

# PAMELA L. CAMPBELL, Ph.D.



## EDUCATION

### **MICHIGAN STATE UNIVERSITY**

**BS** General Science and Math Education

**MA** Educational Administration

**PhD** Educational Administration

## CERTIFICATION

### **Michigan Teaching Certificate:**

Secondary Mathematics and Science.

### **Michigan Educational Administration Certificate:**

Elementary and Secondary Administration

Central Office Administration

Superintendent Endorsement

## MEMBERSHIPS

Michigan Association of School Administrators (MASA), MASA Professional Growth and Leadership Committee, METS-S Refresh Launch Committee (MDE), Irish Hills Chamber of Commerce Education Committee, Association for Supervision and Curriculum Development, Brooklyn Area Kiwanis, Brooklyn Food Bank, Salvation Army Advisory Board

## PERSONAL

Past President of Jonesville Rotary. Past Chairperson of the Tekonsha Chamber of Commerce. Former Member of MSU Teacher Education Program Evaluation Committee. Former Team Leader for Hillsdale County 21<sup>st</sup> Century Learning Center Grant. Former Williams County Family YMCA Board Member, Former Montpelier Chamber of Commerce Board Member. Stuart White Award Recipient. Volunteer for the American Red Cross and educational consultant to Kimball Camp YMCA Nature Center. Husband, Harold, sons, Jon, and Mark.

## STRENGTHS and ABILITIES

- An ability to work productively with diverse populations.
- Strong commitment to increasing academic success for all students.
- Ability to improve public, community - school relations and communications.
- Visible, approachable, participant in community programs and organizations.
- Ethical and trustworthy
- Work towards creative solutions for “at risk” and diverse students.
- Collaborative positive leadership style
- Enthusiasm for excellence in education.

## PAMELA L. CAMPBELL, Ph.D.

### EXPERIENCE

#### **SUPERINTENDENT** (August 2012 – Present)

Columbia Community Schools

Brooklyn, MI

Duties: Facilitated the passage of a \$30.6 million renovation bond issue and supervised all facility updates. Instituted a new budgeting process and remedied a negative fund balance. Increased offerings in Advanced Placement Courses. Initiated a communications program which included various social media strategies along with authoring a weekly educational blog, which is also printed in the local newspaper. Designed summer program offerings including remediation and acceleration through STEM, reading, and leadership activities. Supervised 31A At Risk and Title funding and programming. Implemented new School Improvement practices.

#### **SUPERINTENDENT** (July 2008 – June 2012)

Lansing Christian School

Lansing, MI

Duties: Initiated and completed dual school accreditation with North Central Association (NCA), implemented School Board Ends Policies, improved student safety, crisis planning and management, increased communication through social media, increased level of Advanced Placement offerings, member Lansing Christian School Foundation Board, organized and planned professional development, evaluated programs, designed and implemented after school and summer program.

#### **SUPERINTENDENT** (August 2004 – July 2008)

Montpelier Schools

Montpelier, OH

Duties: Facilitated the construction of a new \$28 million Pre K – 12 building and renovation of separate athletic facility. Instituted a School Improvement Plan in cooperation with district teachers and administrative staff, implemented data driven decision making process for student improvement in collaboration with teacher advisory, assisted in the organization and implementation of the Family and Schools Together program in cooperation with the Four County Adams Board, increased student safety through crisis planning and management, increased focus on curriculum and instruction through positive technology integration initiatives, organized and planned professional development aligning with school improvement goals, represented the district on regional and state wide committees.

#### **SUPERINTENDENT** (July 2000 – August 2004)

Tekonsha Community Schools

Tekonsha, MI

Duties: Implemented School Board Policies, administrated Title One, obtained and supervised facilities renovation grant, worked to align curriculum and instruction with State Benchmarks, established parent support groups, served as North Central Accreditation Steering Committee Chair, participated on CORE Team (district-wide cooperative planning committee), represented the district on regional and state wide committees, negotiated contracts with the TEA.

#### **PRINCIPAL**

Emily B. Williams Elementary School

Jonesville, MI

Duties: Supervised, evaluated and hired instructional staff. Served on North Central Accreditation Steering Committee. Facilitated Continuous Improvement Team. Designed and implemented successful Latchkey program. Team Leader for 21<sup>st</sup> Century Extended Day Grant. Established excellent relationship with parents and community groups.

#### **ASSISTANT PRINCIPAL** (November 1994 – July 1997)

Jonesville Junior - Senior High School

Jonesville, MI

Duties: Member North Central Accreditation Chairs Committee. Facilitated TEAM program for 7th & 8th grade "at risk" students. Designed and implemented an Interdisciplinary Learning program for 7th & 8th grade "at risk" students. Collaborated with parents and staff members. Institution of block scheduling. Discipline grades 7-9. Attendance grades 7-12.

#### **ASSISTANT DIRECTOR** (September 1987 – November 1994)

Echo Grove Camp & Conference Center

Leonard, MI

Duties: Supervised all human resource activities, including hiring and training staff. Served as Food Service Director. Created and implemented summer and year-round programming including experiential and outdoor education activities.

#### **TEACHER of MATHEMATICS & COMPUTER APPLICATIONS** (August 1983 – August 1987)

Kansas City and Olathe, KS

Duties: Taught math, coached track and cheerleading at J.C. Harmon High School in Kansas City, Kansas from August 1983 to June 1986, until I moved to Olathe, KS where my husband went to college. Taught computer applications to adult education students Monday evenings and Saturday mornings at the Area Vocational Technical School in Kansas City, Kansas from January 1984 to June 1987. Taught math, computer applications and coached cheerleading, gymnastics and swimming from August 1986 to August 1987, when my husband's job moved our family back to Michigan.

# BENJAMIN P. EDMONDSON, Ed.D.

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## EDUCATION/CREDENTIALS/PREPARATION

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AASA/Howard University <i>Urban Superintendents Academy</i>	Alexandria, VA 2017 - 2018
Virginia Department of Education <i>Superintendent Credential</i>	Richmond, VA Pending (2018)
Illinois Department of Education <i>Superintendent Credential</i>	Springfield, IL Pending (2018)
PRAXIS II/ School Leadership Series <i>Endorsement</i>	Princeton, NJ 2011
Michigan Department of Education <i>School Administrator Certificate</i>	Lansing, MI 2009, 2015
Michigan Leadership Institute <i>Superintendents Academy</i>	Traverse City, MI November 2008
Eastern Michigan University (EMU) <b>Doctor of Education</b> - Educational Leadership	Ypsilanti, MI April 2006
Ohio State University (OSU) <b>Masters of Education</b> - Theory and Practice	Columbus, OH September 1992
University of Virginia (UVA) <b>Bachelor of Arts</b> - Sociology	Charlottesville, VA May 1991

## PROFESSIONAL EXPERIENCE

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<b>HIGHSCOPE, Educational Research Foundation</b> <i>Executive Vice President</i>	Ypsilanti, MI October 2018 - present
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Hired as a transformational leader to provide vision, direction, and rebranding of the early childhood research foundation.

- Advocate for early childhood at the State and national level
- Collaborate with the Michigan Governor and Michigan Department of Education on issues pertaining to early childhood
- Enhance organizational vision as emphasized in strategic plan
- Restructure the Early Childhood and Applied Practices Department
- Revise strategic plan
- Coordinate the HIGHSCOPE expansion plan
- Endorse the 50<sup>th</sup> Anniversary celebration in 2020
- Assist in the capital campaign to raise \$12,000,000
- Foster intellectual collaboration and partnerships within departments
- Promote the revision of curricula, marketing of products, and research emphases
- Reduce expenditures to align with revenues
- Stimulate intellectual thought, professional development, and new initiatives
- Establish local, State, national, and international advocates, funders, and partnerships
- In collaboration with the CFO, oversee the management of funded grants and contracts
- Monitor revenues and expenditures to ensure compliance with Board directives
- Support the president in the delivery of directives
- Model ideals of collaboration, leadership, respect, and communication
- Served on *My Brother's Keeper*, A Presidential Initiative, Local Action Summit Planning Committee

**Ypsilanti Community Schools**  
*Superintendent*

Ypsilanti, MI  
July 2015 - July 2018

Hired as a transformative superintendent for a newly consolidated suburban district with urban characteristics and historical dysfunction; inherited high staff attrition, high poverty, 90% African and American and Latino student enrollment, subpar achievement, budget constraints, declining enrollment, and a newly formed Board of Education; reinvented District through intentional rebranding, innovation, and a focus on building level leadership.

