionalism and is an excellent collaborator with stakeholders. This has been evident by observation in many settings by her supervisor. For example, in meetings with charter leaders, Stacey always has an agenda, is able to listen to the concerns of her constituency and follows-up with next steps through email. In addition, Stacey has set a very ambitious strategic plan for her areas and accomplished the vast majority of what she set out to do. This is evident by review of the department plan she set for 2016-2017. Finally, Stacey regularly seeks out professional growth and understands most of the nuances of a school system. This is evidenced by Stacey attending conferences in her areas and providing her supervisor feedback on what has been learned and Stacey's receptiveness to her supervisor when discussing ways to improve communication with senior level administrators.

Areas of Growth:

- One of many strengths Stacey has is being willing to be upfront in her communication. It is recommended she continue with this strength but to also be aware of the audience she is communicating to. When senior leaders are all in one place, including supervisors, it will be important for Stacey not to contradict in public and share openly in private to those supervisors.

- It is recommended Stacey set concrete timelines for projects. In discussion with one stakeholder it was communicated Stacey needed work done at the last minute on a project that was due.

Print Form

Print Preview

[Done](#)

Evaluation Cover Sheet
WASHOE COUNTY SCHOOL DISTRICT
Office of Human Resources



Employee Legal Name: STACEY COOPER

Employee Number: [REDACTED]

School Year: 2015-2016

Location: Office of Academics: REG CTR FOR TEACHING & LEARNIN

Employee Assignment	Type of Contract	Type of Evaluation	Hire Date
Central Office	Standard	Post-Probation	07/01/2010

120th Day Observation Date(s):

08/18/2015

Student Achievement Outcome

Student Achievement Targets Met:

Student Achievement Score: N/A

Final Evaluation Rating:

Pursuant to NRS 391.3125 the overall performance of this employee is: Highly Effective

In accordance with NRS 391.3125, one formal observation, with pre and post conferences, for licensed employees with a "Highly Effective" or "Effective" rating from their previous evaluation must take place by the 120th day of instruction. One evaluation will be given. Any Post-Probationary licensed employee receiving an "Ineffective" or "Minimally Effective" overall performance rating shall be formally observed, with pre and post conferences, three times in the succeeding school year with one evaluation given. The first formal observation being by the 40th day of instruction, the second between the 40th day and the 80th day of instruction, and the third between the 80th and 120th day of instruction.

I acknowledge that if I have received an Ineffective or Minimally Effective evaluation rating, I have received and understand the NRS 391.3125 statement above.

Evaluator Signature and Date: ACCEPTED by KINDRA C FOX on 04/17/2016 at 09:16 PM

Licensed Employee Signature and Date: ACCEPTED by STACEY L COOPER on 04/18/2016 at 07:51 AM

Licensed Employee Comments:

As an administrator in my third year with Central Office personnel, I am grateful for the support and insight received from the multiple areas of my professional exposure. This year was a challenge, as the scope of my work bridged two different areas--both the Curriculum & Instruction Department as well as the Options Area. Regardless of the challenge, I thoroughly enjoyed working in both dynamics and supervisors, and exemplified personal, professional success with both departments.

In the arena of Charter leadership, this area has proven to be the highest area of personal success. I have gained exposure, respect and opportunities for collaboration with schools nationwide through member in NACSA, as well as other regional memberships such as SPCSA, NCSA. My experience through these memberships have allowed me to improve the systems of accountability for charter schools through the development of charter administrative regulations, the creation of a foundational template for school closure, and the experience of working

through a high-stakes audit for the future viability of a charter school. This year's experience has exposed me to a professional level of charter involvement that expands beyond the local level.

This year, in my initial year for SHARE, I worked systematically to expose myself to the national standards of curricular development for sex education. I attended two state-level professional development sessions as well as one national professional development session designated to assist our school district in the enhancement of our current SHARE curriculum. In addition to the PD, I also worked collaboratively with Rocky Mountain Planned Parenthood, CCSD, SEICUS collaborative, NNDVA, and SHEP to share curriculum practices and improve awareness of the holes that exist in our current curriculum. On a more localized level, I restructured the PD framework for all grade levels, developed new forms for tracking/accountability, and transferred all teaching resources into an online format for easier access for all instructors. The work for SHARE is yet to be complete, but the future TOSA should be able to launch a solid curriculum restructuring approach through the foundational work that has been developed.

In closing, I have thoroughly appreciated the opportunity to work with the C&I department this year. I, also, will miss the staff and leadership this department provides. However, I am anxious to move forward to a professional opportunity that will exemplify my capacities for long-term impact.

Evaluation Narrative

Performance Summary

Ms. Cooper is a post-probationary administrator in her first year as the SHARE/Charter School Administrator Curriculum & Instruction. This appraisal report represents a synthesis of both formal and informal observations conducted at department meetings, professional learning workshops and various meetings throughout the school year. This appraisal includes Ms. Cooper's input derived from pre- and post-observation meetings, and other supervisory interactions. The WCSD Central Office Performance Evaluation serves as the basis for this evaluation. Stacey is to be commended for her hard work in this position – she is really doing a great job! Too bad we don't get to continue the work together; I will miss working with you. At this time, Ms. Cooper's performance is highly effective.

Standard 1: effective

Stacey has worked to expand professional development opportunities for charter schools and ensure that what is offered is aligned with their needs and initiatives within the State. Stacey encourages the Charter Schools to participate in District professional learning opportunities whenever possible. In SHARE, Stacey has provided ongoing learning and support to teachers. She has built a new Advisory committee from scratch and has provided leadership. She was working towards the development of a shared vision for SHARE with all stakeholders. Within the SHARE program, Stacey was working towards aligning the curriculum, materials and instruction this year.

Standard 2: effective

Stacey has high expectations for both charter schools and SHARE as she truly promotes the principle that every child should have the opportunity to learn and succeed. She has promoted high expectations for both Charter Schools and their monitoring by District personnel. Stacey provides examples of high expectations for the teachers for delivery of SHARE instruction based on national and state standards. She always seeks input from others on ways to improve delivery of instruction, programming and the events in WCSD.

Standard 3: highly effective

Stacey continues to work to provide a consistent system of policies and procedures for all SHARE teachers including the preview nights, parent permission, utilizing correct materials, and classroom practice. She fostered a professional learning community amongst the Charter School and the SHARE teachers by bringing them together for different trainings. As a new member to the C&I staff, Stacey assisted in promoting an office climate that collaborated, came up with innovative solutions and values diversity.

Standard 4: highly effective

Stacey has continued to foster several collaborative partnerships with both the Charter Schools, the SHARE community on a local and national level and local groups. Stacey has fostered these partnerships without assistance and has formed relationships with the groups in a positive way. Ms. Cooper consistently solicits and collects data about district, school implementation of the SHARE programs to articulate trends. Stacey fosters a workplace culture where the colleagues and teachers feel comfortable expressing their opinions and diversity is both acknowledged and celebrated.

Standard 5: highly effective

Stacey attends professional learning workshops at different conferences to assist her in her role; this allows for her to have a group of like employed professionals to bounce ideas off of and learn from. Stacey is continually seeking feedback and demonstrates a commitment to continuous improvement. Stacey models a high level of code of ethics, conduct and professional practice. She is deeply engaged as a lifelong learner and is currently working on a doctorate program.

Standard 6: effective

Stacey is attending the A&S meetings, staying current with board decisions/policies, learning more policies and procedures in regards to both SHARE and Charter Schools. Stacey has initiated participation in local, state and national associations for SHARE and Charter Schools and works to advocate for both parts of her position. Through this participation she has acquired knowledge of local, state and national trends, current research and best practices to share with teachers and schools.

Arsenio Escudero

To Whom It May Concern:

My name is Arsenio Escudero and it would be my privilege and pleasure to work for your organization. I have extensive experience with management, auditing, budgets, logistical operations, teaching, public relations, writing, analysis, and office management. I know that I have much to offer your organization because I am focused and extremely motivated.

My experience includes analyzing programs, managing teams, doing compliance audits of grants and contracts, applying for grant funding, and ensuring services were being provided at the highest standard. I have supervised a staff of fiscal and business officer at UC Berkeley where I monitored compliance of all fiscal transactions. I have served as a Regional Representative for Senator Harry Reid and this gave me extensive experience in public speaking and being politically astute. At the State of Nevada, I was a Deputy Legislative Auditor where I audited several government departments and was an in-charge auditor. I currently am a Principal Budget Officer at the University of Nevada, Reno, where I monitor and create budgets and do many types of analyses. My reason for wanting to work for the State Public Charter School Authority, is to pursue my desire to help people. I have attached my resume. If you have any further questions, please do not hesitate to contact me. Thank you for your time and consideration.

Sincerely,

Arsenio Escudero

Arsenio Escudero

Have been ranked top employee in private and public sectors. Expert in managing employees and disseminating office tasks. Able to solve complex organizational and administrative problems. Trusted by top executives, clients, and congressional officials. Organized large scale events. Conducted research on various topics. Qualifications include:

- Experienced in public speaking
- Have great negotiation skills
- Research and data mining expert
- Skilled manager and worker
- Proficient problem solver

Employment History

Principal Budget office

November 2017- Present

University of Nevada, Reno

Experience:

- Create and balance budgets
- Creating Workday Reports
- Conduct complex financial analyses
- Using database and spreadsheet solutions
- Create long and short-term financial forecasts
- Negotiate contracts
- Manage over \$100 million in funding sources

Legislative Auditor

November 2015- November 2017

State of Nevada Legislative Counsel Bureau

Experience:

- Performance auditing of many departments
- Writing Reports
- Comply with GAAP Standards
- Perform Financial, compliance, and performance audits
- Presenting Reports to Legislature
- Associating with various departments
- Being diplomatic with all stakeholders.

Financial Services Supervisor October 2013- November 2015

UC Berkeley

Experience:

- Manage a business process team
- Run reports on various metrics
- Train employees on Procurement Policy
- Address questions posed by various departments
- Monitor workloads
- Create procedures to properly route financial transactions

Senior Management Analyst September 2010- October 2013

Contra Costa County

Experience:

- Conducted advanced policy, budgetary, and business process analysis
- Created Countywide Budget
- Conducted Audits
- Instituted workflow processes and procedures
- Wrote laws
- Routed legal documentation
- Communicated to lawmakers about a variety of issues
- Wrote budget proposals
- Managed advisory governmental bodies

- Created VBA Coding and Macros for Databases and Spreadsheets

Regional Representative for United States Senator Harry Reid

April 2005-August 2010

United States Senate- Washington D.C. and Reno, NV

Experience:

- Public speaking engagements for the Senator in venues that ranged from as many as ten thousand people
- Planned complex events
- Wrote speeches and advised those that I worked with on writing speeches
- Researched for speeches and corresponded with Washington D.C. to get updates on current issues
- Taught children about the government through presentations
- Conducted interviews
- Worked on local and state environmental projects
- Made many public appearances for the Press
- Edited numerous correspondences and speeches
- Organized projects with challenging deadlines and finished them before the due dates
- Listened to the views of many individuals and used the government resources at my disposal to resolve the situations or point them in the right direction
- Worked on casework in veterans, military, immigration, and energy issues
- Created business contacts in the community and became very efficient at social networking
- Gained extensive knowledge on immigration policy, energy issues, veterans and military issues

Education

Old Dominion University: M.P.A. in Public Administration

May 2007 Graduate GPA: 3.61

- Relevant Course: Administrative Law, Urban Services Administration, Advanced Public Budgeting, Ethics of Public Administration, Organizational Theory, Digital Government, and Public Policy

University of Nevada, Reno: M.A. Political Science with a concentration in Comparative Politics and International Affairs

December 2005 Graduate GPA: 3.73

- Relevant Courses: Advanced Research Methodology, Discipline of Political Science, Seminar in Political Theory, and Professional Paper in Neo-functionalist Theory and European Integration

University of Nevada, Reno: B.A. International Affairs Minor- Economics and Political Science

May 2003 Undergraduate GPA: 3.10

- Relevant Courses: Intermediate Macroeconomics, Economic Development, Chinese Economics, Economics of NAFTA and Common Markets, American Foreign Policy, Principles of Micro and Macro Economics, Political Geography, Policy Analysis, and International Law

Organizations

Coast Guard Auxiliary, Knights of Columbus, Former President and Founder of Old Dominion University Graduate Student Organization, Golden Keys International Honor Society, Renewable Energy Commission, President of Old Dominion University Master of Public Administration Association, and Mace & Crown Columnist.

Related Skills

Workday Financials, Microsoft Excel, Microsoft PowerPoint, Advantage Financial System, PeopleSoft, NBUDS, Hansen Database, Microsoft Access, Crystal Reports, Microsoft Publisher, SPSS, Electronic Field Survey, Capitol Correspondence, Leadership Training, Management Training, Organization Systems Training, Ethics Training, Adobe Creative Suite, HTML, JavaScript, Web Authoring/Publishing, Data Mining, United States Immigration and Citizenship Training, Programming, VBA Coding, Database Management, Basic Software Development, and Congressional Research Service Training.

References

Available upon request

Professional References

- 1) Capt. U.S. Navy (Ret.) Carl Schuster

[REDACTED]

- 2) Keith Muller
Buyer for UC Berkeley, Campus Shared Services

[REDACTED]

- 3) Dr. Celeste Greene
Director of UVA Extended Studies Program

[REDACTED]

- 4) Rocky Cooper, CPA
State Legislative Auditor

[REDACTED]

- 5) Wade Simms
DRC Commander FEMA

[REDACTED]

Rebecca Feiden

Rebecca Feiden



Gennie Hudson
Agency Human Resource Services
400 West King Street, Suite 406
Carson City, NV 89703

December 11, 2018

Subject: SPCSA Director

I am writing to express my interest in the opportunity to serve as the Executive Director of the Nevada State Public Charter School Authority (SPCSA). As a current employee of the Nevada Department of Education, I was made aware of this opening through conversations with colleagues.

Two and a half years ago, I moved to Nevada to contribute to the improvement of the state's education system. Since then, I have come to intimately understand our state's educational landscape and the nuances of charter school authorizing in Nevada. It is with a commitment to ensuring that every Nevada child has access to great education that I seek to serve as the Executive Director of the State Public Charter School Authority. Below are highlights of the skills and experience that I bring to this position:

Experience establishing and managing a charter school sponsor in Nevada: I have spent the last two and half years establishing the Nevada Achievement School District (ASD), most recently as the Acting Executive Director. In my role, I oversee and execute all facets of charter school sponsoring. This includes the full spectrum of responsibilities, from reviewing charter applications to developing authorizing policies to conducting site visits and weekly compliance monitoring of schools. Through this work I have become fluent with Nevada's education laws, regulations and policies. For example, as a member of the Technical Advisory Group, which provides input on the Nevada School Performance Framework, I have developed a detailed understanding of how star ratings are calculated.

Transparent and consistent communication: The responsibility of charter school sponsors to provide oversight and accountability is critical to charter school effectiveness. At the same time, it is incumbent upon sponsors to provide transparency and clear communication so that schools understand what is expected and how success will be measured. In my current role, I send a weekly email to the Nevada ASD schools highlighting upcoming deadlines, training opportunities and updates from the Nevada Department of Education. I regularly coordinate with my colleagues at the Nevada Department of Education to ensure that the Nevada ASD schools have current information and are up to date with submissions. Clear communication is also critical to building trust with external stakeholders. I have had success engaging with a broad range of stakeholders from parents and community members to elected officials and have honed my ability to develop clear and concise messaging and materials.

Perspective as a former charter school teacher and leader: Prior to my role at the Nevada ASD, I served as the Managing Director of Operations for a charter management organization and oversaw a range of compliance and reporting responsibilities. This experience working in charter schools has allowed me to see the implications of decisions and policies from multiple vantage points. My perspective as a former teacher and charter school leader, coupled with my experience authorizing charter schools in Nevada, makes me uniquely positioned to create policies and practices that will best serve Nevada's schools and students.

Thank you for your consideration and I look forward to learning more about this opportunity and discussing how my skills align with the vision and needs for the State Public Charter School Authority.

Sincerely,
Rebecca Feiden

Rebecca Feiden

EXPERIENCE

Nevada Achievement School District, Nevada Department of Education

Las Vegas, NV

Acting Executive Director/Previously Director

2016-Present

- Oversaw successful launch of first four schools in the Nevada ASD portfolio, resulting in the addition of over 1,500 seats in communities with chronically low-performing schools. At full scale, these schools will serve 2,600 students.
- Established foundational school oversight practices in accordance with statutes and regulations including pre-opening process, school performance framework, intervention protocol and closure procedure.
- Oversaw the regulation process for regulation R108-15 which passed in December of 2017 and adds protections for students, empowers parents through the establishment of a parent petition process, creates performance compacts as a pathway to honor effective local interventions and protects capital investments.
- Crafted and executed communications strategy to shape narrative of the office including press releases and journalist interviews and resulting in coverage in four local and two national publications.
- Recruited and managed charter application review panels of seven or more subject matter experts to support the annual charter application review process resulting in a total of four approved applicants during the 2017 and 2018 application cycles.
- Actively engaged elected officials to report on the progress and challenges of the Nevada ASD, including one-on-one meetings with eight state legislators and presenting to the State Board of Education over ten times.
- Developed and published more than 20 resources aligned to the parent petition process with input from over 40 parent and community stakeholders.
- Built comprehensive Nevada ASD reporting calendar, compiled supporting resources on an Operator Support Website and established a system to communicate and track submissions.
- Reached 500 families at over 60 events across Clark County in the first year of the Nevada ASD through execution of strategic community engagement plan focused on gathering input and sharing initial information about the Nevada ASD.

Scholar Academies

Philadelphia, PA

Managing Director of Operations

2014-2016

- Led team of six to increase network-wide operations by 20 percent in a one-year period including expansion of infrastructure and systems improvements in technology, information management and human resources.
- Published 125 operations resources in six months to enable opening a new Scholar Academies school in a new region.
- Designed and led professional development program for six school-based operations leaders focused on building skills and developing action plans resulting in increased average daily attendance, reduced truancy and improved data accuracy.
- Led strategic design and implementation of new Human Resources Information system serving 250 employees and achieving 100% accuracy of employee benefits enrollment.

Young Scholars Frederick Douglass Charter School

Philadelphia, PA

Director Of Operations/Chief Of Staff

2012-2014

- Increased parent attendance to report card conferences by ten percentage points through strategically engaging families as partners in their students' learning.
- Led team of three operations coordinators to improve and systematize customer service, inventory management, technology, enrollment, and attendance resulting in increase in student attendance, decrease in truancy, increase in student retention and improved satisfaction with customer service measured through staff and parent survey.
- Implemented new student information system and developed workflows and auditing procedures to ensure accuracy with state reporting for approximately 750 students and 70 teachers across nine grade levels.
- Launched school lunch and breakfast program serving approximately 1,000 meals daily and funded solely on reimbursements through the National School Lunch Program.

Young Scholars Frederick Douglass Charter School

Philadelphia, PA

Teacher/Instructional Coach

2011-2012

- Taught 6th and 7th grade mathematics to approximately 40 students, improving student performance on Pennsylvania State Math Assessment by one performance-level for 42% of students and two-performance levels for 13% of students on a four point scale. Overall proficiency of students increased from 0% on the prior year assessment to 25% on 2012 assessment.
- Observed teachers, reviewed lesson plans and provided targeted coaching to reach student achievement goals.

School District Of Philadelphia

Philadelphia, PA

Teacher/Member Of Student Performance Data Team

2008-2011

- Taught 9th grade science and 11th grade mathematics, approximately 130 students per year resulting in at least 80 percent mastery of on grade level standards in all classes through data-driven planning and instruction.
- Analyzed school-wide attendance, standardized test and enrollment data with Student Performance Data Team to set goals and develop plans for improving student academic achievement.
- Directed data collection and assessment for purposes of accreditation by the Middle States Commission.

Teach For America

Philadelphia, PA

- School Director: Served as the Teach For America instructional leader for approximately 100 new teachers per year; Managed school operations and professional development of Teach For America Staff and new Teachers. (Summers 2011 and 2012)
- Corps Member Advisor: Coached and mentored 12 new teachers in lesson planning, lesson execution, classroom management and making data informed decisions in the classroom. (Summer 2010)

EDUCATION**University Of Pennsylvania, Graduate School of Education**

Philadelphia, PA

- Teaching Certification Program

May 2010

Wesleyan University

Middletown, CT

Bachelors of Arts – Majors: Mathematics, Physics

May 2008

- High Honors in Mathematics

ADDITIONAL PROFESSIONAL DEVELOPMENT**National Association of Charter School Authorizers – Leaders Program**

2018

- Learned about national best practices in charter school authorizing and honed leadership skills through rigorous eight-month program that included seminars and one-on-one coaching.
- One of twelve individuals selected from a national pool of applicants to participate in this program.

Kickstart School Restart Cohort

2016-2017

- Increased understanding of national best practices in school transformations through eight-month program that included communities of practices, presentations from national experts and direct coaching and support.

CERTIFICATIONS AND COMPUTER SKILLS

- Pennsylvania Level 1 Instructional Certificate in Mathematics grades 7 – 12; Certificate in Science – Physics grades 7 – 12 (both inactive)
- Microsoft Suite (Advanced Excel Skills)
- Introductory level knowledge and skills in several computer programming languages: Visual Basic for Applications (VBA); JavaScript; HTML; CSS

References

- **Adam Johnson**, Democracy Prep at the Agassi Campus (Authorized by the Nevada Achievement School District)
 - [REDACTED]
 - [REDACTED]
- **Colin Seale**, Charter School Association of Nevada
 - [REDACTED]
 - [REDACTED]
- **Steve Canavero**, Superintendent of Public Instruction, Nevada Department of Education
 - [REDACTED]
 - [REDACTED]
- **Brett Barley**, Former Deputy Superintendent of Student Achievement, Nevada Department of Education
 - [REDACTED]
 - [REDACTED]
- **Jana Wilcox Lavin**, Former colleague at Nevada Achievement School District, Nevada Department of Education
 - [REDACTED]
 - [REDACTED]

J. DAVID FRASER



J. DAVID FRASER

Dear Members of the Selection Committee,

Thank you for considering me for the position of SPCSA Executive Director. I heard of the position on nv.gov. I am confident that I possess the skills, experience, and attributes that you seek. In addition to having a broad government management background, I also have a decade of experience overseeing the operations of an association of local governments – the Nevada League of Cities. I have a sound understanding of management practices accompanied with strong personal and professional ethics.

As the attached resume reflects, I am an achievement-oriented, innovative manager with significant experience. It also reflects the emphasis that I place on building a high performance, customer-friendly organization. This approach requires establishing an organizational culture with common goals and objectives that are generally understood and accepted. It is based on encouraging individuals to think for themselves and to act within approved parameters. It further emphasizes teamwork while developing the individual employee and empowering the staff to achieve excellence. Any organization is only as good as its people and I believe that we do our members a service when we are proactive in developing our employees.

What I bring, in addition to this managerial philosophy, is an ability to solve problems rapidly should they occur, to foresee potential problems and implement strategies to avoid them. I also bring the ability to interact effectively with people from a wide range of backgrounds as well as the ability to work effectively with staff, policy makers, the public, and the media.

With my experience and skills, I am confident that I will be a valuable member of your leadership team. Thank you for your consideration. I look forward to hearing from you.

Sincerely

J David Fraser



J. DAVID FRASER



ABOUT

My experience as an association Executive Director and City Manager have given me a breadth and depth of experience in Financial Management, Contract Negotiation, Labor Negotiation, Utility Management, Community/Economic Development, and Intergovernmental Relations.



