

# SANTARVIS N. BROWN

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## Profile

Passionate, multifaceted executive leader with over 15 years of documented success in providing stellar organizational leadership, delivering innovative solutions, spearheading major institutional missions and initiatives, overseeing fiscal budgets, as well as training, developing, and managing personnel within the higher education sector.

## Skills Summary

- |                          |                     |                              |
|--------------------------|---------------------|------------------------------|
| ◆ Grant Management       | ◆ Fundraising       | ◆ Project Management         |
| ◆ Community Relations    | ◆ Budget Management | ◆ Recruitment                |
| ◆ Strategic Planning     | ◆ Data Analysis     | ◆ Marketing                  |
| ◆ Training & Development |                     | ◆ Policy Creation & Analysis |

## Education

<b>Juris Doctor:</b>	Purdue University Global
<b>Doctor of Education- Education Administration</b>	California Coast University
<b>Master of Education:</b>	Regent University
<b>Master of Divinity:</b>	Payne Theological Seminary
<b>Master of Business Administration:</b>	Columbia Southern University
<b>Master of Arts in Management &amp; Leadership:</b>	Liberty University
<b>Bachelor of Arts in Religion &amp; Philosophy:</b>	Florida Memorial University
<b>Healthcare Administration Certificate:</b>	Cornell University
<b>Certificate in School Management &amp; Leadership</b>	Harvard University

## Certifications

- |   |   |
|---|---|
| • Project Management Qualified                      | • Certified Ethics Associate                  |
| • Strategic Organizational Leadership Certified     | • Change Management Specialist                |
| • Corporate Leadership Certified                    | • Six Sigma Black Belt Certified in Education |
| • Six Sigma Lean Black Belt Certified in Government | • Certified Conflict Manager                  |
| • Certified Continuous Improvement Manager          | • Diversity Management Certified              |
| • AFC Certified College Professional                | • Inclusive and Ethical Leadership            |

## Professional Experience

FLORIDA INTERNATIONAL UNIVERSITY: *Program Faculty, Management Leadership Program*  
February 2023 – Present

- ◆ Maintain, update, and submit thorough grade & attendance records and generating said reports for departmental and registrar review.
- ◆ Prepare and present lectures and online presentations in accordance with university policy and departmental goals and objectives.
- ◆ Successfully navigate and demonstrate a mastery level of online learning management systems to ensure a sound technological experience is attained by all students.
- ◆ Research and implement lecturing best practices in order to consistently promote student success and improving student outcomes.

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eCORNELL UNIVERSITY: *Leadership, Operations Management, Healthcare Program Manager*, Ithaca, NY (Remote).

September 2022 –

- ◆ Serves as serve a multifaceted function involving governance for the facilitation of eCornell's large body of expert-led programs.
- ◆ Heading the growth and professionalization of eCornell's facilitators in these program areas of the eCornell product portfolio
- ◆ Identify, recruit, vet, and make the hiring decisions for well-qualified experts to serve course facilitators (live and asynchronous) and program SMEs, within the appropriate program areas
- ◆ Oversee facilitators in the pool associated with the program areas.
- ◆ Launched the Cornell on the Inside Prison Pilot Program

UNIVERSITY OF VIRGINIA: *Leadership Lecturer*, Charlottesville, VA.

November 2021 – Present

- ◆ Maintain, update, and submit thorough grade & attendance records and generating said reports for departmental and registrar review.
- ◆ Prepare and present lectures and online presentations in accordance with university policy and departmental goals and objectives.
- ◆ Successfully navigate and demonstrate a mastery level of online learning management systems to ensure a sound technological experience is attained by all students.
- ◆ Research and implement lecturing best practices in order to consistently promote student success and improving student outcomes.

CHARISMA UNIVERISTY: *Professor of Business*, Turks and Caicos (Remote).

January 2021 – Present

- ◆ Select and organize materials based on course outcomes/objectives and program learning outcomes.
- ◆ Develop a plan of instruction that responds to the needs of students, the instructor's teaching style, the goals of the course, and the nature of the subject matter.
- ◆ Assess, on an ongoing basis, course content, methods, and materials and makes necessary enhancements based on college-supplied and other data on student success, satisfaction, and retention, peer and supervisor feedback, and regular self-evaluation.

eCORNELL UNIVERSITY: *Facilitating Faculty*, Ithaca, NY (Remote).

July 2020 – Present

- ◆ Maintain, update, and submit thorough grade & attendance records and generating said reports for departmental and registrar review.
- ◆ Prepare and present lectures and online presentations in accordance with university policy and departmental goals and objectives.
- ◆ Successfully navigate and demonstrate a mastery level of online learning management systems to ensure a sound technological experience is attained by all students.
- ◆ Research and implement lecturing best practices in order to consistently promote student success and improving student outcomes.