- Hired a communication and marketing coordinator, and a photographer to reinvent District image
- Collaborated with the Board of Education to incorporate a short term strategic plan
- Increased student enrollment over 400 within three years
- Attended 800 + meetings over 1,400 hours in first year as superintendent
- Participated on Ypsilanti Community Schools Foundation committee
- Sold underutilized school building for \$150,000 profit
- Leased vacant elementary building for \$180,000/month for 8 months
- Invested \$150,000 from General Fund into Fine Arts; \$150,000 into music program; \$150,000 into Physical Education; and \$20,000 into FIRST Robotics
- Featured FIRST Robotics Teams on HBO Real Sports
- Accredited all schools through AdvancED External Review in 2017
- Closed an underperforming traditional elementary school and reopened as an International Baccalaureate (IB) Primary Years Program (PYP)
- Created YCS@Work, a 12<sup>th</sup> grade internship program partnering with over 50 local businesses
- Spearheaded YCS YES!, a grassroots district initiative where prospective families open their homes up to staff to discuss, learn, and inform in a non-traditional setting
- Represented YCS as an EDTalk keynote speaker at Michigan Association of School Administrators Fall 2017 Conference
- Increased efficiencies by restructuring Office of Student Affairs to include Assistant Superintendent, Coordinator of Data and Assessment, and Director of Staffing, Student Affairs, and Teacher Retention resulting in savings of \$180,000
- Selected by Corwin Press to participate on researcher think tank
- Attained consistent 3-year student growth on State and local assessments
- Received IB Middle Years Program Reward School designation
- Prioritized staffing demography that resembled student demography
- Increased number of African American and Hispanic pre-K - 12 staff
- Read every month to designated classes in identified school
- Removed two of three schools off the Bottom 5% State List
- Created and directed a Facilities Advisory Board (FAB) consisting of over 20 local businesses and civic organizations
- Oversaw a 3-year reduction in students' suspensions and chronic absences
- Settled two Ypsilanti Community Education Association and the support staff contracts
- Coordinated with The Washtenaw Sheriff's Department and The YMCA to organize The *Eastern Washtenaw Midnight Basketball League*
- Collaborated with The University of Michigan on *Wolverine Pathways* and Eastern Michigan University on *Urban Pathways*, unique scholarship opportunities for YCS students
- Increased visibility on our social media outlets
- Reorganized summer school program focused on remediation and acceleration
- Initiated *Man Up, Kid Down* Mentoring program across the K-8 spectrum
- Established a partnership with National African American Association of Human Resources (NAAHR)
- Incorporated The Superintendent's Challenge that improved student achievement at all levels
- Nominated for the 2016, 2017, 2018 AASA Superintendent of the Year and the 2016 National Alliance of Black School Educators Superintendent of the Year
- Served on the Michigan Civil Rights Commission Panel
- Participated on the Evidenced-Based Panel of the School Finance Research Project

**Ann Arbor Public Schools/Roberto Clemente Student Center**  
*Principal*

Ann Arbor, MI  
2009 - 2015

Served as a principal of an acclaimed alternative high school that represented a 78% African American student body, of which 70% received free and reduced lunch.

- Overhauled school climate from a focus on behavior to a new focus on achievement

- Impacted student achievement and raised overall school GPA from 1.7 to 2.5 in the first trimester by establishing schoolwide goals and initiatives
- Reduced students' absences from over 700 to less than 300
- Implemented a student council
- Improved graduation rates for at-risk students
- Enhanced students' college admission numbers
- Featured in a Detroit Free Press documentary, *Marcus Buggs: Dreams Earned & Lost. An Uncertain Future*, that garnered two Emmy Awards
- Established consistent entrance and exit criteria for the program
- Led the school off of the State of Michigan's High Priority Schools List for the 2010-2011 year

**Ann Arbor Public Schools/Scarlett Middle School**  
Principal

Ann Arbor, MI  
2005 - 2009

Served as a principal of a diverse, Title I middle school, which served 600 students, of which 40% received free or reduced lunch; lowest performing middle school within Ann Arbor Public Schools; leadership transience for two decades; supervised 60 staff.

- Utilized the Correlates of Effective Schools research to overhaul the culture
- Reading and mathematics proficiency levels increased 10 percentage points
- Established and participated in a reading club for 8<sup>th</sup> grade males
- Directed, implemented, and monitored successful school wide 1:1 laptop program
- Oversaw and monitored \$10 million dollar, two-year school renovation
- Participated on the district wide middle school restructuring committee
- Negotiated the Office Professionals contract
- Selected by the superintendent and the Director of Human Resources to represent the Board of Education in bargaining with the Education Association
- Awarded the inaugural University of Michigan, University Musical Society (UMS), School of the Year in 2006
- Active member of the Regional Alliance for Healthy Schools (RAHS) Advisory Council sponsored by The University of Michigan
- Served on the District Equity Leadership Team (DELT)
- Served on the District Grading Scale Committee

**Ann Arbor Public Schools/King Elementary School**  
Principal

Ann Arbor, MI  
August 2004 - June 2005

Provided leadership, direction, and best practices research in one of the most affluent schools within the State of Michigan.

- First African American principal where *Martin Luther King, Jr. Elementary School Children v. Michigan Board of Education, 451 F. Supp. 1324* was litigated
- Implemented data driven decision-making and research based best practices
- Provided expertise on the academic achievement gap, which resulted in a reduction of the previously existing gap evidenced on a standardized assessment
- Completed dissertation while serving as principal
- Selected by The Japanese Business Society of Detroit to represent Ann Arbor Public Schools for the International Educators to Japan trip

**Walled Lake Consolidated Schools/Clifford Smart Middle School**  
Assistant Principal

Commerce, MI  
July 2003 - August 2004

- Supervised 1,000 students
- Served on the Districtwide Multicultural Committee
- Assisted in the restructuring of the Districtwide Minority Support Network

**Wayne-Westland Community Schools/Hicks Elementary School**  
Principal

Westland, MI  
January 2001 - July 2003

Inherited a Phase 4 State recognized failing Title I elementary school, which had a 50% free and reduced lunch population, high student transience, and 100@% non-tenured staff. Provided leadership, direction, and vision, in this, my first, principal experience.

- Supervised 440 students, K – 5
- Improved student daily attendance; increased student enrollment; increased student achievement; decreased student discipline
- Awarded the prestigious State of Michigan, Golden Apple Award, for continuous achievement as measured by standardized assessments

**Wayne-Westland Community Schools/John Glenn High School**  
*Assistant Principal*

Westland, MI  
 June 2000 - January 2001

- Supervised 2,300 students
- Organized and supervised Student Activities
- Injected new spirit and energy level into school culture

**Wayne-Westland Community Schools**  
*Consultant*

Westland, MI  
 March 2000 - June 2000

- Provided in-house teaching techniques including management, relationship building, and best practices
- Co-developed and assisted mentoring program for at-risk high school students

**Eastern Michigan University**  
*Doctoral Fellowship*

Ypsilanti, MI  
 June 1999 - August 2000

- Awarded a full doctoral stipend and fellowship
- Responsible for planning, organizing, and coordinating The National Council of Professors of Educational Administration Conference
- Award – winning presenter, Eastern Michigan University, Graduate Research Fair: *Acting, White, a theory for African – American academic underachievement*

**Pennsauken Township Public Schools/Central Elementary School**  
*5<sup>th</sup> Grade Teacher*

Pennsauken, NJ  
 January 1996 - June 1999

**Pittsgrove Township Schools/Middle School Annex**  
*7<sup>th</sup>/8<sup>th</sup> Grade English and Mathematics Teacher*

Pittsgrove, NJ  
 September 1993 - June 1995

**Baltimore City Public Schools/Robert Coleman Elementary School**  
*4<sup>th</sup>/5<sup>th</sup> Grade Teacher*

Baltimore, MD  
 September 1992 - June 1993

## **AWARDS, COMMENDATIONS, LEADERSHIP**

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<i>Recipient</i> , NAACP-YWR, Joseph and Yvonne Dulin NAAPID Spirit Award	2019
<i>Panelist</i> , Congresswoman Debbie Dingell's, Student Safety Forum	2018
<i>Panelist</i> , 3 <sup>rd</sup> Grade Reading Law Symposium	2018
<i>Advisory Member</i> , Eastern Michigan University, College of Education	2018
<i>Keynote Speaker</i> , Ministers Alliance, Dr. Martin Luther King, Jr., Commemorative	2018
<i>Panelist</i> , Michigan School Finance Research Project	2017
<i>Board Member</i> , Center for Educational Improvement, Advisory Board	2017
<i>Fellow</i> , AASA/Howard University Urban Superintendent Academy	2017
<i>Nominee</i> , Michigan Association of School Administrators, Superintendent of the Year	2017
<i>Presenter</i> , ED Talk, MASA State Conference	2017
<i>Fashion Model</i> , A2Y Chamber of Commerce, Spring Fashion Show	2017
<i>Presenter</i> , Ypsilanti City Council, Millage Presentation	2017
<i>Speaker</i> , Social Justice and Equity in Education, University of Michigan	2017
<i>Keynote Speaker</i> , Ypsilanti Women's Literary Club	2017
<i>Panelist</i> , University of Michigan, Ross School of Business, Black Student Union	2017
<i>Keynote Speaker</i> , NAACP, Willow Run-Ypsilanti Chapter, Annual Fundraiser	2016
<i>Nominee</i> , Michigan Association of School Administrators, Superintendent of the Year	2016
<i>Nominee</i> , National Alliance of Black School Educators, Superintendent of the Year	2016
<i>Keynote Speaker</i> , Alpha Phi Alpha Fraternity, Inc., Student Recognition Luncheon	2016
<i>Featured Speaker</i> , Congresswoman Dingell's, Unity Town Hall	2016
<i>Fashion Model</i> , A2Y Chamber of Commerce, Spring Fashion Show	2016
<i>Keynote Speaker</i> , Rotary International, Ypsilanti Chapter	2016
<i>Keynote Speaker</i> , Kiwanis Club, Ypsilanti Chapter	2016
<i>Featured Speaker</i> , My Brother's Keeper Summit, Washtenaw County	2015
<i>Panelist</i> , Michigan Association of Black School Social Workers Conference	2015