CONTACT

[Redacted contact information]



AT A GLANCE

- 23 Years of Management Experience
- 13 Years Municipal Management
- 10 Years Association Executive
- 4 Time City Manager
- 2 Time Executive Director
- 4 Board of Directors Positions



EDUCATION

MASTER OF PUBLIC ADMINISTRATION
Marriott School of Management
Brigham Young University
Provo, Utah

BACHELOR OF ARTS IN POLITICAL SCIENCE
Brigham Young University
English Minor
Provo, Utah



WORK EXPERIENCE

SENIOR ASSOCIATE

Municipal Solutions - Goodyear, AZ
2013 to Present

- Provide Intergovernmental consultation to private industry, including Fortune 500 companies.
- Perform Efficiency Studies for local governments to identify opportunities for cost savings and enhanced service provision.
- Promote excellence in local government through a menu of services including executive recruitment, sharing of best practices, and partnership creation.

CITY MANAGER

City of Boulder City, NV
2013 to 2017

- Manage City Operations including administration of a \$58,000,000 budget and supervision of over 300 full/pt employees.
- Negotiated over \$288,000,000 in long-term solar revenue for the City, allowing the City to pay off 100% of general fund debt in a two year period.
- Established partnership to construct and manage the world's first civilian droneport; opening the door for economic development in the burgeoning unmanned aerial system industry.
- Successfully negotiated eight separate collective bargaining agreements, none of which required arbitration.

EXECUTIVE DIRECTOR

Nevada League of Cities & Municipalities
2003 to 2013

- Direct all League operations and function as primary League lobbyist/legislative coordinator.
- Developed the League's first multi-year Strategic Plan to sharpen the League's vision and expand the League's influence with the State and Federal governments.
- Developed innovative new League programs including league sponsored web-based community streaming video services and a supplemental retirement pool to better serve member municipalities and diversify League revenue sources.
- Achieved 100% League membership for Nevada cities and significantly expanded corporate participation and sponsorship in League programs
- Administer health insurance pool for municipalities, counties, schools and special districts.
- Serve as municipal representative on State advisory boards including State-wide Transportation Technical Advisory Board (Nevada Department Of Transportation), Private Activity Bond Advisory Committee (Nevada Department of Business and Industry) and the Advisory Committee for Participatory Democracy (Secretary of State).

PROFFESIONAL REFERENCES

Available Upon Request

CITY ADMINISTRATOR

City of Beloit, KS

1998 to 2003

- Supervised daily operation of all City Departments including Airport, Police, Fire, Parks & Recreation, Transportation, Finance and Administration as well as the Electric, Water and Wastewater Utilities.
- Led the City in proactive, goal-oriented planning which included updating the City's Comprehensive Plan, Capital Improvement Plan and City Code; as well as updating the City's Comprehensive Policy Manual.
- Supervised significant capital projects including construction of a Fire Station, Electric Substations, Airport Hangar and Runway improvements, Street Construction and Water/Wastewater improvements.
- Collaborated with local College and Hospital in creating a consortium to own and operate a multi-use Wellness/Recreation Center.
- Increased Utility Cash Reserves by 390% with no increase in utility rates while pursuing an aggressive capital replacement schedule.

CITY MANAGER

City of Buchanan, Michigan

1996 to 1998

- Directed City operations and projects and provided staff support and expertise to community advisory boards and committees.
- Acquired State Brownfield Redevelopment funds for Demolition, Environmental Remediation and Redevelopment of City-owned Industrial Park.
- Managed Human Resources including negotiation of Collective Bargaining Agreements.
- Supervised Capital Projects including Street Reconstruction, Bridge Replacement and Water Tower Restoration-including Capital Budgeting, Bond Issuance and State Appropriations.

TOWN ADMINISTRATOR

Town of Miliken, Colorado

1994 to 1996

- Under direction of the Town Board of Trustees oversaw City Operations and projects including significant Capital Facilities, Parks, Drainage and Water Project management.
- Represented City's interests on Award Winning Regional Planning Team comprised of Mayors, Commissioners and Managers of nine Municipalities and two Counties in Rapid Growth region.
- Supervised Department Heads and acted as Director of Finance, Personnel, Planning, Community/Economic Development and Risk Management.
- Acquired Grant Funding for a Municipal Complex, Park Renovation, and Comprehensive Planning from CDBG, GOColorado and Energy Impact resources.
- Facilitated Community Consensus on new Municipal Complex location and design.

OTHER RELEVANT EXPERIENCE

- Board of Directors, National League of Cities, Washington D.C., 2007-2010
- Board of Directors, Kansas Municipal Energy Agency, Overland Park, KS, 1998-2003
- Board of Directors, Nebraska Municipal Power Pool, Lincoln, NE, 1998-2003
- Board of Directors, Kansas Municipal Gas Agency, Overland Park, KS, 1998-2003
- Government Affairs Policy Committee, International City/County Management Association, Washington, DC, 2005-2012
- Nevada Committee for Participatory Democracy, Office of the NV Secretary of State, Carson City, NV, 2004-2010
- Statewide Transportation Technical Advisory Committee, NV Dept. of Transportation, Carson City, NV, 2003-2012
- Technical Advisory Committee, Southern Nevada Regional Planning Commission, Las Vegas, NV, 2013-2017
- Oversight Committee, Southern Nevada Strong, Las Vegas, NV, 2013-2017
- Nevada Private Activity Bond Oversight Committee, NV Dept. of Business & Industry, Carson City, NV, 2003-2012



J. DAVID FRASER

References

Senator Joe Hardy^(R)
Nevada State Senate

[REDACTED]

Senator Mo Denis^(D)
President Pro Tem
Nevada State Senate

[REDACTED]

Former BC Mayor Pro Tem Mike Pacini
Past President, Nevada League of Cities

[REDACTED]

Mayor Rebecca Koster
City of Beloit, Kansas

[REDACTED]

Bryan Montgomery, City Manager
City of Oakley, California

[REDACTED]

Hyun Kim, City Manager
City of Fife, Washington

[REDACTED]

Bryce Boldt, Admin. Officer
City of Boulder City,
Nevada

[REDACTED]

Sue Gochis

11-27-18

Dear Selection Committee:

I was excited to see the position opening for the Executive Director for the State Public Charter School Authority (SPCSA). I have spent my career working in education and as I read through the job description, I found that my experience and skill set are a very good match for the position. The idea of working for a small, developing, young agency certainly captured my attention. Additionally, serving in an educationally focused environment that is continually adapting to the needs of the students is one that inspires me. I have over thirty years of experience in a variety of capacities in education. Serving students and developing procedures and structures is my passion and an area in which I have expertise and skill.

I currently serve as the Vice President of Student Services at Cabrillo College in Santa Cruz, CA. I directly oversee a budget involving millions of dollars consisting of federal, state, and local revenues. I am one of three Vice Presidents at Cabrillo College where we serve about 16,000 students annually. I oversee approximately 150 full and part-time employees, and 600+ student workers. My component at the college includes 22 different programs and services, all of which include program planning, assessment, facilities, budget management, and personnel issues. I truly love my role in student services administration and have been happy at Cabrillo; however, this particular position is one that I felt I should pursue for a few compelling reasons.

First, the position is completely aligned to my skill set and passion. My resume outlines my 30+ years of experience in education. Compliance with state and federal regulations is a daily part of my current position. Developing structures, processes, and policy is another duty in which I spend a lot of my time. My role requires that I read and interpret legislation and federal and state mandates, and then develop practices and processes which meet/align with the requirements. The community college system in California is highly regulated and involves multiple reporting systems for budgets, program analysis, and data verification. My job requires that I collaborate with the State Chancellor's Office, local community organizations, K-12 school districts, and my fellow colleges at the university and community college levels to find the best and most efficient ways to serve our students. At Cabrillo, we host a charter school on campus and I firmly believe in the Charter School model. I would love to be a part of the development of a vibrant charter school community in Nevada. I have direct experience in working with at-risk and diverse populations, both in rural and in urban settings. My experience in Santa Cruz has provided me with an opportunity to experience a wider range of student diversity as well. I have served as both an instructor and as an administrator in education. I also have been a federal grant director for programs which serve high risk populations of students.

I have a wealth of instructional, operational, and fiscal experience along with multiple years of experience in personnel management. In my administrative positions, I have been in charge of multiple programs and services to support student learning and success. Because Student Services is often an unpredictable and ever changing arena, I believe that my years of service in this strand have truly prepared me for the demanding and varied duties of the SPCSA role. In my administrative positions in current and previous employment, I have worked closely with my President, my board, and the other

executives in all areas of college business. I have a solid grasp on the multiple expectations for a top level administrator, and due to the nature of my position, I have to be extremely autonomous. My experience spans the course of two states and two completely different institutional systems. I am adept at learning new processes and funding formulas and adapting to the changing needs of the organizations at which I work. I have been deeply involved with multiple large-scale transformations within my institutions as well. The SPCSA position appears to a position that matches my experiences and skills, and I was truly excited as I read about the responsibilities.

Second, you may wonder why I am seeking employment when I currently have a job that I love and enjoy. I accepted the position at Cabrillo because of an opportunity to stop commuting from Carson City up to Tahoe. Prior to 2017, I had been driving up to Tahoe where I served at Lake Tahoe Community College (I own a home in Carson City) and due to my extensive work hours of approximately 60-70 hours per week, the additional lost hours in the commute were taking a toll on me. The weather from having to drive through unpredictable winters was a final reason. My professional and personal goals are relatively simple. I want to be in a location where I can lead, live, serve, and fully integrate into my community. The job at Cabrillo has afforded me this opportunity. I am active in my church, Rotary, and multiple community events. Despite all of the above, when I saw the post for this position, I felt compelled to apply. My husband is a training officer with the state of Nevada. He has been unable to secure employment in California, so we are living a commuter marriage in which I travel back to Carson every other weekend. This is not something I want to continue to do long-term. As stated above, my goals are to live, work and connect in a single community. We are both originally Midwesterners as well and, having lived in smaller towns most of our lives, we want that lifestyle again.

My third reason is a little difficult to explain, but I'll try. I have had experience working at small and large organizations, and definitely find more fulfillment in a smaller, more involved environment. While each size of an organization brings benefits and challenges, I feel I am most effective in a place where I can be more involved in the implementation of the work. I am used to wearing multiple hats and being very involved in day to day operations. At Lake Tahoe Community College, I was the athletic director, TRiO Director, EOPS Director, Title IX Officer, Student Conduct Officer, and performed multiple other duties in addition to my larger Chief Student Services Officer role. Despite the frenzied pace and expectations, I enjoyed the work. At Cabrillo, I finally have "people" to do the operational work and it has been a new and wonderful experience for me, but, I find that I actually miss the connections I was able to make in a smaller setting. One of my favorite work experiences was the implementation of a federal TRiO grant program in Kansas. I developed the physical space, policies, procedures, hired personnel, developed forms and literature, and many other duties related to turning "paper into a vibrant program". This was extremely rewarding and fulfilling work. Everyone working hard and working together to create something new and innovative creates a sense of community that is a joy to experience. It is something that I want to be a part of again.

People would describe me as direct, honest, and student-centered. They would also say that I have an exceptional work-ethic. I do whatever it takes to get the job done. I am not afraid of risk or challenge, jobs that are large, or those that are more "in the weeds." As your Executive Director, I would promise to continue to learn about related laws and policy, to actively seek opportunities for the program to grow and develop; to continue to be a servant leader for your organization; to demonstrate a consistent pattern of civility and transparency in all operations; to lead my program effectively, and to be a productive and involved member of the organization. I am fully committed to the educational mission and to being a

part of providing exciting and innovative opportunities for students.

As I conclude this letter, I need to fully disclose my situation here in case you might consider me for an interview. Because of my ethics, I would not be able to leave Cabrillo without giving my college time to find my replacement. One of my traits is loyalty and I would want to give them the necessary time to work toward my replacement, so the earliest I could commit to a new position would be later in the spring. You might be wondering why I am applying for a job that I couldn't immediately go to? Well, that is a fair question; however, when I saw the SPCSA posting, I felt that I needed to at least investigate it.

I also wanted to apply and let you know my situation in case there is a future opening or a delay in this particular search for any reason. I would be most interested in working in this capacity at a later date as well. I am hopeful that you will consider my application given the circumstances.

Thank you for your consideration and the opportunity to share my thoughts with you. I wish you a great day.

Sincerely,

A handwritten signature in cursive script that reads "Sue Gochis". The signature is written in dark ink and is positioned below the word "Sincerely,".

Sue Gochis

Suzanne Marie Gochis



PROFILE: *High performing executive with 17 years of administrative experience in higher education and over 30 years total experience in the educational field. In-depth knowledge of all levels of college institutional operations. Demonstrated proficiency in staffing, training, program management, process improvement, budgeting, strategic planning, and public relations.*

CORE EXPERIENCE

Program Management:

- Responsible for oversight of all Enrollment Services divisions: Academic Advising, Assessment, Enrollment, Recruitment and Admissions, Financial Aid, Records, Graduation, and Scholarships.
- Responsible for oversight of categorical and state funded programs (EOP&S, CARE, DSPS, FKCE, BSI, CalWORKS, SSSP, and Student Equity, Veterans and Foster Youth support)
- Implementation and management of three federal TRiO grant programs: Educational Talent Search, Upward Bound and Student Support Services.
- Direct oversight of all Student Life divisions: Dining Services, Student Activities, Health and Counseling Services, and Disability Services.
- Experience with the development and management of college housing program including six dormitories, 487 beds.
- Comprehensive experience with management and implementation of Dual Enrollment, California Promise Program, International Student Programs, and Athletics.

Crisis and Conflict Management:

- Fourteen years experience as official college designee for student conduct issues.
- Twelve years experience as college primary officer for student discrimination complaints.
- Ten years experience in faculty and staff negotiations
- Development of Crisis Management protocols and procedures and implementation and management of a Behavior Intervention Team

Public Relations and Marketing

- Thirteen years experience on the college marketing committee.
- College liaison for multiple city boards and organizations, including: Chamber of Commerce Board, Human Relations Commission, USD 470 School Counts, Sunrise Rotary, and school board president, Foundation Board of Directors.
- Twenty years experience as an event coordinator for multiple on and off campus events.
- Proficient public speaker at state, regional and national conferences

Fiscal Management:

- Fifteen years experience serving on Budget Council and budget development process (approximately \$125,000,000 annually)
- Direct oversight for federal financial aid distribution (approximately \$10,000,000 annually)
- Direct oversight of tuition grant programs (approximately \$5,500,000 annually)
- Federal Workstudy Program management (approximately \$250,000 annually)
- Direct oversight for multiple state funded special programs which require fiscal accountability, reporting and audits.

PROFESSIONAL ACHIEVEMENTS

Serve on State Chancellor Office Task Force for Student Equity and Achievement Program.
2018-19

Serve as an Executive Board Member for the California Community College Chief Student Services Officer Organization

Serve as a Foundation Board member for the Cabrillo Foundation which provides over 3 million dollars a year to student success.

Oversight of entire process for development and implementation of Student Success and Support Program and Student Equity Programs for Lake Tahoe Community College (LTCC).
2013- 2015

Complete oversight and implementation of first-time LTCC athletic program. 2013-2014.

Direct oversight and implementation successful implementation of first-ever Dual Enrollment Program for LTCC. 2015-2017.

Created a One-Stop Enrollment Services Center for LTCC. 2015

Successful proposals for additional funding in SSSP and Equity Programs for support projects

including a Student Computer Loaner Program, Document Scanning Project, Colleague Enhancement funding, Equity Speaker Series, and a Club Soccer program. 2014-2016.

Supervisor of the Admissions and Recruiting team which produced record enrollment seven years in a row. 2006-2012.

Twelve year member of AQIP team responsible for accreditation for the college. 2000 – 2012. Member of accreditation writing team for LTCC which recently received maximum accreditation authorization. 2015-2017.

Successful development, marketing, and implementation of Jumpstart. An intensive residential summer school program for recent high school graduates. 2009-2011.

Served as peer leader for Federal TRiO programs in the state of Kansas. 2000-2003.

Elected as President of the Kansas Chief Student Affairs Administrators (KCSAA) organization. 2008-2010.

Authored Math Applications for Industry. 1996.

Adjunct faculty member in the areas of Student Development, Mathematics, and Student Leadership. 1996 – 2012.

EDUCATION

Master of Science. Higher Education. Southwestern College. Winfield, Kansas. 1996.
4.0 GPA

Bachelor of Science in Education. Psychology and Mathematics. Pittsburg State University. Pittsburg, Kansas. 1986. 3.8 GPA

EMPLOYMENT HISTORY

Assistant Superintendent/ Vice President of Student Services. Cabrillo College. 2017-present. (all programs and services for students including admissions and records, financial aid, outreach, student conduct, student equity, orientation, counseling, health services, veterans' services, career services, transfer services, foster youth program, CARE, CalWORKS, EOPS, Puente, Dream Resource Center, international student program, scholarships, honors, advising, assessment, disability services, Welcome Center, First Year Experience, Student Senate, Clubs and Activities, transportation services, Summer Migrant program, and the mentoring program). Member of the Presidents' Cabinet and Board Meetings and highly involved in all major decisions for the college.

Executive Dean of Student Success. Lake Tahoe Community College. 2013-2017(all areas of Student Support Services: Categorical programs, SSSP implementation, athletic start-up for soccer program, international student program development, clubs and organizations, TRiO grants, counseling, financial aid, disability services, career services, transfer services, Student Equity, student conduct). Member of Presidents' Council and Board Meetings and highly involved in all major decisions for the college.

Vice President of Student Affairs. Cowley College. 2005 – 2012 (all areas of student life and enrollment services: Six Dorms, 478 beds, health and counseling services, disability services, admissions, recruitment, advising, TRiO grants, food service, financial aid and scholarships, work study, foster parent program, activities, student senate, student appeals and discipline). Member of the Executive Administrative Team and Board Meetings and highly involved in all major decisions for the college.

Dean of Student Life. Cowley College, 2002 – 2005 (Housing, counseling, health services, disability services, new student orientation, activities, TRiO grants, food service, student senate and clubs and organizations, student discipline and security). Member of Executive Administrative Team and Board Meetings and highly involved in all major decisions for the college.

Admissions Director, Cowley College, 2000 – 2002 (All recruiting visits and events for the college. College fairs, high school visits, career fairs, community fairs, on campus tours and event coordination, admissions and financial aid.)

TRIO Grant Director. Cowley College, 1998 – 2000 (wrote grants and managed three Trio grant programs: Educational Talent Search, Student Support Services, and Upward Bound).

Math Instructor/Coach. Cowley College. 1995 – 1998 (Full-time College Algebra instructor and assistant volleyball coach). Served as chair of the Natural Science Department, 1997-1998.

High School and College Math Instructor and Coach. Independence Community College, El Dorado High School. Hutchinson Community College. Spring Hill High School. 1986-1995 (Taught math courses and coached volleyball, basketball and softball).

REFERENCES

Jeff DeFranco. President. Lake Tahoe Community College.

[REDACTED]

[REDACTED]

[REDACTED]

Dr. Kindred Murillo. President. Southwestern College.

[REDACTED]

[REDACTED]

Ben Schears. President. Northwest Kansas Technical College.

[REDACTED]

[REDACTED]

Lisa Shafer. Administrative Assistant to the President. Lake Tahoe Community College.

[REDACTED]

Dr. Matt Wetstein. President. Cabrillo College.

[REDACTED]

[REDACTED]

Jessica L. Hoban

[REDACTED]
[REDACTED]
[REDACTED]
November 27, 2018

To Whom It May Concern:

This letter is in response to the job announcement for Director, State Public Charter School Authority (SPCSA), which I found on the DHRM website. I am very interested in being considered for this position with opportunity to return in an administrative capacity with the SPCSA.

During my tenure with the State of Nevada, I have held several positions in administrative/operations management, including time with the SPCSA amid its significant growth period. In these roles I have developed and administered complex agency budgets, provided leadership/management to multiple units responsible for division wide administrative services for a large agency. I have also established policies, developed communication plans, conducted research, formulated change management strategies, and managed various projects to ensure compliance with state and federal regulations. My responsibilities in these positions have also required me to present proposals and testify before various Boards, Committees, and Legislative bodies. Additional experience obtained in these positions includes development of organizational structure, facilities management, project management, communication and coordination with other government agencies as well as collaboration with stakeholders.

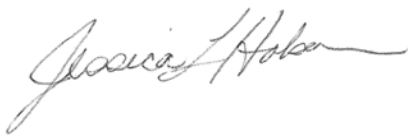
Furthermore, I have owned and operated small businesses which provided experience in creating business processes from the ground up. These ventures proved to be invaluable for developing my ability to assess situations, devise innovative solutions, and implement the steps necessary to produce desired outcomes.

With both private and public sector administrative leadership, I possess a broad spectrum of competencies which allows me to incorporate multiple business techniques. This unique quality supports an entrepreneurial spirit with commitment to regulatory compliance and transparency – a combination beneficial to blended/braided organizations.

Please find additional detail regarding my employment history in the attached resume. Do not hesitate to contact me if additional information is desired.

Thank you for your time and consideration.

Sincerely,



Jessica L. Hoban



Objective

Seeking position of Director

Qualifications

Fiscal and administrative management experience in various business industries

Experience

State of Nevada	Carson City, Nevada	2009 - present
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Chief, Policy & Communications – current position

Administrative Services Officer – previous positions

- Establish communications, branding, and statewide policy from the Office of the State Chief Information Officer (Department of Administration)
- Chief – Budget and Statistics Unit (Division of Welfare & Supportive Services)
- Acting Chief – Accounting Unit (Division of Welfare & Supportive Services)
- Director of Administrative and Support Services (State Public Charter School Authority)
- Prepare presentations and testify before Legislative committees, boards, and commissions
- Manage allocation of resources and organizational structure, including system improvements
- Facilities management and procurement
- Regulatory processes; develop, revise, and implement compliance requirements
- Plan, develop, and administer department biennial budgets including preparation of Bill Draft Requests, Budget Amendments, Fiscal Notes, and Work Programs
- Manage professional level staff responsible for grants, contracts, fiscal monitoring/audits, system maintenance, human resources, and governmental accounts maintenance
- Work collaboratively with program staff, directors, board members, other State agencies, Federal entities, national associations, regulatory committees, vendors, and contractors
- Create, review, revise, and implement internal controls, administrative policies, and procedures

Management Analyst/Budget Analyst – previous positions

- Plan, develop and administer division biennial budget including preparation of Bill Draft Requests and Budget Amendments
- Fiscal management of multiple, complex funding sources
- Management of program fiscal needs including work program planning and implementation
- Train, supervise, and evaluate performance of professional level staff
- Research and analyze business processes; devise strategic plans to improve systems
- Project management and implementation of proposed systems to streamline processes

- Manage contracts, leases, intralocal, and cooperative agreements

BarWench/Café 1-2-1	North Bend, Oregon	2007 – 2009
Honest Products/ Steel-Unreal	Whittier, California	2001 - 2007

Owner/ Operator

- Planned and organized all aspects required for creating a new business entity
- Managed all administrative and fiscal operations including Human Resources
- Collaborated with various state and local government agencies for licensing requirements and regulation compliance
- Developed policy and implemented systems for staff performance/customer service delivery
- Measured outcomes and analyzed effectiveness of business process systems
- Trained, supervised, and evaluated performance of staff

Red Lion Tavern	Los Angeles, California	1996 - 2004
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Business Manager

- Managed established business processes including inventory control, accounts payable, accounts receivable and personnel
- Trained, supervised and evaluated performance of staff
- Planned and coordinated special events
- Organized staff and resources for multiple venues

Additional Items

Certified Public Manager (CPM)

AA degree in Psychology

Certifications:

- Organizational Change Management Ambassador
- Business Management, U. S. Small Business Administration
- Nevada State Certified Contract Manager
- Advanced Microsoft Excel
- Oregon Liquor Control Dispensary License
- National Food Safety Management
- California Real Estate License

Other achievements: Class President, Student Council Treasurer, Valedictorian, captain of various sports teams, open water scuba diver and American Sailing Association certifications.