MIAMI REGIONAL UNIVERSITY: *Professor/Chief Academic Officer*, Miami, FL.

April 2018 — April 2020

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- ◆ Founded the Inaugural Doctor of Nursing Practice Program—which brought in an additional \$1.5 million—and the Bachelor of Science in Applied Behavior Analysis.
- ◆ Launched the School of Business with the Master of Business Administration Program with the Inaugural Class graduating in June 2020, which brought in an addition \$288,000.
- ◆ Relaunched the School of Education with the Master of Education in Educational Administration with the Inaugural Class graduating in June 2020, which brought in an addition \$250,000.
- ◆ the Continuing Educational Certificate Program with the Inaugural Class graduating in June 2020, which brought in an additional \$120,000.
- ◆ Served on college-wide committees and works with the other vice presidents and administrators in a collaborative environment.
- ◆ University experienced significant enrollment growth, from 1100 to 2000 students; additionally, we also saw tremendous increase in retention and graduation rates.

## MIAMI-DADE COLLEGE: *Grant Director/Project Director, Communities of Interest (COE), and STEM SPACE* Miami, FL.

December 2014 – April 2018

- ◆ Managed \$ 10 million grant including the organization, planning, implementation, and continuous review and analysis.
- ◆ Oversaw and managed the tracking and maintenance of multi-million-dollar grants, which required succinct precision in order to successfully complete annual reports to maintain funding.
- ◆ Led ongoing strategy for Communities of Interest (COI) and STEM SPACE grant programs designed to promote an understanding of health-related and STEM career paths from start to finish and set students for success while preparing them for the rigors of the curriculum.
- ◆ Conducted data analysis to further develop and enhance the COI model, enrollment and manage a \$5 million budget.

## SEMINOLE TRIBE OF FLORIDA DEPARTMENT OF EDUCATION: *Director*, Hollywood, FL.

May 2013 — August 2014

- ◆ First African American to hold the distinction of the Director position.
- ◆ Was responsible for strategic planning and the overall leadership, development, organization, management, operation, and implementation of Seminole Tribe of Florida's Education Department.
- ◆ Oversaw operating budget of \$ 43 million dollars.
- ◆ Collaborated with various constituents to ensure compliance with Advance Ed.
- ◆ Utilized clear communication, analyzed collected data, and leveraged technology to orchestrate the creation of a new comprehensive strategic plan.
- ◆ Created and implemented needs assessment, monitored, and evaluated the total program and program components to ensure learning objectives are being met effectively, as well as recognizing areas for improvement.
- ◆ Planned, initiated, and implemented the use of educational resources, services, and curriculum, to assist in the successful development of Tribal Members, at-risk students, special needs students, and their families.
- ◆ Re-organized department infrastructure to ensure more efficient department operations which resulted in the creation of K-12, Higher Education, and Career Education Divisions.

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CATALYST MIAMI: *Vice President of Civic Leadership*, Miami, FL.  
September 2012 – May 2013

- ◆ Provided leadership and vision to the Civic Leadership department and support the team in meeting the department's goals and upholding organizational values.
- ◆ Worked closely with the President, the Executive Team, and the department senior leadership and program leaders' team to establish goals, set strategic priorities, and advise on program development and organization-wide priorities.
- ◆ Engaged with the organization's Board of Directors on civic engagement and community organizing priorities, and provide staff support to relevant board committees.
- ◆ Supported the state affiliates' civic engagement and community organizing work and search for strategic opportunities that will strengthen.
- ◆ Launched the Parent Leadership Training Institute and Speak Out programs in the Miami Dade County Communities.

## Citations/Awards:

- 2023: Legacy Magazine's Most Influential Black Professional
- 2023: International Association of Top Professionals 2023 Top Educator Award
- 2022: Brainz 500 Global List
- 2022: Passion Vista Who's Who of the World
- 2022: Global Choice Award: Change Maker and Innovator in Education
- 2022: Inaugural Inductee into the William H. Turner Technical Arts High School Hall of Fame
- 2022: Education 2.0 Conference Outstanding Leadership Award
- 2022: Bestow Edutrex International Educational Leader of the Year Award 2022
- 2022: Pan African Network 2022 Sawubona Class 30 under 40 Leaders in Higher Education
- 2022: Featured on the 1/6/22 Brainz Magazine Cover
- 2021: GECL Awards: Performance Excellence Award in Leadership
- 2021: Passion Vista Global Icons of 2021 (No.6)
- 2021: Brainz 500 Global List (No.2)
- 2021: Excellence in Education from Global Forum on Teaching and Learning
- 2021: Top Black Educator in South Florida Legacy Magazine
- 2021: Philanthropy Miami Academy Graduate
- 2020: Named to GFEL Top 100 Global Leaders in the Field of Education
- 2020: 40 Under 40 Black Leaders in South Florida and featured on the Cover of Legacy Magazine.
- 2020: FBI Citizen's Academy Graduate
- 2019: Higher Education Association & Accreditation Fellow
- 2017: Management Strategy Institute Senior Fellow
- 2016: Higher Education Leadership Institute Fellow
- 2005: Dr. Santarvis Brown Day in the City of Opa-Locka (July 12)