## **CONFERENCES AND PROFESSIONAL DEVELOPMENT**

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Alabama Association for the Education of Young Children, State Conference	2019
National Association for the Education of Young Children, National Conference	2018
American Association of School Administrators, National Conference	2018
Michigan Negotiators Association, Labor Relations Academy Conference	2018
Michigan Association of School Administrators, MidWinter Conference	2017

AdvancED, Michigan Fall Conference	2017
Middle Cities Education Association, Annual Conference	2017
Michigan Association of School Boards, Interview and Resume Workshop	2017
Blueprint Rapid Turnaround, Summer Institute	2017
AdvancED, School Accreditation, Visitation	2017
Scholastic Literacy Summit	2016
Michigan Association of School Administrators, Fall Conference	2016
Michigan Association of School Administrators, MidWinter Conference	2016
National Alliance of Black School Educators, National Conference	2016
Blueprint Rapid Turnaround, Summer Institute	2016
Middle Cities Education Association, Annual Conference	2016
Scholastic Literacy Summit	2015
Michigan Association of School Administrators, Fall Conference	2015
Middle Cities Education Association, Risk Management Fall Conference	2015
Blueprint Rapid Turnaround, Summer Institute	2015

## **IN THE MEDIA**

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Ypsilanti rents West Middle School <http://bit.ly/2cGJFe7>

Ypsilanti asks Ann Arbor not to bus school-of-choice students <http://bit.ly/2dKrfxO>

Meet Ypsilanti Community Schools' new superintendent at open house <http://bit.ly/2cGMgob>

New leadership, new brand, new era: The big, broad vision of Ypsilanti Schools' new superintendent <http://bit.ly/2cfLvTI>

Ypsilanti Superintendent: Black Students Should be Considered At Risk <http://>

[bit.ly/2dwRCUN](http://bit.ly/2dwRCUN) Ben Edmondson on the Mark Maynard Show <http://bit.ly/2d1ijA9> and

<http://bit.ly/2dj5GLX>

Back to School 2016-17: Ypsilanti Community Schools, WEMU radio <http://bit.ly/2dfvvnZ>

Ypsilanti schools superintendent ready to remove old building <http://bit.ly/2dwR6dX>

Restoring faith in Ypsilanti schools, conversation with Superintendent Benjamin Edmondson <http://bit.ly/2dwRDb4>

Schools out, report card for Ypsilanti Community Schools

<http://bit.ly/2ddomnE>

Marcus Buggs; Dreams Earned & Lost. An Uncertain Future  
vimeo.com

Benjamin Edmondson, EDTalk, Michigan Association of School Administrators, Fall Conference  
<http://gomasa.org/events/2017-fall-conference-2/>



## REFERENCES

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Dr. Scott Menzel, Superintendent, Washtenaw Intermediate School District  
[REDACTED]

Mr. Steve Burgess, Director of Facilities, Ypsilanti Community Schools  
[REDACTED]

Ms. Naomi Norman, Assistant Superintendent, Washtenaw Intermediate School District  
[REDACTED]

Ms. Brenda Meadows, Trustee, Board of Education, Ypsilanti Community Schools  
[REDACTED]

Ms. Sharon Lee, Trustee, Board of Education, Ypsilanti Community Schools  
[REDACTED]

Ms. Debbie Dingell, Representative, United States Congress  
[REDACTED]

Dr. James Hawkins, Retired, Superintendent of Ypsilanti Public Schools, Gary Schools (IN), Benton Harbor Schools  
[REDACTED]

Ms. Kathi Beal, Ypsilanti Business Owner, Ypsilanti Community Schools Education Foundation, President  
[REDACTED]

Ms. Yen Chin, Creative Director, HIGHSCOPE Education Research Foundation, Former Communications and Marketing Coordinator, Ypsilanti Community Schools  
[REDACTED]

Ms. Shoshana DeMaria, President, NAACP, Ypsilanti-Willow Run Branch  
[REDACTED]

# Robert C. Herrera

Improving Performance • Enhancing Programs • Inspiring Systemic Change

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## OBJECTIVE

To obtain a position where I can utilize my knowledge, experiences and leadership skills to lead a district's strategic efforts to establish exemplary learning environments.

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## EDUCATION

**Ed.D. Educational Leadership**, Western Michigan University, Kalamazoo, MI - 2010

**M.A., Educational Leadership**, Western Michigan University, Kalamazoo, MI – 1994

**B.A., Education Major**, Biological Science, Michigan State University, East Lansing, MI - 1986

## PROFESSIONAL EXPERIENCE

**Chief Executive Officer**, Benton Harbor Area Schools – 2018 to present

Appointed as CEO by Michigan Department of Education under the Cooperative Agreement. Assigned the Board of Education's full authority except for taxation and borrowing. Responsible for the development and implementation of financial and academic reform strategies for the District under the guidance of the Michigan Department of Education and Michigan Department of Treasury.

**Superintendent**, South Haven Public Schools – 2012 to 2018

Responsible for the successful management of the school district related to the mission and vision set forth by the Board of Education. Responsibilities also include advising the Board of Education on the district's budget and matters related to curriculum and programming. Duties also include negotiating and administering collective bargaining agreements, personnel administration and management, developing and leading a bond campaign and providing leadership and oversight of external relations and operation of non-instructional services.

- Implementation of Adaptive Schools Model
- Implementation of 1:1 technology 1<sup>st</sup> through 12<sup>th</sup> grade
- Passage and administration of \$38 million Bond
- Development of Middle College in partnership with Lake Michigan College
- Implementation of Instructional Coach model
- Implementation of data management tool
- Implementation of K-12 core curriculum
- Establishment of District Strategic Plan

**Data Consultant**, Eidex 2017 to present

Assist in the development of data tools to support central office administrators. Serve as a consultant to the client service team.

**Assistant Superintendent**, Adrian Public Schools - 2010 to 2012

Responsible for turnaround efforts of Adrian High School. Primary responsibilities included developing a strategic plan for school transformation and application/administration of School Improvement Grant (SIG) for persistently low performing schools. Over a two-year period, my efforts resulted in funding allocations totaling over \$3.7 million and improving Adrian High School's top to bottom ranking by 86% (5% - 91%) while also being recognized as a top 5% growth school.

Additional duties included:

- Assisting individual schools in improving their educational programs and report card rating.
- Conducting short- and long-range educational planning for improvement of staff.
- Organizing and facilitating the professional development of staff.
- Assisting schools in the effective selection and use of instructional materials and other resources.
- Preparing required reports, grants, and/or projects seeking funding in the area of the instructional program
- Providing leadership for identifying staffing patterns and staff utilization for successful restructuring.
- Facilitating the development of the District Strategic Plan.
- Assisting school administrators in designing a school based professional development plan that is high quality and job embedded (professional learning communities).
- Assist school administrators in designing and using a balanced assessment system to inform and differentiate instruction.
- Assisting school staff in seeking appropriate social-emotional and community-oriented services and supports for students.
- Working collaboratively with other state and local officials to ensure that supports were provided to the local schools identified for improvement.

**Adjunct Professor**, Concordia University and Western Michigan University- 2010 to 2013

- Instruct courses in Educational Leadership Master's Degree program.
- Instruct courses in Curriculum and Instruction Master's Degree program.
- Developed curriculum for Instructional Supervision course.

**Assistant Superintendent** for Curriculum and Consultation, Lenawee Intermediate School District - 2006 to 2010

Provide oversight of ancillary services to 12 public school districts and 6 private schools including one adjudicated youth program. Ancillary services include a professional development consortium, special education services, educational and information technology, data warehousing services and educational consultants.

- Develop and maintain regular contact and positive relationships with superintendents, principals and local district instructional staff in order to promote student achievement and serve as an advocate for students
- Provide leadership and direction for consultants and itinerant staff as they provide consultation service to local district staff and students.
- Provide countywide leadership, direction and expertise in curriculum, instruction, educational reform, research and assessment of student achievement.

**Superintendent**, Onsted Community Schools - 2003 to 2006

Responsible for the effective operation of the District; general administration of all instructional programs, support services and other operations of the district; and for advising and making recommendations to the Board of Education with respect to such activities.