Jessica L. Hoban

References

Julie Kotchevar Administrator, Health and Human Services (HHS) – Public and Behavioral Health



Rachel Bennett IT Manager, Department of Transportation



Lori Goulart Chief Finance Officer, HHS – Aging and Disability Services (retired)



Dara Ludi Chief of Fiscal Services, HHS – Welfare Services



Kate Callahan Human Resource Officer, Department of Administration



Additional references can be provided upon request.

Tamra Hopkins

Tamra Hopkins

Charter School Educational Leader

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

November 23, 2018

Dear SPCSA Board of Directors/Hiring Committee,

Narratives help shape our perceptions in a relatable way. It is my intention, that by providing you with my narrative and a future narrative for the SPCSA, you will see how my experiences have led me to be prepared for this opportunity to serve the public. I am a product of school choice. My life's trajectory has been affected by the power of choice again and again. First, as a preschooler in a Montessori classroom, my parents were given a choice of placement to see if I had the capacity to start Kindergarten early. Then, as an elementary student living in a trailer park in rural Texas, my teachers believed in my potential enough to nominate me for a gifted and talented program. It is through the opportunity to be in this project-based program that I was able to think beyond my small town towards the global community. This good fortune led me to become a lifelong learner, have confidence in my abilities, and follow my passion for education.

For the past 14 years, I have been instrumental in shaping a flourishing, seasoned Nevada charter school, High Desert Montessori Charter School. I am an optimistic, approachable leader who is a loved and respected member of the charter community in Washoe county. Through this direct experience I have had many opportunities to witness first-hand the transformational power of choice. Many of these families tell stories to which I can relate: of a hope for a better future; escaping the cycle of poverty, drug abuse, or gangs; seeking a smaller school so a child does not get lost in the system; meeting the needs of different learners through emphasis on the importance of arts or science in the classroom.

During the last four years, while collaborating with the Washoe County School District sponsored charters, I was inspired by the leaders' stories of passionately helping an underserved niche or relentlessly providing opportunities for families to better their lives. There is no doubt that my narrative has led me to understand the struggles of administering a charter school in Nevada. I have seen the state through many initiatives, some successful, others not. I understand advocacy, the legislative process, and federal, and state education law. I am prepared and motivated to take on the necessary, difficult work imperative for the SPCSA to freshen its

narrative: a performance framework that will be streamlined and effective and offer incentives for both charters and sponsors; expansion of charter movement in Nevada; the highest of accountability standards for employees and schools; leading the nation in best practices for sponsorship; celebrating the shared successes of education in Nevada; generating efficient structures, procedures, and processes; cultivating passionate employees to join the movement; and finally, communicating the opportunities and roles of charters to the media and stakeholders.

I had the pleasure to hear Jason Guinasso speak at the northern Nevada CSAN meeting this month a few days after learning about this position through my boss. Jason's vision for making the schools and their leaders the faces of the charter movement, a paradigm shift from the past, is a vision for the future of the charter movement in Nevada in which I agree. Please consider my shared vision, experience, passion, and motivation to serve Nevada when making your decision.

I would appreciate the opportunity to meet with you to discuss how my qualifications will be beneficial to your organization's success. Thank you so much for your time.

Sincerely,

Tamra Hopkins

Tamra Hopkins

Charter School Educational Leader

VISION STATEMENT

Utilizing transformational leadership, systems thinking, and reflective instructional coaching practices, while capitalizing on the knowledge and wisdom gained through practical experience as a teacher and administrator at a successful, growing charter school in Reno, Nevada; I envision the Nevada charter school movement continuing rapid growth and strengthening through innovative, inspirational, diverse, and high-quality charter schools that meet the needs of Nevada families. Our movement must aspire to promote social justice and furnish hope with the goal of realizing the potential of all Nevada students through the power of choice.

PROFESSIONAL EXPERIENCE

High Desert Montessori Charter School - *Assistant Principal*

August 2015 - PRESENT

- Ceaseless advocate for advancement of school choice in diverse and low income neighborhoods.
- Shares administration of operations over two facilities; management of approximately 50 faculty, staff, and independent contractors; and instruction for more than 400 students aged 3 months to 9th grade.
- Utilizes restorative justice and skill building approaches when mediating with school and community stakeholders.
- Collaborates productively with the Nevada Department of Education and the State Public Charter School Authority (our sponsor for this grant) to manage federal grant: Nevada Ready! Preschool Development Grant, 2016- 2018.
- Active partner with High Desert Montessori Board: providing monthly updates to the board; participating in board retreats; educating the board on assessment data, teaching practices, public policy, and anything that pleases the board.
- Developed and facilitated weekly faculty newsletter to streamline communication from administration; create feedback

AWARDS AND MEMBERSHIPS

Edwin S. Dodson Educational Leadership Award, University of Nevada, Reno College of Education: \$1500, 2016

Mentors of Montessori Board

Member, Secretary: Jan. 2013- 2015

Montessori Nevada (MPPI) Board of

Directors: 2016- present

QRIS Nevada “Silver State Stars”

Advisory Board Member

2017- present

Academic Excellence Scholarship,

Austin College, \$36,000: 1997

Charter School Association of NV (CSAN)

Association Montessori

Internationale (AMI)

American Montessori Society (AMS)

loops through use of online survey; and collect data on needs and trends involving school community.

- Engages dynamically with Blueprint Collaborative in strategic planning through building board capacity to launch a capital campaign for campus expansion.
- Co-manages a multi-million dollar budget.
- Site Testing Administrator: Coordinates all state and district mandated tests for all grade levels.
- Liaison with great working relationship to many city, county, and state organizations, including: health department, social services, zoning, arts and culture, sustainability, NV Registry, The Children's Cabinet, and QRIS
- Administrator in charge of Special Education.
- Committee Chair: Multi-tiered Systems of Support, Wellness, Equity Team
- Committee Member: Ecostudents, Safety, Finance, Strategic Planning, Parent Partnerships
- Curriculum Audit Coordinator for charter sponsorship.
- Abides by state and district standards to evaluate teachers from toddler to middle school level.
- Creator and driving force in Montessori parent education presentations and practices.

High Desert Montessori Charter School- *Early Childhood Educator, Preschool Director, Department Lead*

August 2005 - July 2015

- Guided class of three to six year old children in an affiliated Association Montessori Internationale (AMI) prepared environment.
- Focused on helping students gain independence, build critical thinking skills, and master core learning objectives while upholding high quality Montessori expectations.
- Excellent rapport and highly effective evaluations from administration, teachers, students, and parents.
- Director of Pre-Kindergarten program.
- Supervised team of early childhood educators and support staff.
- Successfully guided students towards performing full musical, "Hansel and Gretel Eat Right."
- Liaison to social services, health department, Nevada Department of Education, Association Montessori Internationale (AMI), and Nevada Registry.
- Utilized thoughtful and proactive approaches when addressing concerns of the community.
- Served as department lead to administration.

CORE SKILLS

Charter School Law, Performance Frameworks, and Application Process
Special Education Law
Strategic Planning and Systems Thinking
Educational Leadership and Coaching
Nevada School Performance Framework
Restorative Justice
Response to Intervention/ Multi-Tiered Systems of Support
Social Emotional Learning
Curriculum and Instruction
Anti-Racist, Anti-Bias Education
Observation and Qualitative Research
Montessori Education
CCSS Standards
State and Local Assessment
Data Analysis
Teaching Evaluation
School Wide Reflective Practice
Professional Development
Early Childhood Education, Advocacy, and Policy
Parent Engagement, Involvement, and Education

RELEVANT TRAININGS, PROJECTS, AND RESEARCH

Charter Task Force: Performance Framework- *Washoe County School District Charter Leaders, 2016-present*

- Studying, analyzing, and developing draft charter performance framework for Washoe County School District Charters in order to create an effective and efficient framework for the co-benefit of charter and sponsor.

Masters of Education Research Project- *Loyola University, 2009* “History of Nevada Charter School Law”

Equity Team Creator/Chair- *High Desert Montessori Charter School*

- Developed, managed, wrote and presented original qualitative action research with parents and faculty of High Desert Montessori Charter School.
- Collaborated with faculty and Latino families to implement results based changes with the goal of helping Latino families navigate school choice.
- Initiated Spanish language versions of advertisements, educational materials, phone messages, and school literature for Latino families.
- Performed equity walkthroughs and provided feedback to create anti-racist classrooms.

Great Basin Montessori Society Co-creator- *2012-2015*

- Created Montessori foundation for outreach, education and building connections by seeking out guest speakers, organizing reading clubs, and promoting shared learning among teachers, parents, and community members in the great basin region.

Designed and Implemented Action Research- *University of Nevada, Reno, 2014-15*

- “Why do Latino families choose public Montessori Schools?”

Montessori Coaches Training- *National Center for Montessori in the Public Sector, March 2018*

- Introduced to framework for reflective instructional coaching model including: Child Study, School-wide Reflective Practice, Lesson Study, and Observing Work Engagement.

Nevada Registry Trainer- *2009-2015*

- Trainings created and facilitated as needed: “An Introduction to Montessori Philosophy” and “Freedom and Discipline in the Montessori Prepared Environment”

EDUCATION

University of Nevada, Reno

Doctoral Student, (on leave)

2013- present

Educational Leadership, 4.0 GPA

Loyola University, Baltimore, MD

Masters Degree

2007-2010

Montessori Education, 4.0 GPA

Montessori Training Center of St. Louis

AMI Diploma

2007-2009

Primary (ages 3-6)

Austin College, Sherman, TX

Bachelor's of Arts

1997-2001

Psychology, 3.08 GPA

LICENSURE AND CERTIFICATION

Nevada Licensed Administrator, *2015- present*

Nevada Highly Qualified Teaching License, Early Childhood (birth- 2nd grade, 2009- present

Developmental Environmental Rating Scale (DERS) Certified, Spring 2018

- Sponsored trainers including author/ Montessori advocate Trevor Eissler and Association Montessori Internationale (AMI) consultant Gary Goodwin.

Montessori Public Policy Initiative Annual Conference- *Washington D.C., 2016*

- Advocacy training for Montessori Public Policy.

Trained Montessori Coach, *National Center for Montessori in the Public Sector, Spring, 2018*

Registered Children's Yoga Teacher (RYT): *2003- present*

REFERENCES

Stacey Cooper

Charter School Oversight: Washoe County School District

[REDACTED]

Max Haynes

Vice-Chair: High Desert Montessori Charter Board

[REDACTED]

Rhonda Clark (Turnipseed)

Principal: High Desert Montessori Charter School

[REDACTED]

Alexis Roman-Hill

Arts, Culture, and Special Events Manager: City of Reno

[REDACTED]

Jared R. Lancer

January 6, 2019

To Whom It May Concern:

I am applying for the Executive Director position with the Nevada State Public Charter School Authority because of the agency's commitment to advancing equity and excellence in public education through quality schools and learning for every child in the state. The inspiration and motivation for my application is to contribute leadership as part of a collective and systematic effort and approach to transforming leadership, practice and learning outcomes in P12 schools for sustainability. I offer skill and competence in influencing systemic change to improve learning conditions at state education agencies, among local education agencies, and in elementary and secondary schools. This has been the focus of my career and is based upon principles of learning and an unwavering ethical and moral commitment to maximizing the unlimited learning potential in all children to improving and advancing the social conditions for living in the broader society.

Currently, I serve as Executive Director of the Watts Learning Center Charter Schools in South Los Angeles. My primary role is to advance the vision of the Board to provide children and families with a World Class Education. In this capacity, I have developed goals and policies that promote safety and productive learning for every child and all children. In operationalizing policies and goals, I have developed strategies to guide and facilitate organizational shifts in collaboration with the Board of Directors and School Directors which have resulted in a more coherent focus and purpose for improving student literacy outcomes as well as major improvements in the culture and social context for learning within the schools over time. These shifts have improved teaching practice, systems for assessment, professional collaboration, and accountabilities to children and learning in a safe and more supportive learning environment. In the process, the schools have made progress in Reading over 3-years and outperform similar schools in Los Angeles, and the culture at the middle school has been completely transformed.

Previously, I served in leadership roles across varying levels of the P12 system, including: School Improvement Consultant, State Education Resource Center, Middletown, CT; Director, School Improvement, Youth Connection Charter Schools, Chicago, IL; Coordinator, Professional Development, Achievement Gap Branch, Los Angeles Unified, CA. Across political contexts, I have influenced organizational change, innovation and accountability in the approaches used for building leadership capacity to improve practice and learning outcomes in districts and schools. While serving the State of Connecticut Public Schools, I took on leadership roles to support statewide, district and school leadership capacity-building to improve systems, structures and learning outcomes. I designed and led training and technical assistance for districts and schools across the state on quality teaching, intervention and continuous improvement. During this time, inquiry to solve problems of practice led me to identify and visit 6 excellent urban schools to make observations over 3-years in Boston, New York and Philadelphia. This investigation translated into new understandings which influenced shifts in team discourse and practice at the state and among school-based leadership teams. A major accomplishment was evidenced in refinements to state technical support designs, and examples of schools that found technical assistance to be highly valuable, reporting change in discourse, practice and learning outcomes.

In conclusion, based on my skill and experience influencing change in organizations to improve learning conditions and outcomes in schools across levels of the P12 system. I am confident in my ability to advance the vision and impact of the SPCSA to provide high quality schools and learning for every child in Nevada. I am interested in this role because it is an opportunity to strategically and systematically advance leadership and practice in schools for solving problems that improve learning conditions and outcomes in schools with greater consistency and predictability. An aim is to improve the social context for learning and literacy outcomes in P12 schools for sustainability on behalf of children and families, our nation's public schools and the profession itself.

Respectfully,

Jared R. Lancer.

EDUCATION

- **UNIVERSITY OF SOUTHERN CALIFORNIA, DOCTORATE IN EDUCATION**
Doctoral Degree, Urban Education Leadership, School of Education, Los Angeles, CA
- **UNIVERSITY OF SOUTHERN CALIFORNIA, MASTERS OF SOCIAL WORK**
Community Organization, Planning, Administration, School of Social Work, Los Angeles, CA
- **UNIVERSITY OF MICHIGAN, BACHELOR OF ARTS**
School of Literature, Science, and the Arts – Sociology, Ann Arbor, MI

20 YEARS OF LEADERSHIP EXPERIENCE

**Executive Director, Elementary and Secondary Charter Schools,
Watts Learning Center, Los Angeles, CA
Aug. 2015 - Present**

- *Develop and recommend policies, priorities, goals and strategic resources to the Board of Directors that advance student learning outcomes in a safe and supportive environment.*
- Guide and direct school principals to develop and accomplish multiple goals for improving student learning outcomes in Reading and Math and development of school strategies and practices with evidence of effectiveness and impact on outcomes.
- Develop and implement organizational strategies that advance instructional coherence and accountability to learning in a safe and supportive learning environment.
- Develop and implement organizational systems and protocols for continuous improvement.
- Identify and recommend strategic resources to accomplish organizational goals and priorities.
- Develop and facilitate strategic partnerships with community agencies to accomplish Board goals.
- Develop and present data reports to monitor status and provide recommendations for improvement to Board of Directors and School Directors.

**School Improvement Consultant, State Education Agency,
State Education Resource Center, Middletown, CT
Dec. 2010 – June 2015**

- *Developed and advanced agency frameworks, strategies and approaches for enabling systems change and district leadership capacity for improving outcomes for sustainability.*
- Develop and facilitate intra-agency trainings and use of research-based protocols, tools and approaches that build capacity among district and school-based leadership teams for improving student learning outcomes for sustainability.
- Develop intra-agency resources and supports and lead technical assistance and training facilitation among district and school-based leadership teams for systems change, including use of self-assessment tools, protocols and frameworks, including Scientific Research Based Interventions (SRBI), and developing the Systems of Instruction, Assessment and Decision Making to address the Common Core State Standards and Smarter Balanced Claims for College and Career Readiness (SBAC Claims) to improve student learning outcomes.
- Design and facilitate custom trainings and technical assistance for intra- and interagency, district and school-leadership teams regarding research-based school improvement approaches, frameworks and problem-solving structures that create the conditions for sustainable leadership practice and learning outcomes.

**Director, School Improvement, 22 Drop-Out Recovery High School Charters,
Youth Connection Charter, Chicago, IL
May 2010 – Dec. 2010**

- *Developed and led organizational strategy to increase school accountability to learning and organizational coherence of charter priorities for improvement and renewal.*
- Develop and lead internal district team consistency in organizational priorities and facilitation of improvement strategies across schools as part of organizational approach for renewal.
- Develop and lead internal district team implementation of criteria, process and strategy for school improvement planning and internal approval process.
- Develop and lead internal district team implementation strategy for school selection and approval of strategic resources and accountability.

**Coordinator, Professional Development, District Central Office, Los Angeles, CA
District's Closing the Achievement Gap Branch/
Academic English Mastery Program (81 School Cohort)
Los Angeles Unified School District, Los Angeles, CA
Feb. 2005 – June 2009**

- *Coordinated management of a team of instructional specialists to plan and conduct monthly professional development and onsite technical support for over 350 teacher-leaders as part of a district strategy to improve teaching and learning outcomes in a cohort of 81 title I schools.*
- Develop and recommend organizational goals for professional development and evaluation plan.
- Develop, implement and evaluate professional development strategies, resources and supports to improve leadership capacity, instructional effectiveness and student learning in program schools.
- Design and implement of onsite technical support strategy for professional learning communities to improve teaching and student learning outcomes with evidence of impact and effectiveness.
- Research and develop district instructional material resources, materials and protocols for implementation.
- Guide and develop instructional videos operationalizing culturally responsive pedagogy for districtwide implementation.
- Develop, lead and facilitate inter-district leadership teams to address external evaluation recommendations for improvement to goal completion, product development and recommendation to LAUSD Board of Directors.

**Professional Expert, Evaluation, Research Branch, District Central Office, Los Angeles, CA
Los Angeles Unified School District, Los Angeles, CA
Aug. 2002 – Jan. 2005**

- *Contributed to the evaluation of Reading First implementation, quality of district professional development and the role of the instructional leader in school-based professional learning and effectiveness of English Language Arts instruction.*
- Develop and present case study reports addressing leadership practice and school fidelity implementation of district programs
- Develop and implement observation and documentation protocols to evaluate district program implementation effectiveness.
- Conduct data collection processes in schools, district professional development and literacy coach practices and produce data reports with findings, analysis and conclusions.

**Manager, Special Projects, University Education Outreach Program to Local Schools
Education Opportunities Program Center, University of Southern California, Los Angeles, CA,
Dec. 2002-June 2003**

- *Led organizational strategy and staff implementation to provide college preparation advisement and academic enrichment services to first generation college-bound middle/high school students in 15 urban schools to meet goals and objectives of multiple federal grants.*
- Develop and implement internal protocols and processes to accomplish program goals
- Develop and implement strategies to increase enrollment and provision of quality service.
- Develop and implement strategies to increase collaboration and partnerships across colleges to enhance the quality of services and programming.

School Administration, Los Angeles, CA

**Administrator on Assignment, Long Beach Prep, Long Beach Unified School District, Fall 2000
Dean of Students, Verbum Dei High School, Los Angeles, CA, 1999-2000**

- Develop and implement school programs and services to inspire and engage students in learning

Direct Services, Los Angeles, CA

Sociology Instructor. Long Beach City College. Aug. 2004- April 2010, Long Beach, CA

Counselor. Sierra School. Los Angeles, Dec. 2001-June 2002.

Teacher on Special Assignment. Compton Unified School District, Compton, CA, Summer 2001.

- Develop and provide instruction and instructional support services for productive student engagement in learning.

Services to Community Agencies

**Consultant. Shields for Families, Locke-Jordan Cluster/Keith Village Housing Project.
Compton, CA, Summer 1997.**

- Develop and implement programs to improve student engagement in productive learning.

RESEARCH PUBLICATION, PAPERS AND PROJECTS

- The Meaning of Quality Professional Learning for School Improvement: Articulating a Coherent Vision Rooted in a Theoretical Perspective on Learning. October 2014. Journal of School Effectiveness and School Improvement. (Peer-reviewed publication).
- Definitions of Teaching. June 2015. Internal agency document. State Education Resource Center, Middletown, CT
- Learning as Inquiry: Exploring the Meaning of an Effective Intervention and the Implications for Teaching. May 2015. Voices from the Field. Blog. CT State Personnel Development Grant
- Translating and Transforming the Effectiveness of Core Instruction (ECI) Tool. March 2015. In the Spotlight. Blog. CT State Personnel Development Grant
- But the Children Still Cannot Read: A Context for Examining High Stakes Teacher Contract Negotiations. December 2015. Case Study: Aspiring Superintendents Simulated Professional Development Project, Urban Education Leaders Program, Teachers College, Columbia University.
- Building Professional Capacity in K-12 Schools to Advance Student Learning. June 2014. Internal agency document. State Education Resource Center, Middletown, CT.
- Articulating the Meaning of Excellence in Teaching for a Socially Just Society: Drawing Implications for Professional Learning in Schools. 2014. Internal agency document. State Education Resource Center, Middletown, CT.
- Understanding the Conditions for Sustainable leadership and learning in Urban Schools. 2012-2015. Independent Research: Qualitative Data Collection. Boston, New York, Philadelphia.

SELECTED INVITATIONS TO REVIEW BOOK MANUSCRIPTS BY SCHOLARS

- Hollins, Etta (3rd Edition Forthcoming). April 2012. Culture in School Learning: Revealing the Deep Meaning. (Routledge Publications).
- Ford, Donna and T. Grantham. Sept. 2011. Gifted and Advanced Black Students in School: Anthology of Critical Works (Prufrock Press).
- Hollins, Etta. Sept. 2011. Learning to Teach in Urban Schools. (Routledge Publications).

NATIONAL PERSPECTIVE ON K-12 TEACHING AND URBAN PUBLIC SCHOOLS

- Invited Presenter, Urban Education Leaders Program. April 4-5, 2014. Aspiring Superintendents Case Study Pilot Project at Teachers College, Columbia University.
- Work Group Participant, Division K Working Group Meeting on Clinical Field Experiences, Teacher Preparation Programs. Sept. 13-14, 2012. American Education Research Association, Division K, National Summit on Teacher Education. Washington D.C.
- Travel to recognized urban schools to conduct semi-structured observations, interview and documentation to inform practice.

References:

1. Dr. Noma LeMoine, [REDACTED]
2. Dr. Etta Hollins, [REDACTED]
3. Dr. Carl Cohn, [REDACTED]
4. Dr. Peter Madonia, [REDACTED]
5. Dr. Brian Perkins, [REDACTED]

James Lewicki

11/28/18
State Public Charter School Authority
Carson City, NV 89706

To Whom It May Concern,

I am applying for the Executive Director position.

I would bring to Nevada a wide range of experience in charter school development, charter school authorizing, and charter school governance.

I am dedicated to educational reform and accountability and would provide comprehensive value to the State Public Charter School Authority.

From 2005 to 2015, I helped develop, as a national consultant, some of the top charter schools across the country in an eclectic array of locations – urban to rural. At one point, I served as the National Director for EdVisions where I hired and supported several national coaches to work intensively with new PBL High Schools in a dozen states. From this experience and my years of consulting, I appreciate how quality charter schools can make a difference in the lives of students, families, neighborhoods, and communities.

Each school is a constellation unto itself with distinctive needs and talents within – from the students to faculty to the neighborhood and community. High quality charter schools need great staff as well as effective governance that sustains a productive relationship with its authorizer.