# SANTARVIS N. BROWN

## Civic/Board Engagement:

- (2009 – Present) Board Member, Miami Dade County Community Action Human Services Board.
- (2009 – Present) Chair, Miami Gardens Nuisance Abatement Board
- (2017 – Present) Vice Chair , Greater Miami Service Corps
- (2020– Present) Board Member, Center for Family and Child Enrichment Center
- 2020– Present) Inaugural Senior Visitor/Co-Chair Board of Visitors, Rdevia
- (2018 – 2020) Former Board Chair, HBCU Campaign Fund
- (2005 – Present) Member, Alpha Phi Alpha Fraternity Inc.
- (2001 – Present) Member, King James Masonic Lodge # 15
- (2012– Present) Board Member, Florida Council of Private Colleges
- (1999– Present) Role Model – 5000 Role Models of Excellence Project
- (2021– Present) Member, Representative Felicia Robinson’s HD 102 Advisory Council
- (2021– Present) Member, Better Health Consultants Advisory Board
- (2021- Present) Chair, Minority Freedom Community Fund Board of Trustees
- (2022 – Present) Member, 100 Black Men of South Florida
- (2022 – Present) Member, Better Health Consultants Advisory Board
- (2022 – Present) Vice Chair, Diversity Recruitment Partners Advisory Board
- (2022- Present) Member, Black Boys Leadership Alliance for Change Board

## Seminars/Presentations:

- 06/2021 – Keynote Speaker at Global Forum on Teaching and Learning Top Education Conference
- 06/2021 – Presenter at Bright Horizons Educate Todaye’ The Servanthood of Servant Leadership in a Digital Age.”
- 04/2016 – Presenter at Association of American Community Colleges Conference “The Network: Building Communities of Interest.”
- 02/2016e- Presenter at Achieving the Dream Conference “The Network: Building Communities of Interest.”
- 12/2015 – Presenter at Association of Florida Colleges Conference “The Network: Building Communities of Interest.”
- 10/2014 – Presenter at Miami Dade Community Leadership Institute “Communications and Conflict Resolution.”
- 2/2014e- Panelist at NAACP Gun Violence Forum in Miami Gardens.
- 9/2013 – Presenter at Miami Dade County Neighborhood Empowerment Leadership Forum. “Motivating Others.”
- 9/2012e- Presenter at Miami Dade County Neighborhood Empowerment Leadership Forum. “Motivating Others.”
- 11/2007 – Presenter at the Florida Association for Supervision and Curriculum Development Conference “Re-defining Educational Leadership.

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# John Meyer Dunnuck III

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## *Areas of Expertise*

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- Educational Financial Operations
- Strategic Planning and Initiatives
- Educational Information Technology Operations
- Private / Public Partnerships
- Procurement Process & Practices
- Complex Real Estate Initiatives
- Facility Planning and Operations
- Capital Construction
- Leadership / Team Building
- Financial Aid Regulations
- Non-Traditional Revenue Generation
- Public Safety
- Emergency Preparedness
- Risk Management

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## *Executive Leadership Experience*

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**Broward College, Fort Lauderdale, FL,**  
***Senior Vice President, Finance & Operations***

November 2012-Present

### Duties

Lead and manage the College's Finance Department; Financial Aid; Safety, Security, and Emergency Department; Business Services to include Supplier Diversity, Procurement, and Risk Management; Information Technology Department; Facilities Management to include all Planning Maintenance and Capital Projects; BCEduventures, a direct support organization to raise non-traditional revenue; and, Auxiliary Services to include the bookstore and food services. As Vice President, develop and enforce policy and procedure, advance innovative solutions to complex situations, lead an organization of 250 employees while managing the College's \$300 million dollar budget; negotiate complicated contracts and present information to the Board of Trustees.