- Served as administrative head of K-12 school district.
- Carried out policies and rules of the Board of Education.
- Administer the development and maintenance of a positive educational program designed to meet the needs of the students and community.

**Director of Instructional Services**, Cassopolis Public Schools - 1999-2003

Responsible for K-12 instructional services and district strategic planning.

- Facilitate K-12 curriculum development and implementation.
- District Assessment Coordinator.
- Chair District School Improvement Committee.
- Child Study Coordinator.
- Administrate and oversee federal and state programs.
- Orchestrate and conduct professional development activities.
- Write and/or oversee district grants.
- Create and publish district annual report and public relation materials.
- Develop and maintain in-house materials refurbishing center for K-8 science program.
- Coordinate and facilitate instructional study groups.

**Principal**, Ross Beatty Jr. /Sr. High School, Cassopolis Michigan - 1996-1999

- Orchestrated the transition of the 7<sup>th</sup> and 8<sup>th</sup> grade students and faculty into High School.
- Facilitated the implementation of middle school concept in 7<sup>th</sup> and 8<sup>th</sup> grade.
- Led building through North Central accreditation process.
- Restructured alternative education program.
- Created master schedule for new 7-12 configuration.
- Revised graduation credit requirements.
- Revised building budget for the addition of 7<sup>th</sup> and 8<sup>th</sup> grade.
- Created new system of honors and assemblies.

**Assistant Principal**, Ross Beatty Jr. /Sr. High School, Cassopolis Michigan - 1993-1996

- Developed master schedule for 9<sup>th</sup> through 12<sup>th</sup> grade.
- Implemented computer-based attendance system and telephone callback system.
- Established uniform grading system.
- Established progressive discipline system.

**Teacher**, Physical and Life Sciences, Watervliet Jr./Sr. High School, Watervliet, Michigan – 1986 - 1993

**ADDITIONAL PROFESSIONAL EXPERIENCES**

- System Based Factors for Maximizing Student Achievement Level I and II Audit Training
  - International Baccalaureate World Conference
- International Baccalaureate Middle Years Programme (Head of Schools)
  - Dimension of Learning (trainer of trainers)
  - Understanding by Design (trainer of trainers)
    - MEAP Standard Setting Committee
    - Midwest Brain Learning Institute
      - Performance Assessment
  - NWEA Interpreting Reports (trainer of trainers)
    - Professional Learning Communities
- Supervising Learning in a Standards Based Curriculum
  - Grading and Reporting Student Learning
    - Classroom Walk-Through Model
  - NSCI Conference on Establishing Effective Schools
- Michigan Teaching and Learning Assessment Standards
- Identifying and Evaluating Professional Development
  - Data Driven Decision Making
  - Teaching with the Brain in Mind

**PAST BOARDS AND PROFESSIONAL AFFILIATIONS**

- South Haven Area Chamber of Commerce
- South Haven Area Recreational Association
- Brownfield Local Development Authority
- Michigan Association of School Administrators
  - South Haven Kiwanis Board

**SUMMARY OF QUALIFICATIONS**

Dedicated to the cognitive, physical, ethical, and pro-social growth and development of children, families and communities, I seek to utilize my energy, intellect, and professional experiences to motivate, coach and supervise caring adults to devise strategic and shared goals and objectives to accomplish those ends.

- Leadership in K-12 education; community non-profit sector; the legislative and judicial arenas; and the private sector as a practicing attorney
- Experience as a school and central office administrator; community and non-profit leader; and teacher

**PROFESSIONAL EXPERIENCE-EDUCATION**

- ***Superintendent*** **Aug. 2019—Present**  
Flint Community Schools, Flint, MI
  - Implemented the Whole School, Whole Community, Whole Child model to address the educational, developmental, social and emotional needs of the students and families that the district seeks to serve;
  - Navigated the implementation of the previously Partnership Agreement with the Michigan Department of Education to improve the educational outcomes for each of the three schools identified for improvement and the remaining eight schools of the district;
  - Negotiated the adoption of a “balanced calendar” district-wide for implementation in fall 2019;
  - Balanced the district budget, navigating the previous fiscal year from a pre-audit deficit; and
  - Assessed the district’s aging infrastructure and financed a “self-funded renewal” investment of \$12.9 million in nine district facilities.
  
- ***Associate Superintendent for Instruction and School Performance*** **Feb. 2015—Aug. 2019**
- ***Interim Superintendent*** **July 2017—June 2018**  
Southfield Public Schools, Southfield, MI
  - Balanced the district budget, incorporating wage increases for all employees;
  - Negotiated and settled collective bargaining agreements with all district bargaining units;
  - On-boarded five external partners with new contracts who provide essential services to the students and families of the school district;
  - Navigated the district through the district-wide accreditation process with AdvancED;
  - Passed a district sinking fund millage that will realize approximately \$2 million in infrastructure investment each of the next ten years.
  - Supervised the district’s K-12 schools, coaching principals and deepening our collective understanding of teaching and learning; and
  - Implemented an accountability strategy for both administrators and teachers, utilizing the frameworks from School Advance and Charlotte Danielson, respectively.
  
- ***President & Chief Executive Officer*** **July 2011-Sept. 2014**  
Homewood Children’s Village, Pittsburgh, PA
  - Developed the five-year strategic plan for the launch of the organization, modeled after the Harlem Children’s Zone, with the implementation of evidence-based initiatives to meet the identified needs of our children and families;
  - Diversified the fundraising strategy to incorporate philanthropic, corporate, and government funding alongside individual giving; and
  - Convened, coordinated and built the capacity of existing community and social service organizations to better meet the needs of the children and families that the Village served.

- ***Assistant Superintendent*** **Nov. 2008 – June 2011**
- ***Chief of High School Reform*** **Aug. 2007 – Dec. 2008**  
Pittsburgh Public Schools, Pittsburgh, PA
  - Developed a district-wide plan for the comprehensive restructuring of existing programs, feeder-patterns and facilities for grades K-12;
  - Supervised, monitored and managed existing PPS Secondary Schools--Grades 9-12;
  - Co-designed, opened, and supervised new thematic learning communities: University Preparatory School 6-12; International Baccalaureate School 6-12; Science and Technology Academy 6-12; and Creative and Performing Arts School 6-12; and
  - Engaged the community and its various stakeholders in a dialogue regarding the structure and day-to-day functioning of all secondary schools.
  
- ***Principal*** **2004-2007**  
Berkley High School, Berkley, MI
  - Implemented a Professional Learning Community by devoting scheduled staff meetings to professional development and incorporating common planning periods into the master schedule for departments for the development of common curricula and assessments; and
  - Fostered Teacher Leadership by allocating resources and arranging release time for teachers to develop meeting agendas for the Professional Learning Community and empowering teachers to restructure departmental course offerings and sequences to meet the needs of the student population.
  
- ***Principal*** **2003-2004**  
Highland Park Community High School, Highland Park, MI
  - Audited teacher certification for the entire staff and course assignments to ensure effective delivery of instruction;
  - Formally evaluated every instructor during each semester for instructional content and delivery;
  - Restructured entire master schedule to accommodate budget cuts in mid-year; and
  - Developed a Freshman Academy to transition students into the high school experience.
  
- ***Principal*** **2002-2003**  
Marvin L. Winans Academy of Performing Arts, Detroit, MI
  - Principal, K-8 Charter School.
  
- ***Principal/Schoolmaster*** **1999-2002**  
Heirs of the Promise Preparatory Academy, Detroit, MI
  - Founding Principal, Pre-K-8 Parochial School.
  
- ***Teacher & Coach*** **1995-1999**  
University of Detroit Jesuit High School & Academy, Detroit, MI
  - Taught Biology, American Literature and served as Track and Field Head Coach.