In 2015, after 10 years of charter school consulting across 20 states with over 100 new charter schools, I decided to focus my energies in one place with one mission where I could put my skills and experience to play.

Since 2015, I have been able to accomplish a couple of professional aspirations -- to be the school leader in a successful charter school turnaround effort; and to be the school leader to start a new charter school. With those goals accomplished, I am now looking forward to supporting -- at a statewide level -- charter school initiatives to diversify choice and provide for quality opportunities for all students.

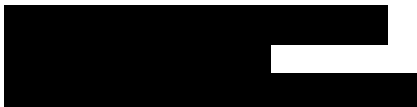
I am confident that I would bring strong statewide leadership and collaborative support for the talented group of dedicated educators who work each and every day in public charter schools, and the students and families served. I have worked in Nevada prior supporting Explore Knowledge Academy in its early years and have extensive experience in developing rural charter schools as well – an important ingredient to a strong statewide portfolio of public school choice.

During my years in education, the heart of the matter has been the joy that all students bring when they are moving down a path that they recognize -- with hard work, learning connections, and support -- will define a future of opportunity in a place that they respect and respects them.

Thank you in advance for your consideration.

Sincerely,

James Lewicki

A large black rectangular redaction box covering the signature area, with a small white rectangular cutout on the right side.

JAMES LEWICKI

A.A., B.A., M.S., M.A.

CURRICULUM VITAE

A nationally recognized leader with expertise in innovative school development, project and place-based learning, and charter school authorizing and governance training.

EDUCATION

Hamline University, St. Paul, MN
Doctoral Studies – Education (2005)

University of Wisconsin – LaCrosse, WI
M.A. Education (1988)

George Williams College, Aurora, IL
M.S. Outdoor Education Administration (1983)

The Evergreen State College, Olympia, WA
B.A. Social Sciences, Psychology (1979)

Colorado Mtn. College, Glenwood Springs, CO
A.A. Outdoor Recreation Leadership (1976)

The National Outdoor Leadership School, Lander, WY
Instructor Certification (1975)

EXPERIENCE

2017-Current School Director/Principal
Pagosa Peak Open School (<http://pagosapeakopenschool.org/>)

- School leader of a new place-based project driven K-8 charter school.
- Grass roots founder development and authorized by Archuleta School District.
- Hired all faculty and staff – developed as an educator collaborative.
- Renovated commercial property and grounds into elementary school.
- Implemented Vision with limited capacity and resources.
- 90% of families returned for second year as K-5, growing to K-8. Enrollment full.
- Multi-age learning, Field-based studies, Garden and Farm program, food security teacher with projects serving the food security needs of Archuleta County and PPOS.
- Secured \$200,000+ in grants in addition to CDE charter start-up funding.
- With experienced faculty on board, transitioning to co-leadership model to implement 2019-2020 leadership of the school.

2015-2017 School Director/Principal

Academy of Arts and Knowledge (<https://www.aakelementary.org/>)

- Restored to Performance SPF Rating from Priority Improvement.
- Hiring new high quality staff resulted in 90% staff retention contrasted to 55% staff turnover prior to assuming leadership.
- Restored budget to fiscal health after not meeting TABOR prior to assuming leadership.
- Adoption of new curriculum, schedule, and teacher collaborative to implement vision.
- Sold building and secured new site and lease.
- Transitioned school to shared leadership model of co-directors.
- Secured continuing authorization from Charter School Institute (CSI) after it was within months of closing prior to assuming leadership.

2005-2015 Founder/Senior Consultant

Lewicki Education Consulting (www.jameslewicki.org)

- Lead consultant to create over 100+ new schools -- from urban to rural and elementary to high school -- across 20 states. Start-up, implementation, and dissemination phases. Curriculum, faculty, facility design, governance, and authorizer support.
- Lead consultant in over 1,000 Charter Authorizer, Charter Governance, and Local School Board meetings throughout the country.
- Led full-day training for 30 charter school authorizers in Wisconsin.
- Recognized as a national expert in Project-based and Place-based Learning (<http://www.jameslewicki.org/place-based-learning.html>) along with a new high school pedagogical design called the Interdisciplinary Learning Collaborative. https://www.youtube.com/watch?v=aM11PG_rag
- Keynote presenter and/or trainer during hundreds of district, state, national, and international conferences.
- Chair of the 2000 National Rural School and Community Trust National Rendezvous, 200 educators and 60 students from 34 states and 100 schools.
- http://www.ruraledu.org/user_uploads/file/rr/rr1_2.pdf
- Leader of the Rural Trust's National Youth Council where 20 high school leaders from a dozen states implemented national rural advocacy and policy initiatives.
- Designed and led several youth leadership regional conferences for hundreds of leaders.
- Conducted 3-day Holistic School Reviews resulting in significant school improvement.
- Wrote and awarded a variety of grants for charter school start-up, implementation, and dissemination -- awarded over 25 million dollars.

2009-2010 National Director

EdVisions Schools, Henderson, MN (www.edvisions.org)

Led coast-to-coast school development efforts through Gates funded national school replication effort. Coordinated several national school coaches to work with EdVisions project-based secondary schools in a dozen states. Full time for a year to support EdVisions, then returned to Lewicki Education Consulting.

1988-2005 Teacher, North Crawford Schools, Soldiers Grove, WI

Self-contained elementary and English middle school teacher.

- 1979-1986 **YMCA Camp Director**
YMCA Career directing Summer Camps and Youth and Family Programs in Olympia, Washington; Maui, Hawaii; and Wausau, WI.
- 1976 **National Outdoor Leadership School Instructor**, Lander, WY
Led 30-day backpacking trips in the Wyoming wilderness.

AWARDS AND RECOGNITIONS

- 1994 Wisconsin Teacher of the Year Finalist
1994 Senator Herb Kohl \$2,000 Fellowship Award Winner
1992 Crawford County Conservation Teacher of the Year
1987 YMCA World Camp Award

PUBLICATIONS

Book

- To Know the Joy of Work Well Done
Place-based Learning and Sustaining School Communities
http://www.jameslewicki.org/store/p13/To_Know_the_Joy_of_Work_Well_Done.html

Articles

- Designing Quality Place-based Learning Projects
<https://www.edutopia.org/place-based-learning-measures>
- Academic Achievement through Field Studies
<https://files.eric.ed.gov/fulltext/ED459023.pdf>
- Place-based Curriculum Guide for New School Development
<https://eric.ed.gov/?id=ED461461>
- Charter Governance Success
[http://www.jameslewicki.org/store/p29/Charter_School_Governance %26 School Success.html](http://www.jameslewicki.org/store/p29/Charter_School_Governance_%26_School_Success.html)

Videos

- Interdisciplinary Learning Collaborative
https://www.youtube.com/watch?v=aM11PG_rag
- Place-based, Project Learning
<https://www.youtube.com/watch?v=WM72R11orTU>
- All School Multi-age Literature Circles
https://www.youtube.com/watch?v=3Lm_u8J-3tM
- Prairie Restoration Project
<https://www.youtube.com/watch?v=mzzG01WEPyc>

- *Additional publications, videos, and resources located at www.jameslewicki.org*

TRAINING AND CAPACITY BUILDING

International Presenter

- Tokyo Olympic Village, Japan's High School Reform Network
- Lead Trainer, Lake Yamanako, Place-based Teacher Training Summer Institute

National Conference Presentations

- High Schools that Work Conference, Nashville, TN
- Rural School and Community National Conference, Flagstaff, AZ
- 1st National Charter School Conference, Washington DC
- Rural Stewardship Conference, Atlanta, GA
- Engaging Youth: Community and Learning Think Tank, Washington DC
- Leader of Kellogg Foundation funded Rural Trust Youth Leadership Conferences where several hundred youth leaders would gather from a half-dozen states.

State and Local Capacity Building Leadership

- Lead consultant for staff training during new school development; 100+ schools averaging 3 years of school/staff/governance/authorizer development for each school.
- Lead consultant for over 1,000 governance, authorizer, and school board meetings, retreats, and strategic planning sessions across 20 states with a variety of charter laws and stakeholders.
- Lead consultant in dozens of summer institutes, conversation days, and personalized PD events.
- Lead consultant on new facility school design and/or renovations with architects and builders.

SCHOOLS DOING GREAT WORK

This is a selection of the 100+ new schools that I have had the privilege to support. I worked closely with each school - translating an idea into a vision, then to the planning phase, then finally into the first few years of the school's implementation. Each is an outstanding example of what can be achieved when a dedicated team of educators combines with strong community and district leadership.

The KM Kettle Moraine Charter Schools

The following 4 schools are an exciting example of District Innovation with its Legacy Schools, Charter Schools, and Innovative Programs to create a mix of learning choices. EdWeek recognized Superintendent, Dr. Patricia Deklotz, for this leadership. See EdWeek article here: <https://leaders.edweek.org/profile/patricia-deklotz-superintendent-innovation/>

I had the fortunate experience to work with the founding faculty of all four schools over the course 4 years, with 100+ days of planning and implementation coaching and school design consulting.

KM Global (9-12)

- Wales, Wisconsin. Established 2011.
<https://www.kmsd.edu/Domain/15>
- National article from Competency Works:
<https://www.competencyworks.org/case-study/km-global-pedagogy-curriculum-and-learning-design/>

H2 High School of Health Sciences (9-12)

- Wales, Wisconsin. Established 2014.
<https://www.kmsd.edu/Domain/64>
- Selected as a World Leading Learner School: Global Learning Networks 2017. Top 30 schools from the United States, Singapore, Switzerland, Germany, South Korea, and Canada.
- Video from the school's second year: <https://www.kmsd.edu/domain/118>

KM Perform (9-12)

- Wales, Wisconsin. Established 2010.
<https://www.kmsd.edu/kmperform>
- Electronic Newsletter: <https://www.smores.com/tsr2n>

KM Explore (K-5)

- Wales, Wisconsin. Established 2012.
<https://www.kmsd.edu/kmexplore>
- Multi-age learning at its best: Personalized Learning Plans.
https://www.youtube.com/watch?v=nRVgPO_EZwU
- GettingSmart.com visited thousands of schools and selected 65 that exemplify powerful learning with an innovation mindset. KM Explore was one of the selected schools.
<http://www.gettingsmart.com/2015/11/66-elementary-middle-schools-worth-visiting/>

Multi-age Place-based Learning Schools

Northstar Community Charter School (4-8)

- Minong, Wisconsin. Established 2011.
<https://northstarcharter.wordpress.com/about/>
- Multi-age grades 4-8, a two-room schoolhouse devoted to learning in the community.

Eagleview Elementary Charter School (K-5)

- Mukwonago, Wisconsin. Established 2009.
- 100 year-old school transformed:
<https://www.masd.k12.wi.us/eves/about/eecs-ExperienceEagleview.cfm>

Career Academy Schools

Fox Cities Leadership Academy (9-12)

- Appleton, Wisconsin. Established 2007.
<http://fcla.aasd.k12.wi.us/cms/One.aspx?portalId=460195&pageId=8510883>
- 2015 Bronze Medal in school rankings from US News and World Reports.
- 2016 Voted top 20 in Wisconsin and #430 in country by Newsweek.
- Creator of the Interdisciplinary Learning Collaborative:

https://www.youtube.com/watch?v=_aM11PG_rag

Little Chute Career Pathways Academy (9-12)

- Little Chute, Wisconsin. Established 2011.
<https://www.lccpa.littlechute.k12.wi.us/index.cfm>
- High Academic Performance and interdisciplinary seminars and Career Exploration in Research, Coursework, and Partnerships.

Project Based Learning Schools

Valley New School (7-12)

- Appleton, Wisconsin. Established 2003.
<http://valleynewschool.com/>
- 3 Outstanding Projects <http://valleynewschool.com/projects/student-project-gallery/>
- Anatomy of a Project <http://valleynewschool.com/projects/anatomy-of-a-project/>
- The Valley New School Binder, the BEST guide to all aspects of PBL at your fingertips:
<http://valleynewschool.com/resources/>
- School Culture, What does a 70-student high school with all students having personal office workspaces look like? <http://valleynewschool.com/vision/environment/>

Phoenix High School (9-12)

- Kennewick, Washington. Established 2007.
<http://phoenix.ksd.org/>
- Terrific student video on “What is a project-based high school?”
<https://www.youtube.com/watch?v=F6pVL5puXcA&t=231s>
- Guiding Beliefs: <http://phoenix.ksd.org/School/Our-School>

Explore Knowledge Academy (K-12)

- Henderson, Nevada. Established 2003.
<https://www.ekacademy.org/>
- Senior Project history on 11 years of EKA
<https://www.ekacademy.org/explore-knowledge-academy-a-project-11-years-in-the-making/>
- Senior Presentations, <http://www.ekacademy.org/senior-presentations/>
- Projects explained to 2nd/3rd grade students,
<https://www.youtube.com/watch?v=fsWlrdHwhRc&feature=youtu.be>

STEM and PBL Schools

Wausau Engineering & Global Leadership Academy (9-12)

- Wausau, Wisconsin. Established 2010.
<http://wausauegl.org/>
- ACT Composite: 23.4 <http://wausauegl.org/prospective-students/test-results/>

Wildlands Science Research Charter School (7-12)

- Augusta, Wisconsin. Established 2005.
<http://www.wildlandschool.net/>
- One of the best science project archives in the country:
http://www.wildlandschool.net/student_projects.phtml

- 90% of students scoring Proficient or Advanced on Wisconsin Core Knowledge Exams in *All* Subjects: http://www.wildlandschool.net/pdfs/wkce_report.pdf

Northern Lakes Regional Academy (9-12)

- Rice Lake, Wisconsin. Established 2012.
<https://nlra.ricelake.k12.wi.us/home>
- NLRA Seminars:
<https://nlra.ricelake.k12.wi.us/common/pages/DisplayFile.aspx?itemId=9492922>

Place-Based and PBL Schools

Clark Street Community School (9-12)

- Middleton, Wisconsin. Established 2012.
<http://www.clarkstreetcommunityschool.com/>
- Outstanding seminars and connection with students:
<http://www.clarkstreetcommunityschool.com/curricula-and-exemplars>

Highland Community Schools (K-12)

- Highland, Wisconsin. Established 2010.
<https://www.youtube.com/watch?v=WM72R11orTU>
- Senior Exit Project Guidebook,
<https://drive.google.com/file/d/0B9ksm17eFoTpYnVQUk96VkRIQms/view>

Badger Rock Middle School (6-8)

- Madison, Wisconsin. Established 2011.
- Neighborhood design build of new school. Partner with Resilient Cities and Growing Power: <https://www.resilientcities.org/projects-programs/badger-rock-center/>

Nuestro Mundo Community School (K-5)

- Madison, Wisconsin. Established 2004.
<https://nmcs.madison.k12.wi.us/>

Wisconsin's #1 District for Academic Achievement

Hartland Fine Arts Leadership Academy (K-2)

- Hartland, WI Established 2013
<http://hfala.hartlake.org/>

Hartland School of Community Learning (3-5)

- Hartland, WI Established 2011
<http://hartlake.org/>

Life Entrepreneurial Middle School (6-8)

- Hartland, WI Established 2014
<http://life.hartlake.org/>

Independent Charter School Serving Several Rural Communities

Golden Eagle Charter School (K-12)

- Mt. Shasta, California. Established 2004.
<http://www.gecs.org/>
- Outstanding collaborative leadership team for over 10 years:
<http://www.gecs.org/Content2/48>
- I-cans for student learning targets: <http://www.gecs.org/Content2/learningtargetsicans>

References for James A. Lewicki

[REDACTED]

[REDACTED]

1. Dr. Steven Rippe, Director of Innovation, Wisconsin Innovative Schools Network, <https://www.innovativeschoolsnetwork.com/>

[REDACTED]

2. Dr. Terry Croy Lewis, Executive Director, Colorado Charter School Institute, <https://www.csi.state.co.us/>

[REDACTED]

3. Nora Flood, Education Director, Wendventures, CO <https://wendventures.com/>

[REDACTED]

4. Linda Reed, Superintendent, Archuleta School District, CO

[REDACTED]

5. Dr. Pat Deklotz, Superintendent, Kettle Moraine School District, WI

[REDACTED]

6. Abbe Mattson, Superintendent, Explore Knowledge Academy, NV

[REDACTED]

Laura Moberg

Laura Moberg

November 15, 2018

Agency Human Resource Services
Attention: Gennie Hudson, Personnel Officer III
400 West King Street, Suite 406
Carson City, NV 89703

Dear Ms. Hudson:

I am writing to apply for the **Nevada State Public Charter School Authority Executive Director** position.

My professional experience will serve the State of Nevada well because I have the skills and experience needed, as well as the enthusiasm to do this job. Having worked in the educational profession for the last fourteen years, I am knowledgeable and adept with working in a fast-paced environment. I am able to work accurately and rapidly, and am able to plan, prioritize, and execute timelines, as these were all requirements of me as a classroom teacher. In addition, my undergraduate degree in Journalism has afforded me excellent verbal and written communication skills. I am a National Board-Certified Teacher and I have worked as the Secretary for numerous executive boards on which I have served, including Secretary for the Northern Nevada Council for the Social Studies for the past ten years.

In all roles of teaching, I had to collaborate with administrators, teachers, counselors, and students to ensure the success of my students. I taught a very diverse population daily, with students from all different socioeconomic and cultural backgrounds. I have the ability to multi-task, plan, organize, take direction from administrators, work with concerned parents, provide direction to students, and speak to all of these diverse groups effectively. I am proficient with a multitude of software, including Microsoft Works, Word, Excel, Outlook, Dropbox, WordPress, and Power Point. I am also presently serving as the webmaster for the Social Studies department at Washoe County School District. My ability to listen to students, parents, colleagues, and administrators and address their needs has allowed me great success. I am able to patiently and professionally explain processes, policies, and procedures, as that is what I did on a daily basis as a classroom teacher. And, as a professional educator, I have also adhered to high professional ethics, maintained confidentiality, and upheld discretion, which I know are skills that will translate well to the duties required of me at the State of Nevada.

I possess a demonstrated understanding of charter schools and a commitment to using charter schools to strengthen public education in this State through my work with the Northern Nevada Council for the Social Studies. Each year, NNCSS organizes and executes a conference in which educators from all over Northern Nevada attend to learn best practices in Social Studies education. Last year, over 400 teachers attended this conference, including dozens of charter school teachers. Through my service on the NNCSS board, I reach out to both district and state-wide charter schools, recognizing the value of rural and urban charter schools, as well as online, blended, and traditional charter school settings.

Furthermore, my organizational skills combined with my attention to detail and self-motivation are a perfect match for this position. I am ready for this career change and I guarantee that my work will exceed your expectations.

I hope you will find my experience favorable. I look forward to speaking with you regarding the SPCSA Director position, a position I learned about via the NV Apps website. Thank you for your consideration.

Sincerely,
Laura Moberg

Laura B. Moberg

Work Experience

August 2018- present Curriculum & Instruction Assistant Reno, NV
Washoe County School District

- Serve as the webmaster for the Washoe County Social Studies/ Northern Nevada Council for the Social Studies website (www.projecttahoe.org)
- Design and edit lessons for Social Studies educators
- Proofread and edit documents distributed by the WCSD Social Studies department

September 2004- July 2018
Reno High School Social Studies Teacher Reno, NV

- Create and conduct thoughtful, engaging, learner-appropriate lessons for sophomore-level World History, junior-level U.S. History, and junior Advanced Placement level U.S. History
- Demonstrate classroom management skills
- Facilitate interactions with students' parents, the Special Education Department, and administration to better assist student learning

February 2003- September 2004
Washoe County School District Substitute Teacher Reno, NV

- Teach different disciplines/ levels of ability for grades K-12
- Carry out prepared lessons according to instruction

Education

2002- 2007- University of Nevada, Reno Reno, NV Master of Secondary Education

- Social Studies Education
- Cumulative GPA: 3.85

1998-2002- University of Washington Seattle, WA Bachelor of Arts

- Communications with an emphasis in Journalism/ Political Science minor
- Courses in Reporting, Press Releases, and Media Technology
- Cumulative GPA: 3.34

Skills and Qualifications

Proficient in Microsoft Word, Microsoft Spreadsheet, Outlook, OneDrive, Excel, and PowerPoint presentation software.

Activities, Achievements, and Licenses

- 2013- 2023- National Board Certified Teacher in Social Studies/ Adolescence and Young Adulthood
- 2013- 2017- Secretary on the Sierra Kappa Kappa Gamma Alumni Association Executive Board
- 2012-2016- Secretary for the Active 20-30 Association- Reno Chapter
- 2008- present- Secretary on the Northern Nevada Council for the Social Studies Executive Board

Laura Moberg- Professional References:

1. Kris Hackbusch
Reno High School Principal

[REDACTED]

2. Angela Orr
K-12 Social Studies Coordinator
Curriculum & Instruction Department
Washoe County School District

[REDACTED]

3. Linda Feroah
Reno High School Assistant Principal

[REDACTED]

4. Mitch Chubb
Reno High School Assistant Principal

[REDACTED]

5. Matt Ochs
Reno High School Social Studies Teacher

[REDACTED]

Curriculum & Instruction Department

K-12 Social Studies Coordinator

Washoe County School District



May 23, 2018

To Whom It May Concern:

It is with sincere pleasure and genuine enthusiasm that I write this letter of recommendation for Ms. Laura Moberg. I respect Laura's work in education and believe she would be a true asset to the State of Nevada. I have had the opportunity to work closely with Laura since 2005 on the Executive Board of the Northern Nevada Council for the Social Studies. As the Secretary for our organization, Laura is absolutely essential to the work of our group and to the planning of major events for teachers around Northern Nevada. She not only records and preserves our meeting details, she also provides us with focus on the necessary tasks.

Laura is a true professional. Her work ethic is undisputable, and as a frequent collaborator, I am always impressed that projects are completed on time and without any error. Her attention to detail, alongside her understanding of the big picture and ability to collaborate are indispensable attributes for the successful completion of large and multi-layered tasks. She is keenly aware of her strengths in organizational management and successfully partners with others with a diversity of assets to attain high levels of achievement together.

Laura is above all a clear communicator. Her writing quality is consistent with her background in journalism. In fact, I often seek her assistance in editing large projects. She most recently helped to edit a new K-12 curriculum document for social studies teachers in our school district and was able to discover inaccuracies and necessary edits that an entire team of talented educators did not catch. She is also friendly, concise and highly professional in her verbal communications. In addition, Laura is a phenomenal researcher and maintains pristine records.

I feel that Laura possesses the experience, qualities, and values that define an exemplary candidate for an administrative position at the State of Nevada. Her professionalism is resolute, and she has great capacity for further leadership. Without reservation, Ms. Laura Moberg earns my highest recommendation.

Sincerely,

Angela Orr



5/8/2018

To Whom It May Concern:

As an assistant principal, I had the pleasure to work with Laura Moberg from 2012 until the end of the 2018 school year. I also worked closely with Laura years ago in a two-year professional development class. Currently, Laura teaches World and US History. In my 26 years of education, I have never seen a teacher as organized as Laura. Her lessons are thoroughly planned out, designed and implemented, to give students every opportunity for success. The directions for the assignments are clear and detailed. Laura provides well-designed rubrics so students know exactly what they need to accomplish.

In addition, each of her assignments are challenging, pushing the students to use higher-level thinking to analyze and to coherently communicate their thoughts; skills the field of education has been moving towards for years. She balances having high expectations for her students, while providing every opportunity for the students to be successful. The assignments/activities are purposeful and designed to engage her students. She uses different teaching strategies, real-life examples, and technology to name a few.