### Select Accomplishments

- Direct financial operations of a public institution with over 45,000 students.
- Identified \$8 million of re-occurring general fund expenses and revenues to reprioritize as part of Fiscal Year 2022-23 budget.
- Operations and Finance had no comments to address from SACSSCOC accreditation initial submission and reaffirmation (2020)
- Developed priority-based budgeting strategy to measure returns vs investments.
- Centralized Maintenance and Security Departments into cohesive units over three campus locations.
- No bid challenges in ten years of overseeing Procurement.
- Outsourced the bookstore operation creating better customer service while generating an additional \$4 million dollars.
- Renovated Bailey Hall to host Gubernatorial Debate and all future high-profile events.

- Executed the first P3 partnership for classroom space in the State and partnered with Florida International University for use of said space.
- Monetized land for two projects that will generated up to \$500 million dollars of revenue over 99 years.
- Negotiated the vacation of Florida Atlantic University operations downtown at minimal cost to the College. (This allowed the long-term lease opportunity downtown.)
- No State financial audit findings as CFO.
- Completed all major building projects (Science Bldg., Auto-Marine, Bldg 47, Aviation Annex, Miramar West) on schedule and on budget.
- Sold an Auto-Marine Center above appraised value, generating one-time funds of \$11 million dollars, which allowed College to right-size facilities and save operating expenses.
- Implemented a new cloud-based enterprise resource planning system, Workday.
- Managed the College's and the Foundation's \$201 Million financial investment portfolio.
- Developed a vision to leverage campus assets, creating non-traditional revenue, which has become the basis of the new Direct Support Organization -BCEduventures.
- Led Information Technology out of an implementation of a student information system that was millions of dollars over budget. Successfully negotiated a settlement for a large refund.
- Implemented cloud systems for all IT activities including storage, software and telephony while enhancing system redundancy.
- Installed \$4 million dollars of computer technology to create flexible learning classrooms utilizing HEERF funds.
- Developed project-manager-based approach to manage all HEEREF related spending, tracking and submissions. College on track with all guidelines.
- Constructed a 24/7 Security Operations Center to centralize all dispatch and video monitoring activities without additional operational dollars to fund staffing.
- Constructed student service spaces to improve recruitment and retention including the academic success centers, dining facilities, common areas, and a student service intake area.
- Led a cross-functional College team for all COVID related situations.
- Saved the College over \$100,000 challenging the Risk Management Consortium methodologies.
- Developed the College's first Enterprise Risk Management (ERM) system for tracking levels of risk.
- Reduced overtime of Safety & Security by 300% by establishing a 2080 annual work schedule for officers.
- Negotiated the first Private / Public / Partnership for classroom space in the State.
- Hurricane Irma facility response completed a head of all local and regional institutions.
- Successfully modified various administrative policies with Trustees.
- Added named food services based on student requests (Subway, Dunkin, Smoothie King Papa Johns).
- Took lead role in college-wide committees, such as: Aspen Institute panel, Finance & Investment Committee, Enterprise Resource Planning Committee, Sustainability Committee, and Health Care Task Force Advisory Committee.

## **South Florida Water Management District, West Palm Beach, FL, 2004-2011**

### **Business Services Director (Program Manager of Restoration)**

#### **Duties**

Managed the \$1 billion dollar Everglades and Kissimmee basin restoration activities. Coordinated all budgets and 300 plus projects for restoration. Developed the engineering and construction department from inception while reducing program support costs. Acted as program liaison with the Army Corp of Engineers. Negotiated all significant construction contracts. Managed two million acres of land including all leases. Oversaw the land acquisition support team i.e. appraisals, title and closing. Presented action items and regularly met with the District Board of Trustees.

#### **Select Accomplishments**

- Created the restoration engineering and construction departments saving millions of dollars annually in operating costs.
- Negotiated a \$40 million savings on a \$460 million contract negotiation for the EAA Reservoir project.
- Responsible for Human Resource activities of 500 plus employees.
- Successfully implemented a Districtwide reorganization plan reducing 16 programs to 4, creating a streamlined process.
- Successfully defended two Federal lawsuits relating to land lease activities.
- Led appraisal of one of the largest environmental purchases in State of Florida history, Babcock Ranch.

## **Collier County Board of County Commissioners, Naples, FL 2000-2004**

### **Public Services Administrator (2002-2004)**

#### **Duties**

Led 800 plus employees and the largest general fund budget in the County including the departments of Parks and Recreation, Libraries, Domestic Animal Services, Emergency Medical Services (EMS), Veteran Services, Social Services, Museums, and Extension Services. Presented all action items to the Commission, lead union negotiator, developed annual budget, and all day-to-day activities. Additionally, acted as the County liaison to the Black Affairs and Hispanic Affairs Advisory Boards.

#### **Select Accomplishments**

- Successfully negotiated a multi-year union contract with EMS.
- Developed a long-range beach access strategy adopted by the Commission.
- Successfully won a lawsuit with Ritz-Carlton to construct a beach parking garage.
- Leveraged grant and matching funds to construct and operate a walk-in medical clinic for underserved populations.
- Expanded museum system without additional funding.
- Constructed upscale \$60 million-dollar regional library and waterpark sports complex.