#### **PROFESSIONAL EXPERIENCE-LEGAL/LEGISLATIVE**

- ***Chief Legislative Assistant***, Rep. Triette Reeves, State of Michigan, Lansing, MI
  - Legislative Session 1999, House Democratic Caucus-Special Projects--Drafted the Democratic Caucus Response Bill to the Detroit Board of Education Takeover Legislation, 1999.
- ***Adjunct Professor***, Wayne State University School of Law, Detroit, MI
  - Fall 1995, Juvenile Law
- ***Assistant Director***, WCNLS Children's Center for Justice and Peace, Detroit, MI
  - March 1995-August 1995
- ***Juvenile Court Referee***, Wayne County Probate Court, Detroit, MI
  - August 1994-February 1995

- *Associate Attorney*, Dickinson, Wright, Moon, Van Dusen & Freeman, Detroit, MI
  - July 1993-August 1994, Transactional & Environmental Law
- *Senior Judicial Clerk*, The Honorable Damon J. Keith, U. S. Court of Appeals for the Sixth Circuit, Detroit, MI
  - August 1991-June 1993

## **EDUCATIONAL BACKGROUND:**

***Doctor of Philosophy Candidate, Educational Policy, Michigan State University, Lansing, MI***  
***Expected: August 2019 (All But Dissertation)***

*Dissertation Topic:* The Emerging Complexity of Federal Educational Policy: A Case Study of Process Implications while Implementing the Promise Neighborhood Initiative

*Awards/Distinctions:* Phi Kappa Phi National Honor Society

***Master of Education, Educational Administration, Marygrove College, Detroit, MI***  
***Conferred: May 2002***

*Emphasis:* Educational Administration, Curriculum Development and Organizational Culture

*Awards/Distinctions:* Educational Scholar Award Recipient (2002)

***Juris Doctor cum laude, Cornell Law School, Ithaca, NY***  
***Conferred: May 1991***

*Emphasis:* Contract Law, Legislative Review, and Oral Advocacy

*Awards/Distinctions:* *Cornell Law Review*, Note Editor (1991); *William E. McKnight Moot Court*

*Competition*, Brief Editor (1991); *American Jurisprudence Award*, Criminal Procedure (1990)

***Bachelor of Arts, Dartmouth College, Hanover, NH***  
***Conferred: March 1987***

*Major:* English

*Emphasis:* Literary Analysis and Writing

*Awards/Distinctions:* Class of 1987-Dean of the College - Distinguished Student Leader; Black Caucus Outstanding Senior Distinction (1987); Green Key Honor Society, Vice-President (1987)

## **PEER-REVIEWED ARTICLE AND ACADEMIC PAPERS**

- Wallace, J. & Lopez, D. (2012) *The Homewood Children's Village: A Child-Centered Next Generation Comprehensive Community Initiative* In Emejulu, A. (ed.) *Community Development in The Steel City* (31-39) Edinburgh: Community Development Journal Ltd.
- *Expanding the Zone of Accountability beyond the Schoolhouse*, University of Pittsburgh, 2008.
- *Transforming the Sociology of Schooling into Dialogical Learning*, Michigan State University, 2008.
- *Fulfilling the Promise of Brown v. Board of Education*, Michigan State University, 2007.
- *The Hidden Curriculum, but not so Hidden Agenda*, Marygrove College, 2002.
- *Towards an Education for Life*, Marygrove College, 2001.
- "Dropout Statutes: Prompting Reform of Traditional Due Process Doctrine and Equal Protection Rationality," *Cornell Law Review*, Note Archives, Cornell Law School, 1990.

## **PROFESSIONAL PRESENTATIONS**

- ***Re-centering the Lens of Equity in Education***, Spencer Foundation, Chicago, IL, 2019.
- ***The Whole School, Whole Community, Whole Child Model***, Michigan Board of Education, 2019.
- ***Race and Social Problems in Education***, University of Pittsburgh, 2014.
- ***"We are the Village"***, Institute for Learning, Pittsburgh, 2013.
- ***Developing Rubrics and Subject-Based Assessments***, Highland Park School District, 2004.
- ***Curriculum Delivery and Instruction***, Educational Summit, Highland Park School District, 2003.



## **PROFESSIONAL MEMBERSHIPS/CIVIC ACTIVITIES**

- Life Member, National Association for the Advancement of Colored People
- Member, Life Church Southfield, MI
- Member, Kappa Alpha Psi Fraternity, Inc.
- National Member, Y-USA Educational Achievement Expert Panel
- Education Co-Chair, African-American Achievement Trust, Urban League of Pittsburgh (Pittsburgh PA)
- Member, African American Men & Boys Task Force, The Heinz Endowments (Pittsburgh, PA)
- State Bar of Michigan (inactive)

## **FAMILY**

- Married to Lisa L. Hudgins-Lopez, R.N; four children and seven grandchildren.

**Dr. B. Philip Recht**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Education:**

University of La Verne -Ed. D. Educational Leadership

Fresno Pacific University -M.A., Education

University of Southern California -M.A., Music

California State University Northridge -B.A., Music

**Experience:**

2016-2018

**SUPERINTENDENT OF SCHOOLS/EXECUTIVE DIRECTOR**  
Pinnacle Charter Schools, Denver, Colorado

- Built an atmosphere of open and honest communication, collaboration, and cooperation
- Established expectations for all schools focusing on students and student learning
- Raised student learning and academic achievement serving a predominately Hispanic, high poverty, metropolitan population
- Moved all schools to the Colorado Performance rating in one year, the highest given an individual school
- Raised the HS Graduation Rate to 97.1%
- Increased Concurrent Enrollment opportunities with Front Range Community College increasing student access and decreasing equity gaps
- Conducted an organizational restructuring, shifting valuable resources to support students, student learning, teachers, and classroom instruction

- Built staff capacity, developing the research based, high yield, instructional strategies and skills needed, providing focused, targeted, professional development
- Created a culture of professional learning communities examining data to improve student learning
- Brought new energy, dynamism, and a bold vision to the organization, visible and recognized in the community
- Applied strong fiscal oversight resulting in significant savings
- Changed fiscal policies and procedures to support the overall vision and mission
- Leveraged state and corporation grant monies expanding transportation system by 33%
- Mentored administrators group, empowering individuals to be instructional leaders operating as a team, putting students first
- Streamlined bureaucratic protocols and procedures making the organization more responsive and flexible
- Increased safety and security of all students and staff with implementation of state-of-the-art camera systems tied into law enforcement agencies
- Active Governing Board Member, Adams County, Colorado, College and Career Readiness in the 21<sup>st</sup> Century

2003-2015

**SUPERINTENDENT OF SCHOOLS**, Albany County School District One, Laramie, Wyoming

- Communicated a clear, consistent message of the positive purpose and mission of public education in the organization and in the community
- Shaped and sustained an organizational culture that focused on student learning and achievement and success for all
- Built effective teams and systems of support for all students, increasing the graduation rate every year to 93%
- Systematically and consistently improved instructional practice
- Promoted and supported Interest Based negotiations with all employee groups, keeping district fiscally solid while enhancing pathways of communication
- In partnership with the Community College, expanded and advanced concurrent enrollment and career tech opportunities
- Formed and sustained, successful, long lasting, partnerships with the University, Community College, and Business and Community organizations, increasing educational opportunities for students, and maximizing resources system-wide, raising student achievement by all state and national indicators

- Moved the District to top performer of the 5 largest districts in the state
- In partnership with the College of Education, provided for the training and field experiences of approximately 200 pre-service and student teachers a semester
- Empowered and mentored administrative team into strong instructional leaders
- Initiated the formation of a staff development team of outstanding teachers who coached, mentored, and supported new teachers with great success, advancing student outcomes and the retention of quality personnel new to the profession
- Expanded the University and District's vision and presence globally, traveling to India and establishing new connections and partnerships with their government and schools
- Served as advisor and advocate at the legislative level, influencing the development of state education policy
- Assisted the development and design of a new teacher evaluation system based on best practice and research, simplifying and streamlining the process, approved by the state, and well received at national presentations
- Advocated before the state legislature, bringing millions of dollars to the community for the construction of a new state-of-the-art high school facility
- Maintained and sustained the focus of the design for the new state-of-the-art 21st century comprehensive high school around student learning, innovation, flexibility, and collaboration
- Led and orchestrated a successful community campaign, passing a multi million dollar Bond in an era of "no more taxes"
- Implemented strong/sound fiscal management procedures, raising employee salaries and infusing significant resources into the district health benefits plan
- Advocated successfully for a new funding model before the state legislature, significantly increasing resources for the district and for Wyoming public education

2001-2003

**ASSISTANT SUPERINTENDENT PERSONNEL**, Barstow Unified School District, Barstow, California

- Built positive relations and an atmosphere of open communication with labor associations
- Served as Lead Negotiator for the District at the bargaining table
- Negotiated "win-win" contractual agreements with certificated and classified bargaining units

- Improved the systematic recruitment, selection, training and retention of qualified certificated and management personnel
- Successfully administered personnel policies and procedures regarding hiring, evaluation, grievances, complaints, disciplinary actions, worker's compensation claims, leaves of absence, and release of public employees
- Initiated new program of selection and training for substitute teachers improving quality of instruction in the classroom
- Directed employee training and staff development programs
- Provided direction, consultation, and assistance to principals, classified managers and district administration on district personnel policies and directives, including discipline, evaluation, contract management and conflict resolution
- Built good relationships with Personnel Commission

**SUPERINTENDENT/PRINCIPAL**, Sequoia Union Elementary School District, Lemon Cove, California

- Generated consistent, ongoing positive news coverage in the media
- Initiated a new and strong partnership with Sequoia National Park, maximizing community resources
- Implemented after school educational and enrichment programs for students and adult education centers of learning
- Renovated district facilities and transportation systems
- Promoted, recognized and developed the talents and achievements of all stakeholders in the district
- Infused unprecedented levels of technology into the classrooms