Laura's passion for her students is apparent. She is fair and consistent and is there for the students when needed. She is always willing to help students who are struggling. She develops a good rapport with the students, comfortably and confidently, using her good sense of humor while interacting with her students.

Laura is confident, intelligent, hard-working, and a team-player. She gets along well with her colleagues and she has been a pleasure to work with as teacher and friend.

Laura Moberg will make a positive, significant impact wherever she works.

Sincerely,

*Mitch Chubb
Assistant Principal
Attendance, Activities, 11th grade
Reno High School*

Mark Modrcin

Mark Modrcin

January 3, 2019

Agency Human Resource Services
Attention: Gennie Hudson, Personnel Officer III
400 West King Street, Suite 406
Carson City, NV 89703

Subject: SPCSA Director

Ms. Hudson:

This letter expresses my interest in the Executive Director position at the Nevada State Public Charter School Authority. I have worked in the public charter school authorizing sector since 2013 in Oklahoma and Nevada. In my current position as Director of Authorizing, I evaluate charter school applications and renewal applications and analyze the academic, financial and organizational performance of schools so as to inform amendment and intervention recommendations. I diligently monitor compliance with state and federal law to ensure equitable access to our charter schools. In Tulsa, OK, I successfully managed a variety of projects and initiatives in the Tulsa Public School District, including the Tulsa Charter Collaboration Compact and district-wide summer school program.

My resume contains additional details about my experience and skills. After hearing about this posting from other SPCSA staff and studying it closely, I concluded it matched my interests in improving educational outcomes for students. I would appreciate the opportunity to discuss my qualifications with the hiring manager and/or Authority Board.

I look forward to hearing from the appropriate hiring personnel at their earliest convenience regarding next steps. This prospect is very appealing professionally; my background fits well with the position requirements. Thank you for your time and consideration.

Best regards,

A handwritten signature in dark ink, appearing to read 'Mark Modrcin', with a stylized, flowing script.

Mark Modrcin

Mark D. Modrcin

SUMMARY: Highly dedicated and motivated education professional. Advocate for creative, results-oriented approaches to improve student success and school excellence. Competencies include:

- Charter authorizing expertise
- Performance management acumen
- Capacity to replicate strong charter models
- Proven strong communication skills
- Adept at cultivating mission-driven staff and high performance
- Ability to collaborate with key stakeholders
- Consistently results-oriented

PROFESSIONAL EXPERIENCE

State Public Charter School Authority, Las Vegas, NV

2017 – present

Director of Authorizing

- Oversee the academic, financial and organizational performance of 53 charter campuses serving over 42,000 students in sponsored schools.
- Lead the formulation and presentation of staff recommendations regarding school performance, including renewals, amendments, and recommendations for new school applications.
- Manage an authorizing team of five professional staff members who are responsible for key monitoring and school oversight functions.
- Facilitate monthly meetings with Nevada authorizers to promote best practices, identify priorities, and share research on local and national issues.
- Revised Reporting Requirements Manual used by schools so as to communicate clear performance and compliance expectations.

Tulsa Public Schools, Tulsa, OK

2009 – 2017

Director of Charter and Partnership Schools, 2016 - 2017

- Directed the district charter authorizing office, managing relationships with six schools and all prospective applicants.
- Established Oklahoma's first public charter school performance framework, ensuring charter schools were held accountable for their performance while increasing sector transparency.
- Supported and evaluated charter schools through the application, interview and renewal processes, working with internal and external stakeholders to form a final recommendation for board action.
- Developed flexibilities and autonomies list in collaboration with district departments for schools to execute innovative models supporting instruction that best support their unique communities.
- Designed the district's partnership school application and review processes to promote innovation and empower school teams to leverage key practices to better serve students.
- Created a modified charter school application and renewal process to promote high standards and expectations for current and potential operators.

Project Manager – Strategic Partnerships, 2013 - 2016

- Oversaw the Tulsa Charter Collaboration Compact, an aspirational agreement between TPS and its charter school partners to enhance the educational landscape for students.
- Coordinated recruitment and enrollment between TPS and its charter schools and fostered collaborative problem-solving.

- Designed solutions to solve school configuration and capacity problems of charters and traditional public schools that meet community needs.
- Coordinated with the Oklahoma State Department of Education to identify best authorizing practices and policies to ensure high standards for students.
- Supervised and assisted schools in establishing internal operating systems to support accountability, data collection, and similar protocols.
- Leveraged and shared strengths of charter schools as identified by high quality data so as to promote a community of practice.
- Organized and implemented a balanced scorecard accountability system for all TPS departments.
- Prepared, analyzed and designed core goal reporting for the TPS Board of Education.
- Worked as a liaison with Teach For America-Oklahoma, supporting Corps Member placement, retention, and strategic initiatives.
- Managed annual TPS Roster Verification work to provide district, school and teacher value-added estimates.

Project Specialist, 2011 – 2013

- Managed summer school budget of more than \$700,000 (state, federal, and donor funds), working with district departments and external stakeholders in a cross-functional capacity.
- Planned and executed monthly district leadership conferences with district committee.
- Assisted with district and statewide efforts to develop and implement the Tulsa Evaluation Model for teachers with fidelity.

Teach For America, Tulsa, OK

Charter Corps Member, 5th Grade, Tulsa Public Schools, Whitman Elementary, 2009-2011

- One of 4,000 selected in 2009 (from over 35,000 applicants) to participate in Teach For America's national movement to ensure that children in low-income communities receive an excellent education.
- Selected as "2010 Teacher of Today" of Whitman Elementary for outstanding instruction.
- Led 5th grade math instruction, increasing proficiency scores by 54% from previous year, as measured on state end-of-year assessment; largest increase in metropolitan Tulsa.
- Improved overall reading proficiency through data-driven, small group instruction leading to over 75% mastery after 2010-2011 school year and more than one year of leveled reading growth in nine months.
- Conducted extra conferences and student tutoring sessions, leading to the acceptance of 25% of class to desired middle school magnet or lottery programs.

LEADERSHIP

Tulsa Public Schools, Summer School Director

2012 – 2014

- Led district-wide efforts to plan and execute Teach For America's inaugural Tulsa Summer Institute in 2012, one of only nine nationwide, in collaboration with the University of Tulsa and Community Action Project; more than tripling attendance to 3,600 students, grades 1-12.
- Grew the Tulsa Summer Institute to over 4,500 students in 2013, making it the largest national training site for Teach For America Corps Members nationwide.
- Assisted with placement and training of over 1,300 new teachers and 320 mentor teachers.
- Designed summer school structure, resulting in the recovery of over 800 course credits for secondary students to be applied toward graduation in 2012. Elementary students achieved, on average, approximately 90% of summer reading growth goals.

- Chaired annual selection committee to hire 240 teachers and ten administrators, utilizing recommendations, evaluation scores, and letters of intent. These efforts resulted in overall satisfaction levels for teachers at 15% above the national average.

Walt Whitman Elementary, 5th Grade Team Leader

2010 – 2011

- Led implementation of school-wide data tracking system to assist in effective classroom instruction, thereby increasing student achievement.
- Independently researched district demographic, enrollment, and financial information for Project Schoolhouse presentation to District Executives, promoting consensus within school community.
- Supported collaboration among upper elementary building teachers to share ideas and successful systems targeting improved instructional methods.

Phi Delta Theta Fraternity, Alpha Chapter, Executive Council

2007 - 2009

- Led chapter recolonization following two-year absence from campus.
- As President, doubled membership to 70 in less than one year; developed, planned and executed the first signature philanthropic event, raising over \$1,000; served on Interfraternity Council.
- As Treasurer, managed \$100,000 budget and established financial protocols for fiscal management.

COMMUNITY INVOLVEMENT & HONORS

- One of 12 individuals selected for the 2015 NACSA Leaders Program, the nation's only professional development opportunity for education professionals performing charter school authorizing functions.
- Volunteered with Reading Partners, tutoring students to build foundational reading skills.
- 2014 Tulsa New Leader, as selected by the Cystic Fibrosis Foundation Sooner Chapter for community involvement and leadership. Raised over \$4,000 for the CF Foundation and research.
- Current Chapter Advisory Board Member, Phi Delta Theta - Ohio Alpha Chapter.
- Former Board Member, Teach For America Tulsa Alumni.
- Nominated for 2012 iON Oklahoma's 30 Under 30 Next Gen Award, recognizing young professionals who demonstrate leadership and significant contributions to their field.

EDUCATION

Master of Business Administration, *University of Tulsa*, Tulsa, OK

December 2015

Bachelor of Science in Finance, *Miami University*, Oxford, OH

May 2009

- University Honors Program, 2005-2009; Oxford Scholar, 2005-2009.
- Dean's List: Fall 2005, Spring 2006, Spring 2008.

References

Available upon request

Mark Modrcin

Professional References

1. Ms. Jana Burk
General Counsel
Tulsa Public Schools
[REDACTED]
[REDACTED]
2. Mr. Sam Duell
Associate Policy Director, Charter Schools
Foundation for Excellence in Education (ExcelinEd)
[REDACTED]
[REDACTED]
3. Ms. Amy Ruck Kagan
Vice President of Authorizer Engagement and Advancement
National Association of Charter School Authorizers (NACSA)
[REDACTED]
[REDACTED]
4. Ms. Alyson Murphy
Director of Governance and Support
Grand Valley State University Charter School Office
[REDACTED]
[REDACTED]
5. Ms. Tess Stovall
Director of Charter Schools
Tennessee State Board of Education
[REDACTED]
[REDACTED]

Vannessa M. Nicholas

Vannessa M. Nicholas

November 26, 2018

Ms. Gennie Hudson
400 West King Street, Suite 406
Carson City, NV 89703

Dear Ms. Gennie Hudson:

I recently learned of your search for the Director, State Public Charter School Authority from Mr. David Cassetty, Deputy Commissioner, Division of Insurance-State of Nevada. I am very excited about this position and given my education and experience, believe I would be an excellent candidate.

I have a Master's degree in Education from Pepperdine University and a Teaching License from the State of Nevada. I have taught in private and public schools and have spent over 15 years in higher education administration positions including non-profit and for profit organizations. I have experience as a classroom teacher and have been a managing supervisor of large divisions in charge of organizational compliance and including managing budgets of over \$500,000.

I enjoy serving in leadership positions and am most productive in a fast-paced, ever changing environment I am extremely organized, self-motivated and have demonstrated proficiency in creating meaningful community connections and partnerships in my current position as Director, Community Engagement and Advancement for Multnomah University Reno-Tahoe.

I am a huge proponent of public charter schools and believe the options they provide students to be immeasurably invaluable. Nevada is my home. I have raised my children in this state's public school system and believe strongly in the value of providing academically sound options for parents to educate their children.

I am *very* excited about the possibility of being part of the Nevada State Public Charter School Authority leadership team. My experiences have prepared me well for this position, but it is my passion for public education that gives me motivation to excel. I believe I will be a strong asset to your team. Thank you for your consideration. I look forward to talking with you.

Sincerely,



Vannessa Nicholas

VANNESSA NICHOLAS

EDUCATION

Pepperdine University. Malibu, California

Master of Arts, Education

G.P.A. 3.90

Bachelor of Arts, Liberal Arts

G.P.A. 3.68

Cum Laude

CERTIFICATES

MBTI and Strong Interest Inventory Certified Interpreter

Certified Academic Coach

Arizona Community College Teaching Certification, State of Arizona

Teaching License, State of Nevada

EXPERIENCE

Multnomah University, Reno-Tahoe Campus

July 2016-present

Director of Community Engagement and Advancement

- Provide overall leadership, management, and coordination of the Reno-Tahoe Advancement Department
- Create, plan and execute all community outreach, marketing, public relations, service activities and major events
- Identify, cultivate, solicit and manage gifts (major, planned, annual)
- Establish and cultivate donor relations/sustain a strategy of building lasting relationships
- Manage prospect activity and portfolios of key donors
- Plan, implement and evaluate existing and new alumni programs and initiatives
- Create and manage Dual Credit Program for high school students

Carrington College

March 2016-August 2016

Director of Career Services

- Provided Career Services to students
- Established and coordinated all externships for Medical Assisting Students
- Provided overall leadership, management and supervision of the Career Services office and staff
- 100% student placement rate into employment, facilitated the job selection process for all current students and alumni

Pepperdine University

August 2015-March 2016

Director, Center for Student Success

- Created, established and launched the new Center for Student Success on campus
- Provided leadership for new professional staff
- Developed relationships with faculty and staff across all college disciplines
- Was responsible for the recruitment, hiring, and training of all academic tutors, workshop facilitators and center programming
- Provided Academic Success Coaching to students
- Responsible for daily operations of the Center for Student Success
- Managed budget of \$500,000+

VANNESSA NICHOLAS

Truckee Meadows Community College

August 2012-August 2015

Instructor

- EPY 101: Educational, Career and Personal Development, CPD 123: Career Choices and Changes, CTC 101: College and Career Transition Class

University of Nevada, Reno Academic Advising Center

July 2005--October 2012

Academic Advisor/FYE Instructor

- Provide academic advising to undecided undergraduate students, transfer students, non- degree students, students pursuing the Bachelor of General Studies degree, and students on academic probation and disqualification
- Provide academic planning and advising at Wolf Pack Advising and Registration, Destination Nevada, Nevada Bound, New Student Orientations
- Participated in campus-wide recruitment and retention efforts including Non-Traditional No More, Regain-Retain Millennium Scholarship Program, Target 500 initiatives
- Served as Supervising Administrator for HEA graduate student internship
- Elected to Faculty Senate

Pepperdine University, Campus Life Office

1995-1997

Assistant Director Malibu, CA

- Managed/Supervised 50+ special interest student organizations
- Provided leadership training and conflict resolution skills for student organizations and student government executive boards
- Administrative Faculty Advisor to Greek Organizations and Student Government Association
- Facilitated mediation between student organizations and Judicial Council
- Co-coordinated New Student Orientations and Summer Conferences

Pepperdine University, Seaver Dean's Office

1993-1995

Director, Academic Advising Center Malibu, CA

- Managed all academic advising functions at Seaver College including training and providing support for the faculty and professional advisor-based system.
- Oversaw all academic exemption requests and served as student liaison to the Dean
- Managed the daily operations/functions and budget of the Academic Advising Center
- Managed faculty advisors with issues related to academic policy and student development
- Administered academic support program and secured services for students with disabilities

PROFESSIONAL ASSOCIATIONS

**Association of Advancement Services and Professionals
Pi Lambda Theta Honor Society**

References

Mr. David Cassetty
Deputy Commissioner, Consumer Services and Enforcement
Department of Business and Industry
Nevada Division of Insurance

[REDACTED]

Mr. John McKendricks
Executive Director
Multnomah University Reno-Tahoe

[REDACTED]

Ms. Michelle Hritz
Faculty Senate Manager
University of Nevada, Reno 89557

[REDACTED]

Mr. Shane Reeder
Regional Director- Lynnwood
Central Washington University 98926

[REDACTED]

Ms. Aqueelah Thompson
Director, University Advising Center
University of Nevada, Reno 89557

[REDACTED]

Michael A. Pickett

January 3, 2019

State Public Charter School Authority
Agency Human Resource Services
Attention: Gennie Hudson, Personnel Officer III
400 West King Street
Suite 406
Carson City, Nevada 89703

Dear Ms. Hudson,

My name is Michael A. Pickett and I would like to submit my resume for your consideration. Although my experience in the education arena is limited, I have a sincere interest in investing in the lives of others. After an experience teaching 5th grade students at the 100 Academy of Excellence in North Las Vegas, I realized my God-given purpose in life. To teach. I then pursued a degree in Education and earned a Doctor of Education degree from the University of Nevada, Las Vegas. I honestly didn't expect to get accepted into the program due to my lack of experience in the field. To my surprise, it was explained that I was an "ideal" candidate. My career in Human Resources and business had similarities and not mutually exclusive. In addition, I was told that I would bring fresh ideas and unique perspectives to the cohort. I graduated in December 2012. As I mentioned, this is my *calling*.

There is so much more to me than what my resume outlines. I am a kind, caring and passionate person who is determined to make a difference. Determined to make my existence and life count for something. I live my life believing in my heart that, "If you only have enough for you, then you don't have enough." With that said, I'd appreciate the chance to learn more about this role and how my work and life experiences can contribute to assisting others.

Thank you for your time and consideration.

Respectfully,

Dr. Michael A. Pickett

MICHAEL ANTHONY PICKETT

PROFILE	Highly experienced Human Resources and Shared Services business leader. Broad experience in various industries: Hotel & Casino Gaming, Hospitality, Manufacturing, Engineering, Construction and Banking & Finance. Competent to effectively lead and manage others aimed at driving employee professional development while supporting organizational growth and continuous improvement goals. Certified HR Generalist. A problem solver, forward thinker, intuitive, superlative communicator with effective listening skills. A natural-born leader and educator. Customer service driven.
STRENGTHS SUMMARY	<ul style="list-style-type: none"> Human Resources & Shared Services Business Partner Risk Management & Compliance Health & Welfare Benefits & Corporate Wellness Performance Management Employee Relations Acquisitions & Mergers Talent Acquisition & Retention Mediation and Conflict Resolution Project Management/HRIS Business Platforms Integrity & Honesty Customer Service Hardworking & Dedicated Analytical & Intuitive Public Speaking
CORE COMPETENCIES	<ul style="list-style-type: none"> Human Resources, Shared Services Leadership People and Organizational Development Educational Leadership: academics in both elementary and higher education instruction Project Management: extensive experience spanning project planning through close-out encompassing schedule, scope, staffing and budgets. Adept at analyzing business plans, modeling financials, assessing alternatives, aligning stakeholders and managing regulatory issues Targeted-Job-Selection, Behavioral Based Interviewing Administrator, Train-the-Trainer, DDI, Incorporated
CURRENT EXPERIENCE	<ul style="list-style-type: none"> Energy Inspectors Corporation/Corporate Human Resources Director Las Vegas, Nevada Headquarters (June 2017 – December 2018) <ul style="list-style-type: none"> Supported the development and growth of five organizations: Ei Engineering, Inc. Ei Design, Inc. Ei Corporation, Inc., Ei Risk Management, Inc.) with 230 employees geographically disbursed across 8 states Developed and implemented HR business-related policies, processes and procedures aimed at establishing and improving HR and Shared Services infrastructure and regulatory compliance Served as a “working director” and HR Generalist aimed at ensuring compliance, maximizing employee potential and performance through recruiting and retention efforts, training & development, maximizing output while reducing expenses
PREVIOUS BACKGROUND	<ul style="list-style-type: none"> Human Resources Administrator (Manager) Southwest Gas Corporation Phoenix, Arizona (July 2015 – July 2016) <ul style="list-style-type: none"> HR business partner, managing a team of four (4) human resources professionals supporting Southwest Gas’ Arizona operations with approximately 400 employees A “working manager” and HR Generalist aimed at ensuring compliance while managing employee performance, employee relations, recruitment and retention efforts and training & development, HRIS administration and employee safety Senior Vice President, Corporate Shared Services Director: Western Alliance Bancorporation Las Vegas, Nevada & Phoenix, Arizona (January 2005 – December 2014) <ul style="list-style-type: none"> Led HR/Shared Services start up efforts aimed at supporting continuous growth and expansion with 1,000 plus employees geographically disbursed across the United States Oversight of corporate HRIS business platforms & systems and administration: payroll and compensation, 401(k) retirement, restricted stock programs, health & welfare & corporate wellness administration, worker’s compensation and safety, risk management, compliance and disaster recovery initiatives
EDUCATION & DEVELOPMENT	<p>Bachelor of Science, Business Administration University of Phoenix - Arizona (2003)</p> <p>Master of Business Administration Regis University - Colorado (2007)</p> <p>Doctor of Education - University of Nevada, Las Vegas - Nevada (2012)</p>

January 8, 2019

State Public Charter School Authority
Agency Human Resource Services
Attention: Gennie Hudson, Personnel Officer III
400 West King Street
Suite 406
Carson City, Nevada 89703

RE: SPCSA Executive Director Opportunity

Dear Ms. Hudson:

As requested, this letter is to relay that I understand the selection process for the above-referenced position is held in an open public meeting and the submittal of my resume and interest is a matter of public record. Additionally, below are the names and contact information for five professional references who can speak to my work ethic, experience, education and overall character.

1. Ms. Kathie E. Higgins
Senior Vice President, Human Resources (Retired)
Western Alliance Bancorporation

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

2. Mr. David Dahan
Chief Executive Officer
Orgill Singer & Associates

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

3. Dr. Eva White
Area Superintendent (Retired)
Clark County School District, Nevada

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

4. Mr. Robert Byron Stringer
Police Officer (Retired)
Las Vegas Metropolitan Police Department

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

5. Mrs. Rosemary Kasch
Corporate Assistant Controller
Energy Inspectors Corporation

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Please let me know if you need any additional information and or have any questions at this time.

Respectfully,

Dr. Michael A. Pickett

[REDACTED]
[REDACTED]

KATHERINE M. POULOS

KATHERINE M. POULOS

December 5, 2018

Agency Human Resource Services
Attention: Gennie Hudson, Personnel Officer III
400 West King Street, Suite 406
Carson City, NV 89703

Dear Ms. Hudson,

As a former litigator with experience as a public education system leader in vastly different state contexts, I am the strategic, results-oriented, nimble team player and proactive advocate the Nevada State Public Charter School Authority seeks for the Executive Director position. My career path has demonstrated I am strongly committed to ensuring all students have access to excellent education and adept at operating successfully within complicated political contexts and developing and leveraging strategic partnerships across both sides of the aisle.

In my position at the New Mexico Public Education Department, I led efforts to strengthen the charter sector by developing and implementing a strategic plan that resulted in the Governor receiving the national "Charter Champion" award from the National Alliance for Public Charter Schools. I won the state a \$22.5M grant to support growth of the charter sector through replications, new school openings, and continued policy work. I galvanized various divisions within the republican controlled state education agency, the elected charter authorizing board that consisted of predominantly democratic representatives, and other educational advocacy and policy leaders to work together to strengthen public charter schools. In addition, I testified in front of the state legislature on multiple occasions with consistently positive reception despite a complicated political relationship between the legislature and the state education agency. In both of my positions leading work at state level education offices, I have developed and grew strong teams through intentional hiring, professional development, and coaching.

Through each of my professional experiences, I have demonstrated that I am the sophisticated team player with the characteristics, competencies, and knowledge you are seeking to fill the role of Executive Director. I have a demonstrated track record of setting ambitious goals and driving results, have built strong relationships with diverse stakeholders, have persevered through challenging change management opportunities, and have honed my strategic planning and implementation skills. I look forward to hearing from you to schedule time to discuss my qualifications further.

Thank you,

Katie Poulos

KATHERINE M. POULOS

EDUCATION

VANDERBILT UNIVERSITY LAW SCHOOL, Nashville, TN

Doctor of Jurisprudence, 2009.

Awards: Order of the Coif, Vanderbilt Law Review – Articles Editor, Dean's List, Phi Delta Phi.

UNIVERSITY OF NORTH CAROLINA, Chapel Hill, NC

Bachelor of Arts, Political Science, 2004.

WORK EXPERIENCE

BUILDING EXCELLENT SCHOOLS, Boston, MA

September 2018 – present.

Director of Leadership Development.

- Support and coach BES Fellows across the country as they identify and evaluate potential charter school founding board members.
- Develop systems, processes, and tools to support fellows across the country through charter application writing and editing.
- Deliver trainings to BES Fellows on board governance, charter application writing and requirements, and authorization processes across the country.
- Support and coach charter school boards after authorization to ensure they are able to effectively govern high quality schools and school networks.

NEW MEXICO PUBLIC EDUCATION DEPARTMENT, Santa Fe, NM

April 2015 – September 2018.