## **Community Development Administrator (2000-2002)**

#### **Duties**

Led 200 plus employees to include Planning, Zoning, Engineering, Natural Resources, Pollution Control, Code Enforcement, Permitting, Housing, and Tourist Development at a time when Collier County was the fastest growing community in the United States.



### **Select Accomplishments**

- Consolidated multiple impact fees into one Ordinance saving millions of dollars.
- Provided leadership to development community during Final Order issued by the Department of Environmental Protection.
- Successfully guided re-districting boundaries of County with no challenges.
- Managed and presented all growth management ordinance modifications.
- Brought integrity back to the Planning Department after many legal issues with preceding administration.

### ***Education***

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**University of Illinois, Urbana-Champaign, Illinois**  
Bachelor of Science, 1993

**Florida Gulf Coast University, Fort Myers, Florida**  
Master of Public Administration 2000-2002  
Thirty-two (32) credit hours completed

### ***Community Service***

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#### **Lighthouse of Broward Board Member(2018-present)**

A non-for-profit to support the visually impaired.

#### **Winterfest Boat Parade (2020-present)**

A non-for-profit that showcases the 7<sup>th</sup> largest parade in the Country supporting greater Fort Lauderdale.

### ***References***

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**References Available Upon Request**

## QUALIFICATIONS

**E**xperienced School Administrator with Doctorate of Education from the University of Pittsburgh. Instrumental in cultivating high-performance academic environments through expert management of human and financial resources. Reputation for enhancing curriculum by building strategic organizational partnerships. Adept at administering large-scale budgets, coordinating partnerships to support school systems, and guiding faculty leadership development. Strategic focus and data-driven decision maker. Exceptional leadership, communication, organizational, analytical, and problem-solving skills. Fluent in French and Creole.

## EDUCATION

UNIVERSITY OF PITTSBURGH, Pittsburgh, PA

*Doctor of Education in Educational Leadership*, April 2007

*Dissertation*: "Local and Global Capacity Building for a Sustainable School Community Partnership: Implications for Policy and Practice."

UNIVERSITY OF PITTSBURGH BUSINESS SCHOOL, Pittsburgh, PA

*MBA Essentials Executive Education Certificate*, April 2008

HARVARD UNIVERSITY BUSINESS SCHOOL, Cambridge, MA

*Executive Education, Public Education Leadership Project (PELP) Certificate*, July 2011

VANDERBILT UNIVERSITY, PEABODY COLLEGE, Nashville, TN

*Master of Education*, July 2002

KENNESAW STATE UNIVERSITY, Kennesaw, GA

*Bachelor of Arts in French*, May 2001

## PROFESSIONAL EXPERIENCE

**EAST BATON ROUGE PARISH SCHOOL SYSTEM, Baton Rouge, LA** January 2021 - Present  
*Superintendent*

Leader of a richly diverse student population of over 41,200 students (73% Black, 11% white, 9% Hispanic, 3% Asian, 51% Economically Disadvantaged, 8% ELL, 10% Special Education ) and an operating budget of \$700 million. East Baton Rouge Parish, the second largest school district in Louisiana and home of the state capitol, is committed to our strategic plan focused on four key areas: student achievement, customer service, employee development, and operational excellence.

- ◆ Expanded Early Childhood Education by 1000 seats from the ages 0 to 4 years old through an 8 million dollar investment, increasing availability of high-quality early education to families in need through innovative and diverse delivery models. Created microcenters in elementary schools, allowing a seamless path into 3 and 4 year old classes through partnerships with local daycare centers.
- ◆ Constructed an ecosystem of innovation and opportunities for families to have access to high-quality school choice options within the district: 40 magnet schools, 14 charter schools, and 3 focus choice

schools. Focus choice schools include a partnership school with the LSU Water Coastal and Environmental Coast School, a dedicated 6-12 Visual Performing Arts Conservatory, and a medical exploration school located at Park Elementary in partnership with Baton Rouge General Hospital.