**PRINCIPAL**, Meadow Lane Elementary School, Lemoore Union Elementary School District, Lemoore, California

- Established use of test data to improve instructional performance
- Implemented technology into the classroom school wide"
- Initiated and implemented community partnership program with Lemoore Naval Hospital, awarded "Best Partnership" between a non-profit organization and an elementary school in the state of California

**ASSISTANT PRINCIPAL**, P.W. Engvall Middle School, Lemoore Union Elementary School District, Lemoore, California

- Responsible for implementation of all student discipline and attendance policies

**TEACHER**, Wilson Middle School, Glendale Unified School District

- Recognized as "Teacher of the Year"

### **Academic Experience:**

**GUEST LECTURER**, University of Wyoming, Department of Educational Leadership, Doctoral Program

**ADJUNCT FACULTY**, Chapman University, Victorville, California  
Personnel Administration, Principal's Credential Program

**ADJUNCT FACULTY**, California Lutheran University, California  
Music, Trumpet Performance

### **National Conference Presentations:**

*Simple Leadership: The Power of Doing the Opposite.* Recht B. & Perry S. (2012) Presentation at the National Conference on Education, American Association of School Administrators, Houston, Texas

*Instructionally Focused Principals: A Superintendent's Influence.* Recht B. & Perry S. (2009) Presentation at the Association for Supervision and Curriculum Development Annual Conference, Orlando, FL

*One District's Focus on Instructional Leadership.* Berube, W. Dexter R. Duncan, H. & Recht B. (2007) Paper presented at the National Association for Secondary School Principals Conference Las Vegas, NV

### **Dissertation:**

*A Study of the Degree of Satisfaction of Six Small Rural School Districts in Kings County, California With the Services Provided by the County Office of Education.* Recht, B. P. (2002). Doctoral Dissertation, University of LaVerne

### **Other Professional Experience:**

**ORCHESTRA/FREELANCE/STUDIO MUSICIAN**, Los Angeles, CA

**PRINCIPAL TRUMPET**, Seoul Philharmonic Orchestra, Seoul, S. Korea

**BAND LEADER**, Disneyland, Orange County, CA

**BAND LEADER**, Magic Mountain, Valencia, CA

**Professional Activities:**

**MEMBER, Governing Board,** Adams County Education Consortium for Career and College Readiness in the 21<sup>st</sup> Century

**MEMBER, Governing Board,** American Association of School Administrators

**MEMBER, Governing Board,** University of Wyoming Symphony Association

**MEMBER, Governing Board,** Downtown Free Clinic Laramie,

**Awards:**

**WYOMING SUPERINTENDENT OF THE YEAR, FINALIST**  
(2012)

**STATE PARTNERSHIP OF THE YEAR AWARD,** as Principal, for implementing the best partnership in the state of California between a non-profit organization, **Lemoore Naval Air Station,** and an elementary school

**TEACHER OF THE YEAR,** Glendale Unified School District

# Sarena M. Shivers, Ed. D.

*"...You are always so eloquent,  
and a voice of reason in situations  
that could be emotionally  
charged..."*

H. Hotchkiss

Parent of former student

*"Vision without Action is simply  
a dream, Action without Vision is  
merely passing time, but  
VISION with ACTION can  
change the world."*

-Unknown

*"...Talk about two great  
accomplishments: educating and  
bringing together our  
community..."*

S. Goldin

Former Board Member

## Education and Certifications

### ***Ed.D. Educational Leadership and Policy Studies***

Indiana University, Bloomington, Indiana; August 2003

### ***M.A.E. School Administration***

Ball State University, Muncie, Indiana; May 1998

### ***B.S. Elementary Education and Secondary Studies***

SOE / Morgan State University, Baltimore, Maryland; May 1992

## Superintendent Preparation

- Superintendent State Licensure, Indiana (2003)
- Michigan Leadership Institute SUPES Academy (2007)
- National Alliance of Black School Educators Superintendent Institute (2014)

## Leadership Employment in Education

- **Superintendent**, 08/2015 to Present  
*Redford Union School District, Redford, Michigan*
- **Interim Director of Transportation**, 11/2014 to 2015  
*Washtenaw Intermediate School District, Ann Arbor, Michigan*
- **Asst. Superintendent of Student Achievement**, 7/2010 to 2015  
*Washtenaw Intermediate School District, Ann Arbor, Michigan*
- **Director, Curriculum Instruction and Assessment**, 7/2007 to 7/2010  
*Southfield Public Schools, Southfield, Michigan*
- **Instructional Projects Coordinator**, 11/2006 to 7/2007  
*Washtenaw Intermediate School District, Ann Arbor, Michigan*
- **Director, Honey Creek Community School**, 7/2004 to 11/2006  
*Authorizer Washtenaw Intermediate School District, Ann Arbor, Michigan*
- **Principal, New Augusta Public Academy South**, 7/2001 to 8/2004  
*MSD Pike Township School District, Indianapolis, Indiana*
- **Assistant Principal, Chapelwood and Maplewood**, 7/1998 to 7/2001  
*MSD Wayne Township School District, Indianapolis, Indiana*

## Related Professional Experiences

- **Adjunct Professorships**  
1/2019 to Present  
*Madonna University, Livonia, Michigan*



“Sarena, you are a talented, ambitious, educational leader....”

J. Sweet  
Former Supervisor

“If a child can’t learn the way we teach, maybe we should teach the WAY they learn.”  
- Ignacio Estrada

“Education, as a whole, needs more people like you. Keep doing what you do!”  
Lorna and Marcus  
Parents of former student

Associate Professor in the department of education for graduate doctoral cohorts.

8/2005 to 2015

*Eastern Michigan University, Ypsilanti, Michigan*

Successfully instructing over 500 undergraduate and post-graduates students enrolled in Teacher Education Certification Program course in the area of sound assessment and evaluation practices.

Spring 2009

*Concordia University, Ann Arbor, Michigan*

Successfully instructing a cohort of graduate education administration students in an Introduction to Administration Course

Fall 2003

*Butler University, Indianapolis, Indiana*

Successfully taught College Workshop Seminar for graduate education students in the area of cultural relevant teaching.

- **Restorative Practices Facilitator**, 4/2015 to Present  
*Restorative Process Facilitator, IIRP*  
Trained to lead Restorative Conferences, Circles and Family Group Conferences/Family Group Decision Making.
- **National Trainer**, 10/2014 to Present  
*ALICE Active Shooter Trainer, ALICE Institute*  
Serving as national trainer, locally trained over 3,000 school personnel
- **Accreditation External Site Team/Assoc. Lead**, 3/2014 to Present  
*National Advanc-Ed Accreditation Association*  
Serving as an external site evaluator for schools/districts seeking accreditation or re-accreditation
- **National Consultant**, 7/2010 to 2013  
*The College Board, Duluth GA*  
Served as a national consultant for The College Board in their College Readiness/Excellerator division focusing on K-12 transitions through a multi-faceted, multi-layered diagnostic process

## Professional Memberships

American Association of School Administrators (AASA)  
Michigan Association of School Administrators (MASA)  
Association of Supervision and Curriculum Development (ASCD)  
Michigan Association of Computer Users in Learning (MACUL)  
Michigan Association of Secondary School Principals (MASSP)  
National Alliance of Black School Educators (NABSE)  
National Association of Elementary School Principals (NAESP)  
National Association of Secondary School Principals (NASSP)  
National Council of Educating Black Children (NCEBC)  
Phi Delta Kappan (PDK)

## National Institutes and Councils

- **The Futures Institute, December 2018-Present**
- **Harvard University Women in Leadership Institute, March 2018**
- **National Superintendent's Leadership Council, 2017-Present**
- **HWC Executive Leadership Institute-2016 to Present**

## Community Memberships and Affiliations

### Current

- **Member** *Redford Youth and Family Commission*
- **Board Secretary** *Henry Ford Academy Charter School*
- **Member** *Alpha Kappa Alpha Sorority, Incorporated*
- **Executive Member** *Tri-County Alliance*
- **Member,** *Professional Growth and Leadership Committee, MASA*

### Former

- **Co-leader/Education Sub-group,** *Washtenaw County Cyber Citizen Coalition*
- **Charter Member/Generations Committee Chair,** *Ann Arbor Rotary West*
- **Representative,** *Region 8 MAISA Instructional Leadership Committee*
- **Member** *National African American Parent Involvement Day Planning Committee*
- **Member** *Washtenaw County Juvenile Detention Center Policy Committee*
- **Member** *Washtenaw County Court Disproportionate Reduction Project Committee*

## Awards and Recognitions

- **SL Roberson Community Leadership Award-2014**
- **Southfield Partnership Council Recognition -2007, 2008, 2009**
- **Lilly Endowment/Teacher-Administrator Creativity-2004**
- **Pike Education Foundation/ Math In Your Feet-2004**
- **Morgan State University/ Distinguished Alumni Fellow-2003**
- **Indianapolis Star News/ Overachiever Award-2003**
- **MSD of Pike Township Honor Roll 2001, 2002, 2003**
- **Mayor Bart Peterson / Character Counts Award-1999**