Assistant Secretary of Education, Options for Parents and Families.

- Conceived and wrote a competitive grant awarded to the state for \$22.5 million in funds from the US Department of Education to support the startup of new charter schools, expansion and replication of successful charter schools, and improvement of charter school authorizing.
- Developed and implemented a strategic plan to improve statewide charter school authorizing practices and the statewide charter school landscape. Implementation of this plan resulted in submission of the three highest quality new charter school applications ever submitted, a measurable improvement in the engagement of charter school boards, the first charter replication in the state, closure of eight poorly performing charter schools, improvements in authorizing practices, and the National Alliance for Public Charter Schools awarding the Governor the "Charter Champion Award."
- Directed, organized and hosted the first three annual statewide charter school conferences. The highly praised conference was attended by over 300 representatives from 93 of the 99 charter schools in New Mexico.
- Oversaw reorganization and reformation of statewide supplemental virtual school program to integrate all Public Education Department statewide public education priorities into program, prioritize student achievement and strong educator selection, and save the state approximately \$1M annually by eliminating use of proprietary LMS and beginning use of state hosted open source LMS.

ARIZONA STATE BOARD FOR CHARTER SCHOOLS, Phoenix, AZ

March 2014 – April 2015.

Director of Charter Accountability.

- Directed the development, review, and continuous improvement of Board accountability policies and processes to monitor the charter schools in the Board's portfolio for compliance with their charter contracts and standards set in the Board's Academic Performance Framework.
- Directed the implementation of Board policies and processes to evaluate charter schools' performance and made appropriate recommendations regarding revocations, amendments, and renewals.
- Supported Executive Director in negotiating charter surrenders, school closures, and changes to existing charters with the operators of underperforming charters and charter schools.
- Developed a strategic plan to make feasible the implementation of intervention processes for over 200 underperforming schools in the Board's portfolio by only five staff dedicated to the process.
- Audited all academic data and data analysis processes for prior three years and directed revisions to calculations to ensure accurate data through implementation of correct methodology.

NATIONAL ASSOCIATION OF CHARTER SCHOOL AUTHORIZERS

ARIZONA STATE BOARD FOR CHARTER SCHOOLS, Phoenix, AZ *September 2013 – March 2014.*

Fellow.

- Drafted agency rules and public communications for adoption by Board members.
- Coordinated rulemaking process according to Secretary of State and Governor's Regulatory Review Council procedures.
- Analyzed charter school submissions and audited charter school documents to determine effectiveness and sustainability of implementation of charter school improvement plans. Prepared reports to present findings and recommendations for consideration by Board members.

TEACH FOR AMERICA

GRENVILLE PUBLIC SCHOOL DISTRICT, Greenville, MS

June 2011 – May 2013.

Teacher.

- Maintained, tracked, and analyzed data to execute strategic planning for short-term and long-term classroom instruction and achieve targeted individual student growth goals.
- Effectively cultivated and managed relationships with multiple stakeholders including students, parents, administrators, community members, and consultants.
- Presented classroom instruction utilizing various technologies including PowerPoint.
- Created a successful afterschool mentoring program for thirty young ladies geared toward improving self-esteem, developing good health and fitness habits, and increasing civic responsibility.

IRELL & MANELLA LLP, Los Angeles, CA

August 2009 – May 2011.

Associate.

- Utilized strong analytical skills to conduct legal and factual research in a fast-paced environment and communicated research to stakeholders through written memos and oral presentations.
- Drafted and edited memos, summons, complaints, motions, affidavits, discovery requests, discovery responses, deposition witness outlines and binders, trial witness outlines and binders, and other documents for presentation to clients and court.
- Successfully negotiated with opposing counsel to favorably resolve discovery conflicts.
- Managed discovery received from client and opposing counsel; identified relevant materials and information and developed legal and factual arguments utilizing these materials.
- Successfully managed and coached contract attorney team responsible for reviewing millions of client documents and identifying and logging privileged material.
- Effectively cultivated and managed relationships with clients, in-house counsel, co-counsel and local counsel, and support staff.

LAW OFFICES OF ADRIAN RAFAEL HALPERN, PA, Chapel Hill, NC

July 2002 - July 2006.

Paralegal. May 2004 - July 2006.

Student Assistant. July 2002 - May 2004.

- Facilitated, coordinated and managed U.S. and Canadian immigration petitions.
- Conducted research, gathered background information, and developed transition plan and best practices for in-office implementation of Department of Labor PERM Regulations.
- Effectively cultivated and managed relationships with clients and external partners.
- Developed on-boarding and transition plans, trained, and coached new team members.

CERTIFICATIONS AND LICENSES

The State Bar of California, *Member Number: #266761, Status: Inactive*

State of Mississippi-Department of Education, *License No. 240991, Expired 06/30/2017*

PROFESSIONAL DEVELOPMENT

NACSA Leaders, *2016 Cohort*

NACSA Fellows, *2013-2014*

PERSONAL INTERESTS AND ACCOMPLISHMENTS

Running, *Completed Disney Land Star Wars Half-Marathon –January 2017; Completed Disney Land Half-Marathon Weekend “Double Dare” – Labor Day Weekend 2017; 2nd highest fundraiser 2016 Albuquerque St. Jude Run/Walk*

Triathlon, *Completed Santa Fe and Los Alamos triathlons – July – August 2017*

Hiking, *Attempted to summit Mt. Whitney –2012, tallest peak in Arizona, Humphrey’s Peak –2013 and 2015; Successfully summited tallest peak in New Mexico, Mt. Wheeler – 2016*

REFERENCES

DeAnna Rowe - BASIS Schools, Inc., Executive Director - [REDACTED]

Hanna Skandera - Former NM Secretary of Education - [REDACTED]

Christopher Ruskowski - NM Secretary of Education - [REDACTED]

Below, please find my five professional references:

Hanna Skandera - [REDACTED]

DeAnna Rowe - [REDACTED]

Christopher Ruszkowski - [REDACTED]

KaryAnn Armbruster - [REDACTED]

Johanna Medina - [REDACTED]

Huston Pullen

Huston Pullen

SUMMARY

Strategic education management professional with extensive experience and expertise in strategic planning, organizational leadership, public affairs, program management, and strategic communications. Tested and proven leader with a successful background leading new and innovative initiatives in process improvement and policy development and implementation. Exceptionally organized manager with excellent communication skills, managerial expertise, and interpersonal skills. Strong ability to work under pressure, without sacrificing quality, while adhering to deadlines.

SKILLS

- Organizational Leadership
- Community Relations
- Marketing Management
- Business Communications
- Grants Reporting & Compliance
- Economic Development
- Process Improvement
- Budget Management
- Public Affairs Initiatives
- Strategic Planning
- Intergovernmental Relations
- Media Relations
- Written & Oral Communication
- Performance Management

EDUCATION

MASTER OF BUSINESS ADMINISTRATION, Marketing & Strategic Management
UNIVERSITY OF NEVADA RENO, Reno, NV

MASTER OF SCIENCE, Crisis & Emergency Management: Business Continuity & Crisis Communications
UNIVERSITY OF NEVADA LAS VEGAS, Las Vegas, NV

MASTER OF MUSIC, Instrumental Conducting
AZUSA PACIFIC UNIVERSITY, Azusa, CA

BACHELOR OF SCIENCE, Public Administration: Public Affairs & Organizational Management
UNIVERSITY OF NEVADA LAS VEGAS, Las Vegas, NV

SECURITY CLEARANCE

TOP SECRET – SCI, FEBRUARY 2016 – PRESENT

PROFESSIONAL HISTORY

U.S. DEPARTMENT OF JUSTICE, FEDERAL BUREAU OF INVESTIGATION

PUBLIC AFFAIRS OFFICER GS-13

OMAHA, NE, JUNE 2017 – PRESENT

Responsibilities include managing the marketing efforts of the FBI through Nebraska and Iowa. Develop social media and traditional campaigns to support the FBI's mission. Supervise staff regarding all public affairs matters. Develop and lead community outreach initiatives including creation of a proactive program to engage media in story development to educate the public about the FBI. Protect the FBI's brand through strategic partnership engagement. Collaborate with recruitment to develop traditional and social media campaigns throughout the States of Nebraska and Iowa highlighting the FBI's commitment to diversity.

Develop and administer curriculum on public affairs matters for personnel to understand how public affairs programs work for the FBI. Develop trainings for community organizations to provide educational programming on FBI matters.

Develop performance measures and policies designed to enhance program effectiveness. Work collaboratively with other departments to ensure key requirements are met. Established and maintain effective working relationships with members of the media and the community. Provide emergency communications and continuity messaging in disaster situations.

Serve as the chief intergovernmental relations official for the FBI Omaha Field Office. Work collaboratively with various internal and external stakeholders to ensure that the FBI related interests are properly conveyed to local, state, and federal partners.

STAFF OPERATIONS SPECIALIST GS-11

LAS VEGAS, NV, FEBRUARY 2016 – JUNE 2017

Responsibilities included providing advanced analysis and support for the Weapons of Mass Destruction (WMD) Directorate in addition assessing and analyzing Domestic Terrorism threats. Used extensive skills in social media exploitation and data analytics to assess threats. Attended and lead various trainings for law enforcement partners regarding FBI matters and processes. Provide exceptional customer service to internal and external stakeholders to ensure that intel matters met the quality standard expected of the WMD Directorate.

Served as the chief intel asset for aviation matters in the State of Nevada. Responsible for interpreting federal aviation laws and developing a deep understanding of airport operations to better assist with security matters and continuity of operations. Spearheaded the new airport security protocol program for airport security checks for McCarran Airport.

Led several team projects that required expert communication skills, both written and verbal, that conveyed critical information to management and external stakeholders. Served as relief Public Affairs Officer for the Las Vegas FBI.

UNIVERSITY OF NEBRASKA OMAHA

ADJUNCT PROFESSOR OF BUSINESS COMMUNICATIONS & MARKETING

Omaha, NE, November 2017 – PRESENT

Course curriculum development and instruction responsibilities include: Undergraduate Business Communications, Undergraduate Marketing Management (BA Marketing Capstone Course), Undergraduate Principles of Marketing, Undergraduate Social Media Marketing

Designated distinguished faculty member to assist with developing and managing the University of Nebraska Omaha, State of Nebraska, and U.S. Department of State grant program to provide project management & marketing curriculum to the American University of Afghanistan (AUA). Program is designed to provide training and mentorship to academic instructors in the field of business management, specifically project management.

Oversee grant compliance reporting for the grant program with AUA. Evaluate various requests for grant funding from faculty to determine eligibility and make funding allocation decisions. Develop grant program plans with faculty to ensure grant objectives are fulfilled.

AZUSA PACIFIC UNIVERSITY, COLLEGE OF MUSIC & THE ARTS

ADJUNCT PROFESSOR OF GRADUATE MUSIC ENTREPRENEURSHIP

Azusa, CA, JANUARY 2018 – PRESENT

Course curriculum development and instruction responsibilities include: Graduate Music Media Marketing, Graduate Finance & Accounting, Graduate Music Media Streams

CONSULTANT

Azusa, CA, AUGUST 2017 – PRESENT

Responsible for developing the Master of Music and Bachelor of Music in Music Entrepreneurship. Design comprehensive programming that allows students to become more competitive in their educational pursuit by designing curriculum that challenges them and enhances their skills.

Research and write grant applications to acquire grant funding from public and private sector organizations to develop scholarship programs for students. Develop policy and guidance for the management of grant funding for the graduate and undergraduate programs in addition to researching and developing grant program plans for proper grant program management. Oversee all finance matters and compliance for grant received by the program and ensure allocation is properly disbursed for the recipients in the program.

Research and create economic impact studies for the programs to demonstrate overall impact on the industry in addition to the University. Develop social media and traditional media campaigns that help promote the programs as well as advise faculty on process improvement for program effectiveness.

UNIVERSITY OF NEVADA LAS VEGAS

ADJUNCT PROFESSOR OF INTERNATIONAL BUSINESS / INTERNATIONAL EXPERIENCE COORDINATOR

LAS VEGAS, NV, JUNE 2017 – PRESENT

Course curriculum development and instruction responsibilities include: Undergraduate International Business, Undergraduate Business Planning, Global Entrepreneurship Experience

Oversee the international experience trip as part of the UNLV Global Entrepreneurship Program. Responsibilities include identify a country where we will take students to learn about the culture and economy. Provide all logistics planning from raising funds to securing accommodations.

CENTER MANAGER / ECONOMIC DEVELOPMENT SPECIALIST

LAS VEGAS, NV, MARCH 2013 – FEBRUARY 2016

Managed a cooperative agreement and grant program through the U.S. Small Business Administration to administer the Small Business Development Center program in Henderson, NV. Worked with small business on a variety of matters including personal and professional branding, marketing, accounting, operations, and access to capital. Worked closely with financial institutions to help their clients be more successful as entrepreneurs in their business pursuits. Developed financial literacy and credit management programs for financial institutions small business clients. Managed media and community partnerships. Administered social media, integrated and traditional marketing, and data analytics training.

Provided in-depth financial analysis and assessment for small business owners and entrepreneurs looking to start or grow their business. Ensured that our team provided exceptional customer service to small business clients and properly managed customer expectations of the program. Worked with the team to exceed customer expectations for quality services rendered.

Worked closely with the U.S. Small Business Administration (SBA) to administer financial management and SBA lending program trainings to businesses. Was awarded the 2015 U.S. Small Business Administration, Small Business Champion of the Year for contributions to economic development programs devoted to supporting small business development in Nevada.

Responsibilities included providing grant program management oversight and staff supervision. Developed and managed budgets for grant compliance. Provided strategic methods of addressing various situations for the program.

Managed the SBA Small Business Innovative Research (SBIR) grant program, which provided access to funding for new innovative technologies by small businesses. Determined eligibility of each applicant and ensured that each grant was in compliance with SBA guidelines. Also managed the SBA Disaster Loan program for small businesses. In addition to the Disaster Loan program, managed hazard mitigation grants through the Federal Emergency Management Agency (FEMA) that supplemented the SBA Disaster Loan program. Worked with small businesses on determining eligibility and ensuring proper grant management infrastructure was in place to track compliance and provide accurate and timely reporting on grant activities.

Developed an airport vendor program with McCarran International Airport to supply qualified vendors to the airport for various needs including maintenance, concessions, and logistics. Worked closely with colleagues at McCarran to ensure the vendor's addressed the needs of airport operations.

As the Public Affairs Coordinator for the statewide program, provided oversight of program marketing efforts. Developed strategic public affairs initiatives that were implemented with both UNLV and UNR. Led several intergovernmental initiatives aimed at advancing small business initiatives within the State of Nevada.

Participated in various economic development projects including economic impact studies as well as successful grant proposals for the City of Henderson for new business incubator and city planning initiatives. Researched and authored various successful grant applications for a variety of economic development programs including a workforce development program grant and an innovation center feasibility study.

CONVERSE CONSULTANTS

BUSINESS DEVELOPMENT & MARKETING MANAGER / BUSINESS CONTINUITY DIVISION MANAGER

LAS VEGAS, AUGUST 2016 – PRESENT

Manage the digital and social media marketing efforts for the company throughout Nevada, Arizona, and Northern California. Manage social media efforts in addition to business development prospects and branding. Assess performance of various marketing campaigns through data analytics and deliver process improvement recommendations to management. Assist the company in expanding its customer base and to evolve as an organization through designing and implementing new innovative methods of conducting business. Responsibilities include overseeing revenue generation and new internal development initiatives.

Developed the Business Continuity Division for the company. Assist clients with developing business continuity and emergency management plans to create response and after action plans designed to protect infrastructure and human assets. Program includes creating plans for airport continuity of operations for small to mid-sized airfields. Assist with developing proper management plans for airport renovations and long-term planning initiatives. Provide exceptional customer service and manage client experience for the company to ensure we are delivering quality interactions with clients.

CITY OF HENDERSON

ECONOMIC DEVELOPMENT PROGRAM COORDINATOR

HENDERSON, NV, MAY 2015 – JULY 2017

Worked collaboratively with the Director of Economic Development & Tourism to develop and manage the Young Entrepreneurs Alliance. Provided oversight of all aspects of the program including curriculum administration, information management, sponsorship attraction, community outreach efforts, media and event coordination, school partnership development, and marketing & branding for the program. Developed and managed economic development programs centered around education for the City of Henderson.

Worked with students to become effective business owners and managers. Help students research and develop business plans and instruct them on various critical elements including marketing and accounting. Spear headed the development of an accounting literacy program for our students to help them better understand how accounting works and how to use it in practical business situations.

Additional duties included managing grant programs for the Office of Economic Development to provide support to various initiatives including the City of Henderson Workforce Development Program and the Henderson Innovation Center. Provided oversight of grant compliance and reporting including financial management funding allocations.

RESILIENCE MANAGEMENT LLC

BUSINESS CONTINUITY & CRISIS COMMUNICATIONS CONSULTANT

HENDERSON, NV, OCTOBER 2012 – APRIL 2015

Provided consulting services in business continuity and crisis communications to businesses and government entities. Worked with organizations to evaluate and analyze continuity efforts in addition to crisis communications plans.

Worked on a number of projects regarding airport security and continuity of operations. Worked with airports on renovation and logistics matters. Helped develop operations plans for small airports to ensure proper federal regulations were adhered to.

Worked with public sector clients to streamline grant procedures for hazard mitigation grant programs for public and private sector businesses impacted by natural disasters. Provided consulting services in business continuity and crisis communications to government entities. Worked with organizations to evaluate and analyze continuity efforts in addition to crisis communications plans and economic vitality strategies. Worked with state and local government clients on developing infrastructure to properly manage and utilize grant funds to remain in compliance with the funding institution.

NEVADA GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

PROCUREMENT OUTREACH SPECIALIST

LAS VEGAS, NV, JULY 2012 – MARCH 2013

Provided business consulting on contracting and procurement with government agencies through the Procurement Technical Assistance Center (PTAC). The PTAC is a cooperative agreement through the State of Nevada and the Defense Logistics Agency. Managed grant requirements and reporting in addition to programmatic objective and financial audits. Assisted business owners through the process of learning and understanding how to market their businesses to government entities as well as prime contractors such as Northrop Grumman, Lockheed Martin, National Securities Technologies, and others to successfully obtain contracting opportunities to advance their project portfolios.

Served as the Interim Director after the retirement of the Program Director. Worked with staff on designing a strategic plan for the State of Nevada to assist small businesses more efficiently and effectively through community outreach strategies and initiatives. Provided management with reports that demonstrated the program's effectiveness and client's success.

PULLEN ASSOCIATES

MARKETING & COMMUNICATIONS CONSULTANT

LAS VEGAS, NV, JANUARY 2008 – JULY 2012

Worked with clients on establishing and maintaining effective relationships with media to ensure effective communication plans were in place for their company. Collaborated with and guided organizations to evaluate and analyze requests from the media for interview and how best to respond to them. Showed organizations how to better manage information for media and public affairs and improve sales forecasts. Guided and assisted organizations on how to develop strategic marketing plans.

CONTRACTING MANAGER

NOVEMBER 2011 – JULY 2012

Managed contracting efforts for the company as well as partner companies. Researched, designed, and implemented several marketing initiatives for the company to assist in acquiring contracts with government agencies as well as large businesses. Provided in depth proposal development and contract management support for the company. Acquired projects in the government sector and worked on grant program funding acquisition for government clients. Collaborate with other firms on strategically acquiring joint contracts. Worked on various airport projects including expansion and renovation projects. Provided exceptional customer services through developing client relationship management protocols for the company.

BUSINESS MANAGER

JUNE 2006 – APRIL 2010

Managed the operations of business including accounts receivable, accounts payable, business planning, payroll, and contract administration. Utilized innovative, strategic, and analytical thinking to solve problems and ensure the organization was able to be flexible and adapt effectively. Worked with the owner to ensure the company was meeting key metrics for the company.

BANK OF AMERICA

BUSINESS SERVICES SPECIALIST / TEAM LEAD

LAS VEGAS, NV, MARCH 2010 – NOVEMBER 2011

Provided financial management training and support to commercial clients of the bank. Made recommendations on products and services to assist small business clients in making financial decisions for their companies. Provided training on different programs and products the bank and its partners offered. Responsible for all information management for client's business banking information. Utilized innovative, strategic, and analytical thinking to solve problems and ensure the organization was able to be flexible and adapt effectively. Led a team of twenty-two customer service agents and ensure exceptional customer experience for all clients in the business services section.

SPECIFIC ACHIEVEMENTS

EXCEPTIONAL ACHIEVEMENT AWARD, JANUARY 2017

FEDERAL BUREAU OF INVESTIGATION

Awarded for my role as acting Public Affairs Officer for the Las Vegas Division from September 2016 – January 2017.

ON THE SPOT AWARD, JULY 2016

FEDERAL BUREAU OF INVESTIGATION

Awarded for my role in an important investigation that required extensive preparation and presentations to executive management.

FBI CRISIS COMMUNICATIONS CERTIFICATION, 2016

FEDERAL BUREAU OF INVESTIGATION

Trained in crisis communications through the U.S. Federal Bureau of Investigations.

CITY OF HENDERSON CITIZENS ADVISORY COMMITTEE, 2013 - 2016

CITY OF HENDERSON

Worked with other representatives from around the City of Henderson on various projects including grant allocations for community programs.

CITY OF HENDERSON WORKFORCE DEVELOPMENT GRANT, 2016

THE NEVADA GOVERNOR'S OFFICE OF SCIENCE INNOVATION & TECHNOLOGY

Led the effort on a grant application with the City of Henderson that was successfully funded \$230,000. This project is designed to provide workforce development training to Henderson unemployed and underemployed.

PRESIDENT, 2014 - 2016

THURMAN WHITE ACADEMY OF PERFORMING ARTS

Served as founding president of the Thurman White academy of Performing Arts Community Council.

SMALL BUSINESS CHAMPION OF THE YEAR, 2015

THE UNITED STATES SMALL BUSINESS ADMINISTRATION

Awarded for efforts in serving the small business community in Southern Nevada through a cooperative grant program between the SBA and the UNLV.

BASIC ECONOMIC DEVELOPMENT COURSE, JANUARY 2015

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL

Trained on basic economic development concepts as part of the Certified Economic Developer (CEcD) certification training.

BOARD OF DIRECTORS, 2014 - 2016

HENDERSON COMMUNITY FOUNDATION

Worked with community foundation funds focused on strengthening the resources already within the community, providing an easy and effective vehicle for people to achieve their desired outcomes through grant program

management. Responsibilities included grant allocation eligibility determination, grant acquisition, and grant reporting and compliance.

CITY OF HENDERSON INNOVATION CENTER GRANT, 2015

THE UNITED STATES ECONOMIC DEVELOPMENT ADMINISTRATION

Assisted with the application and proposal process for the City of Henderson to acquire grant funding for the Henderson Innovation Center Project. Successfully acquired over \$40,000 in funding from EDA to conduct a feasibility study on this important project.

NEVADA STATE COLLEGE EMERGENCY PREPAREDNESS AND RESPONSE PLAN, 2014

UNLV MASTER OF SCIENCE IN CRISIS & EMERGENCY MANAGEMENT

Developed the crisis communications plan for Nevada State College as part of my capstone project for my Master of Science in Crisis & Emergency Management at UNLV.

LEADERSHIP HENDERSON CLASS OF 2014 GRADUATE, MAY 2014

HENDERSON CHAMBER OF COMMERCE

Participated in a nine month training program with leaders from around the City of Henderson and City of Las Vegas on community engagement and leadership.