- ◆ Significant improvement in 6 poor performing schools, of at least 14%.
- ◆ Established a public scorecard where families and community members can view student and school performance across the district (<https://scorecard.ebrschools.org/>).
- ◆ Established career pathways with the Baton Rouge Area Chamber and local and state businesses to pay students at \$15 an hour on career internship pathways during the school year.
- ◆ Created a workforce development dashboard of accountability, showing numbers of students in internships by fields (<https://scorecard.ebrschools.org/>).
- ◆ Increased the number of students taking advanced courses (Advance Placement, Dual Enrollment, Industry Base Certification) from approximately 20% to 80% (out of 10,000 students) over 2 years.
- ◆ Oversaw the distribution and responsible allocation of over \$140 million in ESSER allocations to ensure a safe and successful return to in-person learning by providing technology and other school materials for success, including a public dashboard for transparency and accountability (<https://scorecard.ebrschools.org/>).
- ◆ Established Baton Rouge Innovation Coalition with Mayor, post-secondary schools, community nonprofits to establish innovative technology solutions for broadband and technology solutions.
- ◆ Partner with both the Police Department and Sheriff's office to provide safe schools and a community policing model.
- ◆ Worked with the Mayor's Office on the Safe, Hope, and Healthy initiative to provide students with walking passages to ensure students can get home safely.
- ◆ Increased percentage of 9<sup>th</sup> graders on track to 4-year graduation from 68% to 87%.
- ◆ Proven relationships with legislators to impact policies in public education.
  - Made kindergarten mandatory in the state of Louisiana;
  - Acceptance of all dual enrollment credits to all colleges in the state of Louisiana.
- ◆ Incorporated social and emotional learning for all students in the school system through a districtwide SEL curriculum.
- ◆ Incorporated seven school-based clinics in EBR schools in partnership with Baton Rouge hospitals, giving students access to healthcare and support for social and emotional wellbeing.
- ◆ Established elementary school sports for all prek-5 schools, resulting in over 1,000 elementary students having equal access to sports.

**DISTRICT OF COLUMBIA PUBLIC SCHOOLS, Washington, DC**  
***Chief of Secondary Schools***

July 2019- January 2021

Directly responsible for the daily operation of all middle schools and high schools including college career programs and graduation accountability. Oversaw the day-to-day operations of instruction, professional development, operations, and accountability.

- ◆ Improved the education outcomes for students in the area of student performance, community engagement, as well as created policies specific to providing equity for children in the most challenging communities of Washington DC.
- ◆ Led, organized, and implemented a system to deploy middle and high school staff to elementary schools to help the most vulnerable population of students return to school during the pandemic.
- ◆ Co-led in the creation of a lottery system to prioritize the most vulnerable children to safely return for in-person instruction during the COVID-19 Pandemic. Priority populations included: students experiencing homelessness, those in special education, and English Language Learners. Created student support centers to provide additional academic support for students.
- ◆ Increased scores on the ANET, a unified benchmark assessment measuring mastery of standards, in grades sixth through ninth grade in ELA by over 2%
- ◆ Increased passage rates on AP exams by 14%, from 41.2 to 55.6 percentage points. Increased career academy expansions
- ◆ Developed relationships with business partners for career academy expansions from five to ten programs, including firefighters and health care professionals.
- ◆ Redesigned schools in challenging neighborhoods to focus on a career pathway in collaboration with community partners, local partners, business partners, and families.
- ◆ Created a program which includes apprenticeship programs in collaboration with a junior college for students to become certified with career jobs after completion of the 12<sup>th</sup> grade.
- ◆ Created partnerships in the areas of College Career Programs with local universities to improve student certifications in various professions.
- ◆ Supported the implementation and development of the school which provides students with both a high school diploma and 2-year associate degree.

**METRO NASHVILLE PUBLIC SCHOOLS, Nashville, TN**

July 2016- June 2019

***Chief of Schools***

Directly responsible for the day-to-day operations of all 169 schools in the system with a population size of 88,000 students from Pre-K – 12<sup>th</sup> grade.

- ◆ Led students' academic growth in literacy, exceeding the state average resulting in a composite score 4 out of 5 on the state scale.
- ◆ Facilitated students' academic growth in numeracy, exceeded the state average resulting 5 out of 5 on the state scale.
- ◆ Created and implemented STEAM (Science, Technology, Engineering, Arts, and Mathematics) initiative as part of the Metro Nashville Public Schools middle school reform. This consisted of 24 middle schools and was done in partnership to provide students with more opportunities in the sciences.
- ◆ Increased the achievement performance of students in all sub groups (African American, Hispanic, Economically Disadvantaged, and Students with Disabilities.)
- ◆ Improved the school district's status from 'needs improvement' to 'satisfactory' based on the Tennessee state accountability.

- ◆ Decreased chronic absenteeism from 18.1 to 16.0 for students across the system.
- ◆ Led the partnership in establishing Early College High School with Nashville State Community College. Students received both high school and 2-year associate degrees.
- ◆ Developed relationships with local business partners as well as the Nashville Chamber of Commerce to support schools with helping students receive industry certifications to help support the Nashville job market. Increased the number of students receiving industry certification by 30% (over 500 students).
- ◆ Created partnerships with various foundations (CASEL Foundation, Wallace Foundation, Learning Forward, and Panasonic Foundation) to support schools in the area of literacy, principal development and leadership, school improvement initiatives, professional learning for teachers, social emotional learning.

**PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS, Upper Marlboro, MD    Oct. 2013- June 2016**

***Associate Superintendent***

Directly responsible for 78 schools in one region which included a portfolio of High Schools, Middle Schools and Elementary Schools in academic and operational capacity.

- ◆ Increased the number of students taking advanced placement courses by reallocating dollars to provide students in grades 11 and 12 free access for courses. Improved the number of students scoring a 3 or above from 500 students to 1,123 students.
- ◆ Managed \$30 million in grants focusing specifically on additional supports in Special Education and English Language Learners.
- ◆ Worked on designing new high schools with specific focuses such as ELL and Newcomers design with the Carnegie Foundation and International Network.
- ◆ Collaborated with foundations such as Bill and Melinda Gates Foundation and Carnegie Foundations to help enhance school improvement.
- ◆ Worked with organizations such as the Panasonic Foundation to help improve school design and resources.
- ◆ Worked as a part of the senior level executive staff to drive strategic plan initiatives.
- ◆ Engaged with various politicians such as, county council, delegates, and state senators to help support the school system, including the Secretary of Education of the State of Maryland.

**MONTGOMERY COUNTY PUBLIC SCHOOLS, Rockville, MD                      May 2013 – October 2013**

***Acting Chief School Improvement Officer***

Worked with the school district Innovation schools and Intervention schools in the area of school improvement and elevation of best practices and support.

- ◆ Worked with Deputy Superintendent on the redesigning of the central office to better serve innovation and at-risk and ELL schools.
- ◆ Worked with the District Intervention work group to bridge the gap among innovation and intervention.

**MONTGOMERY COUNTY PUBLIC SCHOOLS, Rockville, MD** July 2012- May 2013  
*Director of School Performance/ Director of School Support and Improvement, Downcounty Consortium*

Performance Director for the Montgomery County Public Schools. Supervised 30 schools within the Downcounty Consortium which is a region in the Montgomery County Public Schools.

- ◆ Managed and evaluated 35 school principals from all levels (Elementary, Middle, and High School) with Community Superintendent of the Blair, Einstein, Northwood, and Kennedy Clusters.
- ◆ Worked and supported principals specifically on how they interpreted, analyzed, and implemented strategies to improve specific data points as they would work with teachers in classrooms.

**BOSTON PUBLIC SCHOOLS, Boston, MA** July 2009- June 2012  
*Principal, English High School Grades 9-12*

Lead 1 of 12 Turnaround Schools in the Boston Public Schools as designated by the Massachusetts Department of Education with a total budget of \$5million, increasing graduation rate by 6% and reducing dropout rate by 3.5%.

**PITTSBURGH PUBLIC SCHOOLS, Pittsburgh, PA** May 2008- June 2009  
*Founding Principal, Pittsburgh University Prep Milliones Grades 6-12*

Led and opened a new 6-12 high school. The school had an administrative site-based budget which included \$1.2 million from the Small Learning Community Grant from the US Department of Education.

**WOODLAND HILLS SCHOOL DISTRICT, Pittsburgh, PA** 2007-2008  
*Assistant High School Principal*

**RAVENWOOD HIGH SCHOOL, Williamson County, TN** 2002-2005  
*French, Teacher*

**ACADEMIC ENGAGEMENTS**

*Guest Lecturer*

HARVARD UNIVERSITY, Cambridge, MA

February 2011

BOSTON COLLEGE, Boston, MA

July 2011, May 2010

UNIVERSITY OF PITTSBURGH, Pittsburgh, PA

September 2007

**CERTIFICATIONS**

- ◆ K-12 Superintendent & Assistant Superintendent Certification~ State of Maryland
- ◆ K-12 Superintendent, Assistant Superintendent, & Principal Certificationa~ State of Massachusetts
- ◆ K-12 Superintendent & Principal Certificationa~ State of Pennsylvania
- ◆ K-12 Superintendent & Principal Certification (Leadership License)a~ State of Tennessee
- ◆ 7-12 French Teacher Certificationa~ States of Georgia & Tennessee