*Extensive List of References and Recommendations Upon Request*

# Sarena M. Shivers, Ed. D.

## Leadership Professional Accomplishments and Highlights

### Superintendent, Redford Union School District

- Improved high school graduation rate annually each year since 2015; **2016—70%; 2017—77%; 2018—82%, 12% increase in 3 years.**
- Led the creation and opening of Redford Union Early College and Careers program partnered with Wayne County Community College, Schoolcraft College and Michigan State University. Redford Early College average **GPA is 3.4 compared to average HS GPA of 2.0.** Prior to Early College high school averaged **144 college credits per year; currently high school averages 600 college credits per year**
- Revamped the technology department which included; third party audit and contract, ;significantly improving help-desk response time and improved support; operable Wi-Fi in all buildings; hiring of Director of Instructional Technology, installation of new camera system, hundreds of devices at each school (chrome books, iPads, Clevertouch boards, etc.)
- Brought in over **3 million dollars** in grant funding through partnership with Hanover Research Education Solutions
- Began the implementation of International Baccalaureate MYP (Middle Years Programme)
- Facilitated the creation and implementation of a five-year strategic plan that led to the development of a council of stakeholders of staff, community members (elected officials, business leaders, medical, clergy), parents and students that meet three times per year
- Co-facilitating a township wide initiative on improving student attendance and reducing truancy through a three-prong approach focused on data monitoring, marketing and awareness campaign and a comprehensive multi-tiered attendance protocol aligned with MTSS (Multi-Tiered System of Support) process
- Developed a five-year Restorative Practices district-wide plan of implementation that was showcased at Wayne RESA and presented throughout the county
- Implementing a five-year Cultural Proficiency professional growth plan for all stakeholders in the district and community
- Revamping fine arts program and performing arts year-around opportunities for students as part of district-wide STEAM initiative with musical Maestro Damien Crutcher
- Developed the Redford Union Safety Coalition in partnership with local law enforcement. Providing ALICE Active Shooter Training for all of Redford Union staff and students K-12. Training is held annually and open to the Redford Community
- Providing ALICE Active Shooter Training and support in school districts within Wayne County (Hamtramck, Garden City, Flat Rock)
- Led a group of teacher leaders to provide a month-long professional development for teachers in China at the University of Science and Technology in Beijing, China through partnership developed with Michigan International Educational Services
- Developed and opened a new virtual learning center for students at-risk of dropping out of high school and Second Chance program for middle school students facing long-term suspension or expulsion

## Assistant Superintendent of Achievement, Washtenaw Intermediate School District, Ann Arbor, MI

- Supervision of Achievement Initiatives Team inclusive of executive directors, directors, supervisors and coordinators in the areas of Instruction, Special Education and Student Services, Early Childhood, Grants Development Coordinator and Event Services personnel
- Interim Director of Transportation, overseeing transportation supervisors, mechanics, drivers and monitors and all functions of a transportation operation.
- Oversee department general fund budgets, set budget priorities and make budget amendment/recommendations. Negotiated contracts with non-affiliated and teamsters' units. As well as transportation unionized group.
- Supervised Director of Secondary Options responsible for the supervision of Washtenaw International Baccalaureate Programme (**expected to be ranked in top high schools in the state of Michigan in 2015**), Alternative Project-Based Blended Learning Program (WAY Program) and Early College Alliance (ECA) located at Eastern Michigan University (**currently ranked in top high schools in the state of Michigan—Average composite ACT score 25**)
- Collaborated on the development of a countywide Cultural, Racial and Economic Diversity network. The Racial and Economic Justice Project, is a five-year initiative that seeks to develop educators skilled at successfully connecting with, empowering, and teaching diverse students, particularly students of color and low-income students
- Lead organizer for countywide ALICE Initiative focusing on planning Active Shooter/Active Threat training for all employees in collaboration with the County Sheriff's Department, State Police and all local law enforcement jurisdictions. Over 3,000 personnel trained. Led the development of age appropriate student lessons to be taught to over 47,000 students throughout the county. Model has received national attention and has been nominated for the National Exemplary School Safety Initiative Award.
- Led site coordination for district to receive re-accreditation through Advanc-Ed Organization. Received full accreditation, at which time WISD was the only regional service agency in the state of Michigan with this distinction
- National external site visit evaluator for Advanc-Ed accreditation process
- Implemented Widening Advancements for Youth (WAY) Washtenaw currently serving over 300 at-risk youth (high school drop-outs) in Washtenaw County
- Organizing annual county-wide youth diversity forum in partnership with University of Michigan Intergroup Relations
- Serving as a facilitator in the unification of two urban school districts. Led cultural proficiency and balanced calendar staff/community advisory workgroups. Redesigned transportation management of student discipline, discipline referrals and bus driver training
- Co-facilitating 20/20 Steering Committee comprised of Washtenaw curriculum directors and assistant superintendents
- Serving on the National African American Parent Involvement Day (NAAPID) at Night planning committee for 2011, 2012, 2013 and 2014 event
- Co-planning the 2011 Cyber Security in the 21<sup>st</sup> Century event as member of the Washtenaw Cyber Citizenship Coalition for over 300 high school students across Washtenaw County
- Selected to serve as a national consultant for The College Board Excelsior/Readiness Division
- Serving as county Truancy Officer

## **Director of Curriculum, Instruction and Assessment, Southfield Public Schools, Southfield, MI**

- MEAP achievement scores (percentage of advanced and proficient) increased in 10 of the 16 grade levels/content areas for fall 2009
- MME scores for spring 2009 increased in 4 out of 5 core academic areas
- Developed and opened University High School Academy, a separate, small-personalized Science, Technology, Engineering and Mathematics (STEM) honors high school in Southfield Public Schools **(currently ranked in the top 20 high schools in the state of Michigan)**
- Developed and opened Levey STEM academy, a school within a school located within Levey Middle School
- Co-Created Advanced Placement (AP) Prep Elementary Programming for acceleration and GEAR UP summer programming for remediation/academic support
- Led Advanc-Ed North Central Association fifteen school and on district accreditation leadership team
- Trained as Advanced 6+1 Writing Instruction/Assessment Trainer
- Developed district-wide school improvement format and template that was highlighted and used by MDE in their state-wide training
- Supervised, evaluated and made employment recommendations for various administrative positions to include: Supervisor of State and Federal Programs, Supervisor of Instructional Technology/Professional Development, Supervisor for Literacy, Assessment Consultant and Principal Coach, Supervisor for Career and Technical Programs, Coordinator of Mathematics, Coordinator of Secondary Science and NASA Programming and Supervisor of K-12 Academic Achievement.
- Completed Michigan Leadership Institute Superintendent Preparation Series (SUPES) Academy

## **Instructional Projects Coordinator, Washtenaw Intermediate School District, Ann Arbor, MI**

- Co-Created Early College Alliance (ECA) in collaboration with other business and educational leaders in Washtenaw County now fully implemented with over 400 students enrolled **(currently ranked in top high schools in the state of Michigan—Average composite ACT score 25)**
- Authored, Early College Alliance Provides Students Access to Success, featured in *Leading Change: Ensuring That Every Child Has an Equal Opportunity to Learn & Succeed*, (2007-2008), Vol. 6, Issue I
- Co-facilitated county-wide math literacy committee and work across the county. Involved in the initial work with the National Algebra Project and YPP (Young Peoples Project) in collaboration with University of Michigan and other educational leaders in southeast Michigan
- Co-facilitated the initial adolescent literacy work that evolved into county-wide Reading Apprenticeship initiative
- Co-facilitated monthly high school principal meetings and high school transformation Leadership and Design teams from around Washtenaw County

## **Executive Director/Principal-Honey Creek Community School, Ann Arbor, MI**

- Developed Big Ideas (The Leadership and Learning Center/Larry Ainsworth) in mathematics across all grade levels K-8 grade
- Led school improvement, curriculum development and alignment, and special educational services for school community

- Provided oversight of every facet of fiscal management
- Trained staff in Data Teams/Data Analysis processes and held regular “Data Days” with grade level teams
- Served on state’s K-12 MEAP Item review and development for mathematics
- Trained as a 6+1 Writing Instruction/Assessment Trainer