CERTIFICATIONS

IS-00922: APPLICATIONS OF GIS FOR EMERGENCY MANAGEMENT, JUNE 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00403: INTRODUCTION TO INDIVIDUAL ASSISTANCE (IA) (DF-10), MAY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-0055: LOCAL DAMAGE ASSESSMENT, MAY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00244.B: DEVELOPING AND MANAGING VOLUNTEERS, MAY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00011.A: ANIMALS IN DISASTERS: COMMUNITY PLANNING, APRIL 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00101.C: PREPARING FOR FEDERAL DISASTER OPERATIONS: FEMA, FEBRUARY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00208.A: STATE DISASTER MANAGEMENT, FEBRUARY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00100.B: INTRODUCTION TO INCIDENT COMMAND SYSTEM ICS-100, SEPTEMBER 2013

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00242.A: EFFECTIVE COMMUNICATION, JUNE 2013

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00701.A: NIMS MULTIAGENCY COORDINATION SYSTEM (MACS), JUNE 2013

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00700.A: NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) AN INTRODUCTION, MARCH 2013

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00800.B: NATIONAL RESPONSE FRAMEWORK, AN INTRODUCTION, JANUARY 2013

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

BOARD OF DIRECTORS, 2014 - 2016

HENDERSON COMMUNITY FOUNDATION

Worked with community foundation funds focused on strengthening the resources already within the community, providing an easy and effective vehicle for people to achieve their desired outcomes through grant program management. Responsibilities included grant allocation eligibility determination, grant acquisition, and grant reporting and compliance.

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IS-00403: INTRODUCTION TO INDIVIDUAL ASSISTANCE (IA) (DF-10), MAY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-0055: LOCAL DAMAGE ASSESSMENT, MAY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00244.B: DEVELOPING AND MANAGING VOLUNTEERS, MAY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00011.A: ANIMALS IN DISASTERS: COMMUNITY PLANNING, APRIL 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00101.C: PREPARING FOR FEDERAL DISASTER OPERATIONS: FEMA, FEBRUARY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00208.A: STATE DISASTER MANAGEMENT, FEBRUARY 2014

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

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IS-00242.A: EFFECTIVE COMMUNICATION, JUNE 2013

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IS-00701.A: NIMS MULTIAGENCY COORDINATION SYSTEM (MACS), JUNE 2013

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00700.A: NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) AN INTRODUCTION, MARCH 2013

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

IS-00800.B: NATIONAL RESPONSE FRAMEWORK, AN INTRODUCTION, JANUARY 2013

U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

Ms. Barbra Coffee

Economic Development & Tourism Director

City of Henderson

[REDACTED]

[REDACTED]

Dr. Dennis Royse

Associate Dean for the College of Music & the Arts

Azusa Pacific University

[REDACTED]

[REDACTED]

Dr. Lynn Harland

Associate for the College of Business

University of Nebraska Omaha

[REDACTED]

[REDACTED]

Mr. Brok Armantrout

Special Projects Coordinator

City of Boulder City

[REDACTED]

[REDACTED]

Ms. Gerri Schroder

City Council Woman

City of Henderson

[REDACTED]

[REDACTED]

Sami Randolph

January 3, 2019

State Public Charter School Authority
1749 North Stewart Street, Suite 40
Carson City, NV 89706

RE: Executive Director, Nevada State Public Charter School Authority

Please accept this letter as acknowledgement of my interest in serving as the Executive Director of the Nevada State Public Charter School Authority. I recently returned to Nevada after having worked for Shelby County Schools in Memphis, Tennessee. The charter school landscape in Tennessee, especially within Shelby County provided a substantial number of opportunities to engage with various stakeholders to address the common mission of providing families with high quality options.

While working as an attorney for Shelby County Schools (SCS) I worked very closely with the Office of Charter Schools to refine processes related to application, renewal, and closure. As an authorizer, Shelby County Schools sponsors approximately sixty schools. The processes are represented in the Charter Compact a set of guidelines developed within input from charter schools. The principles and standards set forth by the National Association of Charter School Authorizers provided the framework.

I have also worked on charter school issues at the state legislative level. Firsthand experience with the limitations of existing law, particularly the inability for charters to serve special populations prompted legal changes at the state level. In addition, data detailing the authorizer role for large districts was used to support an increase in the authorizer fee.

By establishing relationships with various stakeholders I became a point of contact to assist in resolving issues related to compliance and oversight. In addition, I also appeared before the State Board of Education in matters that were appealed from the Shelby County Board of Education.

In addition to working for Shelby County Schools, I spent twelve years working with various stakeholders as an attorney for the Clark County School District. Both districts are considered large urban districts with majority minority student populations. Here in Nevada, some of the most positive characteristics of charters schools including innovation, responsiveness and the ability to meet the needs of under-served populations have been overlooked. In the role of Executive Director of the Nevada State Public Charter School Authority, I would work to highlight the benefits of charters in serving these populations. In addition, I would work highlight the role of charters in fostering innovation in K-12 education.

I welcome the opportunity to further discuss my qualifications and experience. Thank you for your time and consideration.

Respectfully,


Sami Randolph

SAMI RANDOLPH, ESQ.

PROFESSIONAL EXPERIENCE

2016 – 2018 **Associate General Counsel**, Shelby County Schools, Memphis, TN

- Participated in all facets of litigation in federal and state court
- Represented the interests of the District in administrative and agency hearings
- Developed a centralized procedure for responding to open records requests
- Collaborated with department designees to make substantial policy revisions
- Supervised and reviewed the work of the policy office in preparing administrative procedures to support policy revisions
- Provided open meeting law and legal advice to board committees
- Attended all board meetings, work sessions and executive sessions
- Provided legal advice to schools regarding intellectual property issues
- Assisted administrators in addressing students' rights in the areas of freedom of student discipline, expression, religion, immigration, special education, enrollment and gender identity
- Provided student privacy advice to staff related to FERPA, HIPPA, and IEPs
- Initiated conversations with executive staff centered around highly litigated and emerging areas of law in order to provide preventative guidance
- Developed and implemented Title IX action plan in response to increase in K12 state cases and district data
- Reviewed and revised contracts, settlement agreements and MOUs
- Negotiated the terms of facility use agreements
- Coordinated the work of the District's legislative team
- Prepared talking points for use by superintendent, department chiefs and/or board members during conversations with elected officials
- Provided legal support to the district's Office of Charter Schools
- Partnered with stakeholders with similar interests to address legislative concerns
- Supervised the work of outside counsel

2004 – 2016 **Assistant General Counsel**, Clark County School District, Las Vegas, NV

- Participated in all facets of litigation in federal and state courts, and before administrative agencies
- Provided multifaceted guidance to administrators regarding student conduct including but not limited to, search issues, nexus to campus, and social media
- Investigated matters related to employee performance in accordance with CBAs
- Prepared and issued employee disciplinary documents in accordance with progressive disciplinary structure of applicable CBA
- Participated in negotiations by offering language to amend CBA terms
- Represented the District at employment arbitrations
- Drafted pleadings and represented the District in matters before the EMRB
- Served as the legal representative on cross functional and inter-agency committees addressing matters such as disproportionality in student conduct, juvenile justice, bullying, and students in transition
- Reviewed and revised contract language and terms
- Prepared responses to subpoenas and public records requests
- Investigated and responded to OCR complaints
- Provided student privacy and confidentiality advice to schools and departments regarding interactions and the exchange of information with outside agencies

- Investigated and responded to complaints filed with OSHA and DOL
- Reviewed and amended bill drafts
- Prepared positions statements for submission as part of legislative record
- Reviewed district data in order to identify and provide legal advice re: systemic issues and needed updates to policies, regulations and practices
- Directed and coordinated the work of the unemployment and worker's compensation administrative law teams
- Selected for and participated in The Executive Leadership Academy Cohort 2 sponsored by The Public Education Foundation
- Developed and delivered training to staff and community
- Supervised and coordinated the work of outside counsel

- 2000 - 2004 **Associate Attorney**, Alverson Taylor Mortensen & Sanders, Las Vegas, NV
- Represented clients in federal and state court
 - Actively participated in the pre-trial process
 - Participated in all facets of discovery
 - Reviewed and revised employment handbooks
 - Investigated, litigated and resolved employment and general liability cases
 - Represented boards of homeowners' association
 - Supervised and directed the work of junior associates, law clerks, summer associates and clerical staff
- 1999 - 2000 **Classroom Teacher**, Clayton County School District, Jonesboro, GA
- 1998 - 1999 **Legal Research Teaching Assistant**, University of Tennessee College of Law
- 1998 **Summer Law Clerk**, McCullough Sherrill LLP, Atlanta, GA
- 1997 - 1998 **Graduate Assistant**, University of Tennessee, Office of Equity and Diversity
- 1997 **Summer Law Intern**, Clark County District Attorney's Office, Las Vegas, NV
- 1994 - 1996 **Assistant Women's Volleyball Coach**, University of Memphis, Memphis, TN

EDUCATION

UNIVERSITY OF TENNESSEE, J.D., College of Law
 UNIVERSITY OF MEMPHIS, M.S., Leadership and Policy Studies
 UNIVERSITY OF MEMPHIS, B.S., Education

PROFESSIONAL ORGANIZATIONS

State Bar of Nevada
 Clark County Bar Association
 Tennessee Bar Association
 National School Board Association, Council of School Attorneys
 Tennessee Association of School Board Attorneys
 Las Vegas Chapter of the National Bar Association
 National Association of Title IX Administrators

COMMUNITY SERVICE

High School Mock Trial, judge
 We the People, volunteer
 Les Femme Douze~ A Community Service Organization (mentorship program for high school girls)
 ABA Law Day speaker
 Canyon Springs High School, semester project guest judge
 ATECH High School, semester project guest judge

Sami Randolph

Reference List

United States Magistrate Judge Carl “Bill” Hoffman

[REDACTED]

Corey Harkey, Esq., Metro Nashville Public Schools, Board Attorney

[REDACTED]

Melanie Murry Esq., University of Memphis, University Counsel

[REDACTED]

Billie Rayford (former charter school administrator and board member)

[REDACTED]

Daphne Robinson, Shelby County Schools, Director of Charter Schools

[REDACTED]

Judi Steele, CEO Public Education Foundation

[REDACTED]

Rebecca Brooke Rodina

Rebecca B. Rodina



November 10, 2018

To whom it may concern:

Just as I was contemplating how to leave my current position so that I could start my own charter school and fix all of the problems we currently face as educators, I stumbled upon a posting on the NVAPPS website for the State Public Charter School Authority Executive Director. I realize my humble position as an English teacher appears to leave me ridiculously unqualified for this position, but I am absolutely positive that I am the perfect person to change the world.

As an educator in three different public school systems in two different states over the last three decades, I have a thorough understanding of the inherent problems with public education. I am also, at the same time, a staunch believer that we cannot give up on public systems without giving up on the majority of our population. But let's face it, Nevada does not have an endless budget to invest in educational reform. Therefore, it is essential that we start thinking innovatively and develop schools that will assist educators in their mission to prepare students for jobs and lives that are constantly evolving in our changing technological world.

I myself grew up in a unique environment that endears me to public education: I was educated on the Southern Ute Indian Reservation where my mother was a teacher and my father the school board president. From there, I began my teaching career in Casa Grande, Arizona, where over 20 Native American tribes fed the district as well as many other minority groups. It was wonderfully diverse just as my next district in Sierra Vista, Arizona, where 50% of our population were the children of service men and women stationed at Fort Huachuca Army Installation. For the last 21 years, I have been located in Carson City, Nevada.

In each of these locations, there have been students who succeeded in rigid systems of conformity, but more and more, we are finding intelligent students who do not have the systemic support and flexibility to realize their talents. That is where our charter schools must live and breathe. We must develop ways for students who need more—more challenge, more support, more engagement—to discover their own niche and flourish. If Nevada really hopes to be nationally ranked and competitive, it isn't our teachers or our students who are lacking: it is our system. Charter schools can bridge that gap, and I can make it happen. I look forward to an opportunity when I will tell you how it can be done.

Cordially,

Rebecca Brooke Rodina

Rebecca B. Rodina



Education:

December 1990	Graduated magna cum laude Major: English Education	University of Northern Colorado Minor: Kinesiology
December 1998	Masters in Vocational Education With distinction	Northern Arizona University

Experience:

Aug 2005- Current	English Teacher – English I, II, III, IV, Honors II, Senior Project, Freshman House and Intervention <ul style="list-style-type: none">• Attended National Conference for Differentiated Instruction, conducted staff training• Volunteered as Co-Teacher English I – 4 years , Co-Teacher English III – 1 year• Trained Special Education Co-teachers for CHS for 3 years, developed materials and procedures used for training co-teachers• Created, developed and coordinated freshman transitional program Mandatory Academic Study Hall for 3 years until incorporated into 21st Century Grant – 2005-2009• Honored as Educator of the Year for Carson High School - 2007-2008• Coordinated CHS Accreditation – organized and led all professional development with entire staff, compiled all of the materials, wrote the entire document, organized all of the sub-committees and their materials 2011-2012• Honored as Teacher of the Month CHS - October 2011• Honored as Rotary Club Teacher of the Month - January 2013• Participated in Mobile 1:1 Pilot Program 2013-14, 2014-15• Trained in Cognitive Coaching• Attended Project Based Learning Conference in Napa, 2014• Content specialist with Sierra Nevada College - Fall 2014• Created, developed, and coordinated Freshman House for at-risk readers – 2012-2016• Certified in Teaching English as a Second Language - June 2015• Working on my Gifted and Talented Certification	
Aug 1998 – May 2005	Carson Opportunity School	Alternative Education Endorsement <ul style="list-style-type: none">• Taught English I, II, III, IV, Math Media, Health, PE, Life Skills, Computer Literacy Teacher• Interdisciplinary projects and units
Jan 1994 – May 1998	Buena High School	Sierra Vista, Arizona <ul style="list-style-type: none">• English Teacher, Track Coach, Conditioning Coach – Wrestling• Coordinator Athletic Tutoring Program• Yearbook/ Newspaper Advisor, Journalism Teacher• Curriculum Development Team for University of Arizona Grant• Head Coach of the Year – Track and Field
Aug 1991 – Dec 1993	Casa Grande Unified High School	Casa Grande, AZ English Teacher, Volleyball Coach, Track Coach, Speech and Debate Coach
Aug 1990 – May 1991	Gilbert High School	Gilbert, AZ Student Teacher, Substitute, Track Coach

**Professional References for
Rebecca Rodina:**

Vice Principal Gavin Ward – Carson High School

[REDACTED]

[REDACTED]

Principal Joseph Girdner – Douglas High School

[REDACTED]

Principal Tasha Fuson – Carson High School

[REDACTED]

Adam Whatley – Language Arts Department Head
2012 Nevada Teacher of the Year

[REDACTED]

Cindy Mills – Implementation Specialist
Carson High School

6-12 ELA/World Languages Curriculum Coordinator

[REDACTED]

Vice Principal Robert Chambers – Carson High
School

[REDACTED]

[REDACTED]

Mark A. Santo

Mark A. Santo

Agency Human Resource Services
400 West King Street, Suite 406
Carson City, NV 89703

To: Gennie Hudson, Personnel Officer III,

It is with great pleasure that I am seeking to secure the position Director, State Public Charter School Authority. I believe that my instructional abilities, combined with my strong interpersonal skills and work ethic would greatly benefit a mission of creating and maintaining an environment that is diverse, inclusive and welcoming for all people.

I believe that education is the key to success, and my mission has always been to promote student achievement and preparation for competition in the world by encouraging educational excellence and ensuring equal access. Essential to advancing that mission is to guide the development and implementation of assessment of student learning including course, program, and institutional-level outcomes.

As an educator for one of the largest Urban School Districts in the nation, I involved myself in every aspect of student, parent, and community success: assessment, implementation and management of student-athletes in an educational program; representing students, teachers, parents, and the community as a whole as the Program Facilitator for a Title 1 school; maintained a Safe and Civil program and administered the school safety plan; facilitated professional development classes to teachers to better their skills in the classroom; served as liaison to CIF-SS, Moore League, School Administration, and Coaches for processing all aspects of an athletics program; worked with the recruiting services of U.S. Armed Forces.

Throughout my educational career, I've worked hard to establish a vision of success with each and every student, and communicated that vision with counselors and college resource specialists to effectively utilize all available resources to support their goals. I also worked closely with the ESL (English as a Second Language) staff, as well as the Special Education department to incorporate their students into my classrooms to help them achieve the same goals. Other responsibilities was informing the students on all the high school programs and qualifications for each of the SSP's (Specialized Secondary Programs); as well as the SLC's (Small Learning Communities).

Please contact me at your convenience to set up a meeting so that we may discuss in greater detail how my qualifications would best meet the needs of your college programs. Thank you for your time and consideration.

Sincerely,
Mark A. Santo

Objective

Effectively and efficiently lead and administer the operations of a functioning and proficient college program.

Current Highlights

- Athletic Director
- Special Programs Facilitator/BTSA Coordinator
- Department Chair, Thinking Map Trainer, Technology Coordinator
- After school tutoring for Reading and Math, which help the overall scores on State tests

Professional Experiences

High School Teacher/Athletic Director

July 2014 to Present

Jordan High School

Athletic Director

I have the oversight of the athletic program for all high school sports including supervision of all personnel in developing and maintaining a viable program. My primary responsibilities include making sure all athletes are academically and otherwise eligible; scheduling and supervising events; transportation; dealing with conflicts between coaches, athletes and parents; game management; and hiring and evaluating coaches. As well as the implementation and management of student-athletes in an educational program; representation in the area of CIF-SS and Moore League compliance and enforcement issues; maintain expert knowledge of CIF-SS and Moore League By-laws; ensure potential violations of CIF-SS and Moore League rules are thoroughly investigated and reported properly; serve as liaison to CIF-SS, Moore League, School Administration, and Coaches for processing violation(s).

Government & Politics: Comparative (AP)

This course provides a comparative study of political systems/governments. Students will get a critical perspective on the making of various governments including political science theory and methodology. Students will develop the knowledge necessary to successfully complete the Advanced Placement Exam

Economics Accelerated

The general objective of a high school economics course is for students to master fundamental economic concepts, appreciate how the main concepts of economics relate to each other and understand the structure of economic systems. Students will use economic concepts in a reasoned, careful manner in dealing with personal, community, national and global economic issues.

History of the Americas IB HL 2

The History of the Americas is a requirement of the International Baccalaureate Program. It is built around the existing AP United States History course of the 11th grade, and the senior year provides a concentrated view of the 19th and 20th century History. Students will be expected to present historical explanations from an international perspective and teaching will be provided by a holistic approach with political, social, economic, cultural and gender issues integrated into the study of each topic when appropriate.

High School Teacher

July 2013 to June 2014

Long Beach Polytechnic High School

10th Grade - Modern World History

This history/social science course examines the major turning points of the modern world from approximately 1750 to the present. Components of this class include: Historical Linkage, the French Revolution, the Industrial Revolution, the Rise of Imperialism and Colonialism, World War I, Totalitarianism, World War II and Nationalism.

11th Grade - U.S. History

The year begins with a review of the settlement of the colonies and the American Revolution, to westward expansion, the Civil War and Reconstruction. Students examine the major turning points in American History from the Industrial Revolution through the twentieth century.

Introduction to Psychology

Students study such topics as influences of heredity and environment on personality and behavior, steps in problem solving, principles of learning, patterns of human behavior, and bases of mental health. They examine case studies to help relate psychology to live situations.

Middle School Teacher

August 2002 to June 2013

Lindbergh Middle School/L.B.U.S.D., Long Beach, CA

I taught all three Social Studies curriculum: 6th grade year is a study of ancient world history and geography. The 7th grade year is a study of world history and geography during the medieval and early modern eras. The 8th grade year is a study of the critical events, issues, and individuals in United States History to 1880. In addition, I taught Introduction to Psychology elective, which is the study of human thoughts, feelings and behaviors.

Education

Masters of Arts, Secondary Education	University of Phoenix	June 2006
Bachelor of Arts, Psychology	Cal State--Fullerton	Jan 1994
Associate of Arts, Business Management	Cypress College	May 1990

Skills

BTSA Coordinator: I was responsible for conducting regular meetings and/or training sessions for the beginning teachers and maintaining New Teacher BTSA records of site meetings, observations of instruction to students, induction plans, and monthly coach meetings.

Special Programs Facilitator for the Title I School: I was responsible for the SPSA-School Effectiveness Plan, School Site Council meetings, parent involvement, college aides, parent newsletter, and the end of the year teacher inventory checklist.

Thinking Map Trainer of Trainers: I train teachers throughout the district in using Thinking Maps strategies in the classroom. Thinking Maps are a set of graphic organizer techniques used in primary and secondary education ("K-12"). By linking each thinking skill to a unique and dynamic visual representation, the language of Thinking Maps becomes a tool set for supporting effective instructional practice and improving student performance.

Other Interests

My interests include coaching sports, skiing, biking, bowling, boating, fishing, or any other activity that involves my children.

References

Steven Perry
Sergeant - Las Vegas Metro Police Dept.



Michael Carroll
Teacher/Technology Coordinator



Tamara Micciche - Realtor



References – Mark Santo

Professional:

Michael Carroll - Technology Coordinator/Coach

Long Beach Unified School District

[REDACTED]

[REDACTED]

Patrick Gorman - Special Education

Long Beach Unified School District

[REDACTED]

[REDACTED]

Alan Sheppard - Social Studies

Long Beach Unified School District

[REDACTED]

[REDACTED]

Stephen Weilbacher – Social Studies/Coach

Long Beach Unified School District

[REDACTED]

[REDACTED]

Marchell Williams – English/Language Arts

Garden Grove Unified School District

[REDACTED]

[REDACTED]

Personal:

Steve Perry - Sergeant LVMPD

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Tamara Micciche - Realtor

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Michael Campbell - GM - RG Canning Enterprises

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Bruce Douglass – Retired

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

DONALD SCHEERSCHMIDT

DONALD SCHEERSCHMIDT

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

December 29, 2018

Agency Human Resource Services

Attention: Gennie Hudson, Personnel Officer III

Nevada State Public Charter School Authority (SPCSA)

The position of Executive Director that you have posted on the Nevada State Charter School web site appears to be a match for my ideal administrative position. I would like to become an applicant for this position. I have been very fortunate to have been able to move around in my educational career to learn what works and what does not work in education and to learn about the many regions of California, Nevada and elsewhere. I have been an advocate for charter schools since their inception in the 1990's in California. I have developed several charter schools by writing petitions and grants for funding in the past. I have been both a teacher and administrator in charter schools and have found them to be a successful option for educating youth beyond the traditional school district. I am committed to the advancement of charter schools and to using them to strengthen public education within the state.

I have had experience as a classroom teacher and as an administrator for charter schools, traditional public schools, school districts, and even as a state officer in Hawaii. My experience ranges from the largest urban district in California (LAUSD) to the smallest and most rural districts. In each of these positions I have worked with a diversity of students and families ranging from Native Americans, Asian, Pacific Islanders, Caucasian, and African-American. I am highly organized and able to accomplish a variety of tasks within required timelines. I am effective in both oral and written communication with all stakeholders. I am very capable in providing the leadership, guidance and technical assistance for staff and other interested parties.

I enjoy collaborating with people, private and public agencies, and governmental officials to strengthen the Charter School Authority, sponsored schools and public education in general to increase the outcomes for our public-school students. It is important that we implement best-practices within the state charter school system and adhere to all policies and procedures that exist at the national and state level. I enjoy staying well informed on all issues and concerns regarding all aspects of education and charter schools specifically. I am well read on organizational literature and have been successfully able to implement change within public education at the school site, district, and state levels. I lead by example and work tirelessly at improving the educational outcomes for our students. Prior to my career in education, I was self-employed as a contractor for thirty years. A review of my resume and support documentation will demonstrate that I am well qualified for this position. I work collaboratively with

people, but I am not afraid of making the difficult decisions and stand alone. I believe that my services may be of great benefit and am available for interview at your convenience.

Sincerely,

Donald Scheerschmidt

DONALD SCHEERSCHMIDT

Career Accomplishments:

- 6 years of successful School Site Principal/Head of School/Assistant Principal
- Successful Supervision of staff and students, Staff evaluations, class observations
- Successful reduction in office referrals and school suspensions
- Reduction of encroachment of special education on the general fund
- Reduction of due process filings and need for attorney services
- Implementation of Informal Dispute Resolution
- Increased trust among stakeholders
- Reduction of special education transportation expenses
- Return of students to district programs from Nonpublic placements
- Return of students to district programs from Regionalized programs
- Reduction in Nonpublic school placements
- Reduction of one-on-one special education assistants within district
- Development of programs modeled after Nonpublic schools within district
- Increased compliance of legal mandates in special education
- Increased compliance in District Special Education Self Review
- Retention of Mental Health dollars by providing district support services
- Reduction of number of referrals for special education services
- Development of co-taught classrooms with a special education and general education teacher serving one classroom with an increase in student numbers
- Provision of professional development to general education teachers in RTI, special education and section 504
- Provision of professional development to special education teachers in legal mandates in special education and other areas of need
- Provision of professional development to classified staff to increase effectiveness
- Provision of parent education in area of special education
- Provision of oversight, supervision, and evaluation of psychologists, speech pathologists, Occupational therapists, nurses, health staff, certificated and classified staff

Professional Experience:

- Johnstonville Elementary School District-Superintendent/Principal
- Hawaii Department of Education-State Lead Comprehensive Student Support Services-Response to Intervention
- Bear Valley Unified School District—Coordinator of Special Education
- Montebello Unified School District-Director of Special Education
- Klamath-Trinity Joint Unified School District-Director of Special Education and Compliance
- Los Angeles Unified School District-Assistant Principal
- Los Angeles Unified School District—Palms Elementary Summer School & Extended School Year Principal
- Keystone Education NPS & LCI-Special Education Administrator/Liaison to LAUSD
- Liberty Family Academy Charter School-Principal/Site-Based Director
- Washoe County School District-Robert McQueen High School Transition Specialist/Special Education Moderate-Severe
- El Tejon Unified School District-Teacher in Charge/Charter Developer/Independent Study/General Education & Special Education Teacher
- Gorman Middle School classroom teacher grades 6th-7th

DONALD SCHEERSCHMIDT

Strong Skills in:

leadership/management, excellent communication, analytical, organizational skills, strategic planner, adaptable, flexible, problem-solver, results oriented, focused, computer proficiency, effective facilitator, ability to relate well to others, budget control, resource allocation, conflict resolution, change management and school site administration

Credentials:

- CA Professional Clear Administrative Service, 2018
- CA Professional Clear Multiple Subjects, grades K-12 & Adult with CLAD, 2018
- NV School Administrator, K-12, 2018
- NV Special Education, grades K-12, 2018

Professional Membership:

Association of California School Administrators

Professional Certifications:

- o ACSA Special Education Academy
- o ACSA Pupil Services Academy
- o ACSA Superintendent Academy
- o Los Angeles Unified School District Intensive Special Education Academy
- o Los Angeles Unified School District Administrative Academy
- o Humboldt County SELPA Special Education Administrative Academy
- o Behavior Intervention Case Manager (BICM)
- o Behavior Support Plan & Functional Analysis Assessment
- o Positive Behavioral Support Training
- o Pro-Act & CPI

Legal Trainings: (every year in fall & spring from 2009)

- Atkinson, Andelson, Loya, Ruud & Romo Law Firm « Fagen, Friedman, & Fulfroost Law Firm
- Lozano Smith Law Firm
- Alternative Dispute Resolution
- Facilitated IEP/Having Hard Conversations
- Student Discipline, Suspensions, Expulsions & Child Welfare & Attendance

Education:

- o Master of Arts, Education Administration, California State University (CSU) Northridge, December, 2005.
- o Master of Arts, Special Education, CSUN, Summer, 2016.
- o Credential Programs in Elementary, Secondary, Special Education, and Education Administration, California State University Northridge, 1999-2005.
- o California Western School of Law, 1977-1981.
- o Graduate in Geography, California State University Northridge, 1975-1977.
- o Graduate in Geography, University of California at Los Angeles, 1974-1975.
- o Bachelor of Arts, Political Science, University of California at Los Angeles, 1974.

Employment-Education-References

Position	Sal.	District	Dates	Contact	Reason for Leaving
Superintendent-Principal	100K	Johnstonville	7/15-present	Andrea Kellogg [REDACTED]	resigned to relocate to a warmer environment
Student Support Services State Lead RTI	85K	Hawaii DOE	8/14-6/15	Gordon Miyamoto Administrator [REDACTED]	one year commitment only return to home state of California
Coordinator, Special Education	94K	Bear Valley USD	7/13-12/13	Tina Fulmer Director HR [REDACTED]	resigned due to health issue 8000' elevation-shortness of breath
Director, Special Education	120K	Montebello USD	3/12-7/13	Art Revueltas, Deputy [REDACTED]	philosophical differences
Director, Special Education	75K	Klamath-Trinity JUSD	8/09-3/12	Mike Reid, Superintendent [REDACTED]	ARRA funded position no longer need for full time
Assistant Principal Elementary Instructional Specialist	75K	Los Angeles USD	2006-09	Oliver Ramirez Principal [REDACTED]	moved to a district level Position
Principal/Special Education Coordinator	70K	Keystone NPS/LCI Master Contract with LAUSD	2004-2006	Jana Trew Vice President (school closed)	Recruited by LAUSD because of my work at the NPS/LCI
Principal-Site-Based Program	66K	Liberty Charter Academy	2003-2004	Rob Mayfield, Director (school closed)	Sponsor district revoked charter due to exec. Dir errors
Transition Specialist Community-based McQueen High School	40K	Washoe County School District	2002-2003	Leslie Herman, VP John Carlson, Principal [REDACTED]	returned to California for an administrative position
Teacher (Gen Ed & Special Education) K-12 Day-to-Day administrator	40K	El Tejon USD	1999-2002	Dean Bentley Superintendent [REDACTED]	Moved to Reno to be near my children
Teacher-General Education 6th/7th combination	38K	Gorman SD	1998-1999	Richard Pauley, Principal [REDACTED]	Moved to a larger neighbor district/developed charter

Employment-Education-References

Additional Employment

Organization	Position Description
University of Hawaii-Honolulu Community College-Construction Apprenticeship Program	Instructor of Carpentry 2015
Habitat for Humanity Honolulu Office	Construction Manager 2015
Self Employed Contractor Los Angeles Area	Self-Employed Construction 1969-1999

Education

University/Location	Dates	Major/Minor	Degree
CSU Northridge/Northridge, CA	1999-2008	Education Administration/Special Education Teaching Credential Prgrms-Mult Subj/Sgl/SPED	Masters
California Western School of Law San Diego, CA	1977-1981	Law	86 Units
CSU Northridge/Northridge, CA	1975-1977	Graduate Student in Geography	
UCLA, Westwood, CA	1974-1975	Graduate Student in Geography	
UCLA, Westwood, CA	1971-1974	Political Science/Geography/History	Bachelors
LA Pierce Community College Woodland Hills, CA	1969-1971	General Studies	Associates

Employment-Education-References

References

Name/Title/District	Address	Phone	email
Roy Casey/former Supt Johnstonville	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]
Andrea Kellogg/CBO Johnstonville	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]
Gordon Miyamoto/Admin Hawaii DOE	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]
Kelly Stern/Behavioral Health Hawaii DOE	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Linda Paisley/Complex Area RT/Hawaii DOE	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Art Revuelitas, Deputy Supt Montebello USD	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Phil Tenorio/SPED Admin Montebello USD	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Leonard Martinez/SPED admin Montebello USD	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Mike Reid/Superintendent Klamath-Trinity JUSD	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]
Marko Fong/Attorney for district Klamath-Trinity JUSD	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Tom Coriel/School Psychologist Humboldt County Office of Ed	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Bettina Blackwell/Superintendent Trinity County Office of Ed	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]

Brian Scroggins

November 23, 2018

Agency Human Resource Services
Attention: Gennie Hudson, Personnel Officer III
400 West King Street, Suite 406
Carson City, NV 89703

Dear Ms. Hudson,

Please accept this letter of interest for the position of Director for the State Public Charter School Authority in Nevada. I have a Master's Degree in Public Administration and over ten years of senior-level, public-sector experience in Nevada state government. I am a Certified Public Manager (CPM) through the Nevada Division of Human Resource Management and the National Certified Public Manager Consortium. The CPM designation is an 18-month intensive, nationally accredited, comprehensive management development program specifically geared for careers in federal, state and local government. In addition, I have over 20 years of private-sector business experience.

As the Deputy Director, and now the Interim Executive Director of the SPCSA, I have been a senior district administrator and active in establishing and overseeing SPCSA administrative structures and procedures as well as building strong professional relationships not only with staff and leadership in the Nevada Department of Education but other state agencies, sponsored schools, community partners and stakeholders. I have been involved with the SPCSA Strategic Plan and incorporating standards from the National Association of Charter School Authorizers (NACSA). I have been involved in authorizing and opening schools currently operating in the SPCSA portfolio as well as schools that are scheduled to open in 2019-2020 and beyond. I have helped maintain accountability standards for current SPCSA-sponsored schools in areas of academic performance, finance, organizational compliance, charter renewal, receiverships and school closures. I have extensive experience in employee management regarding hiring staff and leading them to support the SPCSA's mission and vision. My responsibilities have included the actual opening processes of SPCSA schools including conducting pre-opening enrollment audits for funding, monitoring progress of construction and physical inspections of facilities through local agency certificates of occupancy.

In my role as SPCSA Deputy Director, I have directed the work of the School Support Team helping schools gather data and issue reports as mandated by the state law and by federal requirements. The SPCSA School Support Team has done an excellent job in strengthening the Authority's sponsored schools and working in close collaboration with the Nevada Department of Education making sure our schools are in state and federal compliance. The School Support Team is responsible for Special Education, McKinney-Vento, Title Programs, School and Community Outreach as well as the point of contact for parents who have school complaints. We are proactive in working with schools and parents to resolve issues in the best interest of students. With the recent resignation of the prior Executive Director, I was asked to assume the position of Interim Executive Director taking the reins for the SPCSA's day to day operations. The SPCSA authorizes high quality charter schools in Nevada and holds them accountable for results and is the third largest school district in Nevada serving 42,333 children. I am actively involved with local, state and federal elected and appointed officials on a regular basis regarding educational opportunities for all students, especially students at risk.

I previously served as the Commissioner (Executive Director) of the Nevada Local Government Employee-Management Relations Board (EMRB). As the state's top labor relations expert, I worked directly with all local government employers in the state (fire departments, law enforcement, cities, counties, school districts, water districts, hospitals, etc.) and their unions and attorneys on labor relations issues. The goal of the EMRB is to settle labor disputes as they arise in a neutral and timely manner and my duties included providing local government employers, employee unions and their attorneys with guidance and training to avoid prohibited labor practices thus improving ongoing labor relations. In this position, I also worked directly with all local government bodies in the state and with all School Districts and Superintendents in Nevada so I have a previous working relationship with School Districts and Superintendents statewide and attend monthly meetings with them at the Nevada Association of School Superintendents (NASS).

I enjoy community outreach and actively seek out elected officials, community stakeholders and business leaders and get to know them so when questions or challenges arise we have already established and maintained open lines of communication and trust. I also use these community relationships to support schools with needs outside of normal SPCSA supports. I have a reputation for working effectively, and respectfully, with charter school operators, applicants, with other Nevada sponsors, charter school support groups, CSAN and the general public. Through my senior-leadership positions with the State of Nevada, I have built and maintained strong relationships with elected officials statewide. During my private-sector years, I was appointed to sit on a number of local and state boards and commissions, so I know what it is like to sit on both sides of a podium, both as a Board Member and Senior-Staff that supports Board Members.

School safety and security is an important issue and I have training and experience to assist schools in their efforts to keep students safe. In 2018, I graduated from the FEMA National Emergency Management Advanced Academy as the only member, in my national cohort, specifically representing K-12 education. I have been accepted into the 2019 FEMA National Emergency Management Executive Academy, a single cohort comprised of 40 professionals from throughout the nation receiving executive level skills in emergency management. The cost for travel, lodging and training are provided by FEMA so these are low cost professional development opportunities that benefit schools. My volunteer work in emergency management led to being asked, by the City of Las Vegas and the Clark County Fire Department, to serve on the Incident Command Team following the 1 October Las Vegas Festival Shooting. These community relationships benefit SPCSA schools. I am sought out as a national speaker and presented a workshop "Emergency Management and School Safety" at the 2018 CSAN Conference.

Through previously established relationships, I bring additional supports to the SPCSA as we seek to be a fully participating community partner. I reach out to underserved communities to develop a network of collaboration with the charter school community in Nevada. In addition to full-time employment with the state as an administrator, in my private-sector years, I served under three Governors, and numerous County Commissioners, on various state and local boards and commissions including the Nevada State Contractors Board, the Nevada State Construction Education Commission, the Clark County Regional Clean Water Coalition, the Clark County Enterprise Town Advisory Board and the Nevada Nuclear Projects Commission. My personal references include officials from both sides of the political aisle. North Las Vegas and Henderson have both been especially supportive of Charter Schools, and education in general, and both Mayor Lee and Mayor March are listed as references. I always take the time to reach out to the Nevada Congressional delegation whenever I am in the Washington DC area.

I am accustomed to working with members of the legislature and have been involved with the legislative process, on various issues (education, labor relations, nuclear waste, construction) over the last decade. In addition to the State Legislature, I also have experience working with oversight boards, non-profit boards and elected bodies including the State Board of Education, the Governor's office and other Nevada state agencies to help further the goals and vision of the SPCSA. I have represented the SPCSA on a state and national level through participation in conferences and professional development opportunities through the National Alliance for Public Charter Schools, the National Association of Charter School Authorizers (NACSA), FEMA, the US Department of Education, etc. I have taken the time to proactively establish working relationships with other state authorizers and sponsors.

I have managed public information programs in both government and private sector organizations with experience working with the media, and the public, educating them about the school choice opportunities regarding charter schools within the overall Nevada education system. It is important to give back to the community and I have been actively involved with numerous charitable and community organizations. I have been honored, statewide and nationally, for my community service work including:

- 2015 Finalist Nevada Governors Point of Light Awards - Outstanding public service working with the unemployed during the recession.
- 2018 National Emergency Management Volunteer of the Year in the United States - Regarding service as a member of the Incident Command Team following the 1 October Festival Shooting.

I have been extremely involved with our schools from ground breakings, ribbon-cuttings, attending reading days and football/soccer/basketball games as well as oversight for specific school support services designed to help schools achieve success. I am a hands-on administrator and physically being in schools, meeting with school leaders and attending school activities, allows me to see deeper than simply reading through an online report. The combination of skills and practical experience that I bring to the table would be hard to duplicate and would appreciate the opportunity to discuss this position with you further.

Sincerely,

Brian Scroggins

A black rectangular redaction box covering the signature area.

Brian Scroggins

Career Summary

Accomplished executive in the public, private and non-profit sectors. Experience in municipal and state operations, education, labor relations, government affairs, strategic planning, finance, construction and emergency management.

Professional Experience

Interim Executive Director/Deputy Director - State Public Charter School Authority ■ May 2016 - Present

Expand opportunities for students especially students at risk. Authorize high quality schools and hold them accountable for results. Supervise staff, programming, budget, school performance, LEA functions, data, special education, title programs, grants and regulations. Assist schools to developing climate, culture and emergency management procedures. Cultivate relationships with external stakeholders.

Emergency Management - LDS Church & Southern Nevada VOAD ■ September 2013 - Present

Assist congregations with emergency plans, communications and disaster response. Area includes state of Nevada as well as Quincy, CA and Kingman/Lake Havasu, AZ. HAM radio operator. Chair - Southern Nevada VOAD (Voluntary Organizations Active in Disaster), working with faith-based, community groups and local government emergency personnel in high-stress situations. Member Incident Command Team for the 1 October Festival Shooting working with victims and families. Extensive Emergency Management training through FEMA and DHS. Selected as the 2018 National Emergency Management Volunteer of the Year.

Commissioner - Nevada Employee Management Relations Board (EMRB) ■ April 2011 - September 2013

Responsible for budget, strategic initiatives, legislative proposals and administrative guidelines. As the state labor relations expert, duties included researching case law and developing working knowledge of labor law, legal procedures and federal, state and local regulations. Conduct settlement and pre-hearing conferences, fact-finding panels, bargaining unit elections and provide government and employee organizations with guidance in collective bargaining to avoid prohibited labor practices. Provide mediation and training. Developed a Settlement Conference Program which reduced case backlogs by 25%. Worked statewide with all cities, counties, fire and law enforcement agencies and school districts representing 80,000 employees in Nevada.

Commissioner - Nevada Commission for Nuclear Projects ■ June 2009 - June 2012

Appointed to serve by Governor Jim Gibbons and continuing under Governor Brian Sandoval. The Nevada Commission on Nuclear Projects advises the Governor and Legislature on matters related to disposal of radioactive waste and oversees activities of the Nevada Agency for Nuclear Projects.

Board Member - Regional Clean Water Coalition (CWC) ■ 2003 - 2010

Cooperative effort between Clark County, Henderson, Las Vegas, North Las Vegas, SNWA, Water Reclamation District as well as numerous other federal, state and local stakeholders from the western United States.

Scroggins Development (Owner/Developer) ■ May 1994 - Present

Land acquisition, permitting, supervision and management of construction. Renovation of commercial and construction of single-family custom residential properties. Manage private real estate portfolio.

Vice President/Chief Operations Officer - United Sign Inc. ■ May 1994 - April 2011

Operations of a high-volume sign manufacturing and installation company servicing the developer, contractor, homebuilder and commercial real estate industries. Responsible for sales and marketing. Managed compliance issues with state and federal OSHA. Responsible for company fleet management and maintenance.

Vice President - Associated Builders and Contractors ■ February 2007 - August 2008

General management of the local chapter of a national construction trade association working directly with the President and Board of Directors on all association issues including continuing education, learning support services, membership, marketing, financial oversight, grant writing, fundraising, government relations and special events. Worked with construction companies to provide educational training including corporate safety and risk management. Oversight of employee relations and ensured compliance with employment laws.

Board Member - Nevada State Contractors Board ▪ June 2002 - June 2005

Appointed by Governor Kenny Guinn, the Nevada State Contractors Board is responsible for licensing all contractors in the state. Duties included the review of licensing materials for prospective contractors (16,000 licensed contractors). In an open meeting law format - discuss, deliberate and vote on contractor licensure issues. Served as Administrative Hearing Officer to hear complaints, review information, take testimony and render decisions in discipline hearings. Proposed situational remedies, assessed fines and set course of action to either restore the license to the contractor or call for the revocation of the license. Worked closely with Minority Contractors Association to get contractors properly licensed to fully participate in job opportunities.

Commissioner - Nevada Construction Education Commission ▪ June 2004 - June 2005

The NCEC receives monies from fines levied by the Nevada State Contractors Board and distributes those monies in the form of grants to organizations that provide education and safety training programs. Recipients include high schools, vocational schools, colleges and universities and construction trade associations.

Board Member - Clark County Enterprise Town Advisory Board (ETAB) ▪ June 2000 - June 2004.

Land use planning and zoning board that reports to the Clark County Commission and reviews proposed projects and meets with county staff, developers, land owners, residents and other affected parties to discuss proposed projects. Recommendations are forwarded to the Clark County Commission.

Marketing Director - Rhodes Homes Inc. ▪ December 1993 - September 1995

Created advertising, public relations and marketing programs taking Rhodes from the 27th largest homebuilder in Southern Nevada with 133 closings in 1993 to the 9th largest with 444 closings in 1994. Handled all crisis management situations. Developed multi-million dollar marketing budgets for homes ranging from entry level to the highest level of exclusive custom homes. Developed and managed an in-house advertising agency accountable for every aspect including concept, design, production, contract negotiation and media placement including TV, radio, print, newspaper, outdoor, etc.

Public Information Specialist Las Vegas Valley Water District/SNWA ▪ October 1990 - December 1993

Public relations, marketing, press conferences, crisis management and special events. Registered lobbyist and spokesperson. Produced and hosted weekly award-winning "Water-Wise" television and radio talk shows.

Promotion Coordinator - Las Vegas Review-Journal/Las Vegas Sun ▪ December 1989 - October 1990

Advertising for the RJ and the Sun following Joint Operating Agreement (JOA). Design and placement of advertising for special sections and promotions. Coordination of sponsorship events.

Graphic Designer - Golden Nugget/Mirage Resorts, Inc. ▪ December 1988 - December 1989

Designed artwork (signs, brochures, menus, logos, corporate reports, etc.).

Education and Training

- | | | |
|------------------------------------|------------------------------|-----------------------------|
| ▪ Masters in Public Administration | ▪ BA, Design | ▪ AA, Design |
| ▪ Certified Public Manager | ▪ Certified Mediator | ▪ FEMA EM Advanced Academy |
| ▪ FEMA and DHS training | ▪ Nevada Contractors License | ▪ First Aid/CPR/AED Trained |

Awards & Achievements

- | | |
|--|-----------------------------------|
| ▪ Finalist - 2015 Nevada Governors Point of Light Award | ▪ Local and National Media Awards |
| ▪ Graduate of the FEMA Leadership Academy (NEMAA) | ▪ National Guest Lecturer |
| ▪ Finalist 2015 Governor's Point of Light Awards | |
| ▪ 2018 National Emergency Management Volunteer of the Year | |

Volunteer Service

- Board of Directors for the Leukemia and Lymphoma Society of Southern Nevada (2006-2009).
- Church Congregation Leader (Bishop) from 2003-2008, managing programs for all age groups.
- Board Member Clark County Shooting Sports Park Advisory Committee (2007-2010).
- Volunteer Football Coach for the Southern Nevada Youth (2013-2015).
- Executive Board of the Las Vegas Area Council of the Boy Scouts of America (2008 - Present).

References for Brian Scroggins

Seaton Curran, Esq.

Former Chairman - Employee Management Relations Board

[REDACTED]

[REDACTED]

Lawrence (Larry) Brown

Clark County Commissioner

[REDACTED]

[REDACTED]

Scott Davis, Esq.

Former Deputy Attorney General

[REDACTED]

[REDACTED]

James (Larry) Gibson

Clark County Commissioner

[REDACTED]

[REDACTED]

David Hardy

Judge - Second Judicial District Court

State of Nevada, Washoe County

[REDACTED]

[REDACTED]

Mark Hutchison

Lt. Governor - Nevada

[REDACTED]

[REDACTED]

John Lee

Mayor of North Las Vegas

[REDACTED]

[REDACTED]

Steve Martin, CPA

Former Nevada State Controller

[REDACTED]

[REDACTED]

Debra March

Mayor of Henderson

[REDACTED]

[REDACTED]

Gerri Schroder

Henderson City Councilwoman

[REDACTED]

[REDACTED]

John Steinbeck

Deputy Fire Chief - Clark County

[REDACTED]

[REDACTED]

References for Brian Scroggins

James (Jim) Gibson

Clark County Commissioner

[REDACTED]

[REDACTED]

[REDACTED]

David Hardy

Judge - Second Judicial District Court

State of Nevada, Washoe County

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

John Lee

Mayor of North Las Vegas

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Debra March

Mayor of Henderson

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

John Steinbeck

Deputy Fire Chief - Clark County

[REDACTED]

[REDACTED]

[REDACTED]