### **Principal-New Augusta Public Academy South, MSD Pike Township, Indianapolis, IN**

- ISTEP scores percent above (state average) in both mathematics and English increased from 53% to 65% in one year (2003-2004)
- Trained staff in Data Teams (Doug Reeves)/Data Analysis processes and held regular “Data Days” with grade level teams
- Awarded “Math In Your Feet” Foundational Grant, Pike Educational Foundation
- Recipient of Distinguished Alumni Recognition presented by President of Morgan State University
- Featured as “Today’s Overachiever” in Indianapolis Star Newspaper, Indianapolis, Indiana
- Began “Sunshine Math” school-wide student recognition program that aligned with school improvement plan
- Began school-wide Character Counts initiative and began Friday school-wide character assemblies. This was led by the administration and dual purposed so that teachers could have joint planning across grade levels
- Developed Student Mentoring, Assessing, Remediating, Tutoring Team (SMARTT) to closely monitor and adjust the academics of lowest performing students
- Selected for Indiana Principal Leadership Academy cohort
- Taught graduate level teacher and administrator workshops at Butler University, Indianapolis, Indiana. Topics ranged from diversity and data to differentiation.
- Organized and led school-wide professional development with national consultant Phil Schlechty (only school in the district)
- Trained as statewide mentor for new principals by Indiana Professional Standards Board
- Featured in *Young Audiences Program of the Week*, “Clogging and Mathematics” combining mathematics and art
- Increased parent involvement in parent conferences from 91 to 99% of total student population
- Supported school as grant recipient for prestigious Lilly Foundation Teacher Creativity Fellowship, *Discovering My Soul Within*, 2004
- Selected as an IndianaNext Fellow and grant recipient for Indiana’s principals and superintendents to deepen understanding of the power of technology and to support systemic change for improved student learning, 2002

### **Assistant Principal, MSD Wayne Township, Indianapolis, IN**

- Provided leadership role in district restructuring featured in compelling 90, 90, 90 schools research with national consultant, Doug Reeves. This resulted in substantial rise in test scores and elimination of achievement gap over time
- Co-collaborated to develop behavior modification program, “Fundamentals of Classroom Management” which focused on providing teachers with de-escalation skills. Reduced 1/3 of discipline

referrals from over 600 to less than 300 in one year. Program expanded from building to district-wide

- Led a discipline team that reduced bus referrals by 41% in one school year
- Co-facilitated district-wide New Teacher Orientation Workshop for over 100 new teachers
- Began the preliminary planning with district Human Resource Director to recruit, hire and retain more minority teaching candidates from other parts of the United States

# William J. Smith, Ed.D.

Experienced Student-Centered Innovative Educational Leader with expertise in increasing student achievement for all children at all levels. Exemplary skills in:

- Increasing Academic Rigor, Student Performance, and Elevating Organizational Expectations
- Data-Driven & Research-Based Instructional Innovation and School Improvement
- Educational Stakeholder Engagement
- Bond Issue Project Planning
- Stakeholder-Based Strategic Planning
- Governance Team Capacity Building
- Contract Negotiations
- Closing Achievement Gaps in All Subgroups
- Increasing Programing and Opportunities for All Students
- Staff and Leadership Engagement, Capacity Building, and Empowerment
- Digital Innovation and Technology Implementation
- Finance, Budget Development, and Resource Management

## PROFESSIONAL EXPERIENCE

### Asst. Superintendent for Instructional Services

2011 to Present

Kent Intermediate School District, Grand Rapids, Michigan (120,000 Students)

Responsibilities include a \$298 million budget, supervision of eighteen administrators, ten instructional programs including Teaching and Learning, Special Education, Information Technology and Data Services, Career and College Readiness, Adult Education, and four Early Childhood services, five schools including a 3,000 student Career Technical School, 200 student Special Needs Career Readiness School, 250 student Blended Learning Academy, 100 student Early Middle College, and 400 student Project Based Learning Lab School, and eight hundred staff, and two comprehensive high schools.

- Designed, Developed, and Opened a Project Based High School, a Blended Learning Academy, and an Early Middle College; each earning state and/or national recognition for exemplary performance and service.
- Co-facilitator for the transition of county-wide center-based Special Education Services from Grand Rapids Public to Kent ISD supervision and direction.
- Developed a highly effective Early Childhood Program for Kent County 0-4 year olds whose participants significantly outperformed their peer subgroups on the Kindergarten Readiness Assessment.
- Leadership Partner with Doug and Maria DeVos Foundation, serving on leadership teams for



the Leading Educator initiative designed to build the teacher leadership capacity and the New York City Leadership Academy (NYCLA) initiative focusing on building the skills of Urban School Principals.

- Leader in initiatives focusing on College Debt Reduction Strategies for Parents, Students and Counselors, Diverse Teacher Talent Acquisition and Retention, Diversity, Equity and Inclusion focused efforts in Closing Achievement Opportunities.

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## **Superintendent**

**2008 to 2011**

Kent City Community Schools, Kent City, Michigan (1,800 Students)

Responsibilities included a \$12.4 million budget, supervision of seven administrators, three schools, and three hundred staff.

- Collaboratively developed, as a fiscal leader, a budget that increased the fund balance from less than 1% to 4.65% within the first 12 months as superintendent without negatively affecting programs and services for students, and in years two and three, expanded the fund balance to 8%.
- Working collaboratively with district staff, facilitated a transition in human resources that created \$290,000 in savings, recalled staff from lay-offs, and expanded services to students.
- Implemented High Impact Initiatives focused on increasing K-12 Computer Science, Music and Performing Arts, World Languages, and Health Science programs firmly establishing Kent City Community Schools as a premiere district of choice for parents and students.
- Led a successful bond renewal campaign for both a sinking fund and operational millage renewal by securing three times the number of yes votes than the same initiatives just three years prior.
- Developed flexible learning opportunities for all students K-12 including a two-week summer credit recovery and acceleration program that saved the district 1.8 FTE or an average of \$140,000 while allowing students to expand opportunities leading to specialized individual learning opportunities and dual enrollment credits.

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## **High School Principal**

**2006 to 2008**

Howell Public Schools, Howell, Michigan

Responsible for supervision, professional development and evaluation of 148 certified and 56 non-certified staff, the educational success of 2,556 students 9th through 12th grade, the development and maintenance of a dynamic learning culture in three campuses, and maximizing the instructional impact on student achievement through the effective deployment of a \$5.66 million budget.

- Authored a plan for high school students to earn college credit utilizing the MACRO agreement, allowing for 36% of current 10th thru 12th grade students to earn college level credit and a cohort of 90 students in the class of 2010 to earn an Associate's Degree upon high school graduation.
- Managed the opening of the \$72 million Parker Campus, the \$390,000 renovation of the CTE Campus, and the \$25 million redesign of the Howell High School campus providing consultative supports to contractors, coordinating purchasing and installation, and organizing construction phase progress to ensure minimal obstruction of the educational process.
- Created a flexible student-centered scheduling system that resulted in significant increases in student performance in all core content areas, increased AP and Early College Enrollment, reduction in discipline referrals, and an increase in attendance.

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**High School Assistant Principal/Federal Project Director****2003 to 2006**

Farmington Public Schools, Farmington Hills, Michigan

Collaborative administrative team member responsible for the supervision of 78 certified and 28 non-certified staff, 1,428 students, effective and cost efficient deployment of custodial and maintenance human resources, direction of state championship caliber athletic programs and staff, and the successful implementation of a \$300,000 Federal Smaller Learning Communities Grant as Project Director.

- Selected to lead the districts Secondary Redesign Initiative, facilitated community meetings, developed key stakeholder partnerships with community organizations and local businesses, and implemented a Secondary Redesign Model for the district.
- Assisted in the successful passage and completion of a district wide \$37 Million Outdoor Facilities Bond.
- Authored a successful \$300,000 Federal SLC Grant that assisted in closing achievement gaps between NCLB subgroups resulting in a reduction of 9th grade student failures by 39% in the first year of implementation.

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**Assistant Athletic Director, Curriculum Leader, and Teacher****1993 to 2003**

Otsego Public Schools, Otsego, Michigan

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**Teacher****1991 to 1993**

Kentwood Public Schools, Kentwood, Michigan

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**EDUCATION**

**Ed.D.**, Northcentral University, 2009. Doctorate in Educational Leadership. Dissertation focus area in Innovative Instructional Models and Delivery Methods Increasing Student Achievement for All Students.

**Master of Arts**, Western Michigan University, 1996. Master's in Educational Leadership with an Emphasis in Organizational Structures and Student-Centered Leadership Resulting in Increased Student Achievement.

**Bachelor of Science**, Grand Valley State University, 1991. Secondary Education, History, and Kinesiology, Physiology, and Physical Education.

**Certification** – Michigan: K-12 Administrator Certificate & Professional Education Certificate (CC & MB).

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**AWARDS AND RECOGNITION**

- *Farmington/Farmington Hills Multicultural-Multiracial Community Council Rainbow Recognition Award for Educational Excellence*
- *Governor's Certificate of Recognition for Educational Excellence*
- *Howell Board of Education Certificate of Excellence Award*
- *Regional Superintendent of the Year, MASA, 2008*
- *MASA Superintendent's Conference, Presenter*

## PROFESSIONAL AND COMMUNITY ACTIVITIES

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- MDE ESSA Advisory Committee
- Talent 2025 Educational Committee
- Valley Ridge Community Foundation
- START Plus Superintendents Leadership Association
- MDE Assessment Committee
- KISA Secondary Redesign Chair
- Kent Education Foundation
- GVSU Football Alumni Association
- Minority Student Achievement Network Representative

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## REFERENCES

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