## **AWARDS, HONORS & FELLOWSHIPS**

- ◆ Graduation Speaker for the University of Pittsburgh School of Education (2017).
- ◆ University of Pittsburgh Legacy Laurent
- ◆ University Scholar Kennesaw State University
- ◆ Golden Key National Honor Society
- ◆ International Student Association Honor
- ◆ Recipient of Georgia Regents Study Abroad Scholarship-France
- ◆ David L. Clark Fellow-University Council of Educational Administration (UCEA)
- ◆ Richard Wallace Fellow-Southwestern Pennsylvania Superintendent's Forum
- ◆ William Yeager Fellow University of Pittsburgh
- ◆ International Honor Society in Education, Pi Lambda Theta
- ◆ Pi Delta Phi French National Honor Society
- ◆ Honored by the City of Boston for Outstanding Minority Leadership
- ◆ Received recognition from the State Senate of Massachusetts for work with Boston Public Schools

# Scott Paul, Ed.D.

2813 NE 129<sup>th</sup> St., Edmond, OK., 73013; **Phone:** 405-922-0928; **E-Mail:** tspaul12@gmail.com

## Education

**Doctorate of Education Organizational Leadership and Instruction** 2010- 2016  
Grand Canyon University, Phoenix, AZ

**Masters in Business Administration** 1995-1997  
University of Phoenix, Phoenix, AZ

**Bachelors of Science in Marketing** 1992-1994  
Arizona State University, Tempe, AZ

## Leadership Experience

**Curriculum Coordinator – Secondary Mathematics** 2019-Present  
Oklahoma City Public Schools

- Models and demonstrates leadership in mathematics curriculum, and instruction to district administrators, building Principals, Instructional Coaches, Department Chairs, and Teachers.
- Visionary, advocates, and implements needed change within OKCPS to continually work toward tier 1 level of classroom instruction.
- Builds capacity amongst all internal and external stakeholders, which leads to long-term relationships.
- Listens attentively to all perspectives to seek a clearer understanding of similar and opposing viewpoints.
- Effectively communicates (verbal and written) to all stakeholder with a positive voice pertaining to the successes and growth opportunities.
- Accountable for the improvement of student achievement by leading data reviews including data analysis and determination of appropriate interventions for students. (MTSS Process)
- Evaluate, and assess the overall effectiveness of the curriculum while initiating improvements that support tier 1 level of instruction.

**Accomplishments:** 1) Created a Tier 1 instruction program targeted to highly improve classroom instruction, 2) Met with state legislators to change the evaluation of the high school report cards, 3) Created mathematics curriculum for grades 5 – 12 that aligns with state standards and prepares students for state and ACT testing, 4) Created MPro, 5) Presented curriculum and instructional practices to colleges/universities in the State of Oklahoma.

**Creator and Founder of Mathematical Project (MPro)**

2021-Present



### *Oklahoma City Public Schools*

- Created, developed, and implemented to continually strive toward Tier I level of classroom instruction
- Build collaboration and capacity amongst all levels of mathematical instruction.
- Change the mindset on teachers approach to teaching mathematics.
- Creative instructional practices to increase student achievement and engagement.
- Board and District recognized and support

**Accomplishments:** 1) Recruited teachers into the program to improve instructional practices, 2) Improved student achievement based on NWEA fall and winter data.

### **TOSA, Instructional Support Leader for Secondary Math (ESS)**

2017-2019

*Aurora Public Schools – Secondary*

- Assist teachers through classroom observations, coaching, peer feedback, student data analysis of effective instructional teaching strategies, lesson design, co-planning and modeling lessons in instructional technology.
- Analyze and use assessment data to identify instructional needs and to evaluate, improve, and report on program effectiveness.
- Design, organize, schedule, and present professional development, curriculum and instruction projects and technology assistance for high school teachers in the use of instructional technology and strategies to primarily support English Learners and at-risk students.
- Design, implement, and support learning opportunities for teachers intended to build capacity and expertise in the areas of project-based learning.
- Provide direct support to the designated school staff through collaboration, training, modeling, coaching, and Professional Learning Community (PLC) participation.

**Accomplishments:** 1) Trained ESS educators deeper content understanding in mathematics, 2) Collaborated with district administration to change/modify curriculum to match state standards, 3) Presented to district administration better vertically aligned curriculum.

### **Dean of Student**

2013-2016

*Scottsdale Unified School District (SUSD), Cocopah, Desert Canyon, and Mountainside Middle School, and Desert Mountain High School*

- Instructional leader and evaluator for all grade level mathematics to improve classroom instruction, student achievement, and student engagement.
- Creator of new teacher mentoring/support program which increased teacher support and teacher retention.
- Created, developed, and implemented the policy and procedures of a school-wide discipline program (PBIS) which significantly decreased the absentee rate and office referrals, while increasing parent support and involvement.
- Administrative/leadership team member.
- Master Scheduling, Half-day Scheduling, and Duty Scheduling for grades 6-8.
- Build capacity in schools

**Accomplishments:** 1) Created a mentor program targeted toward support, and retaining new teachers, 2) Administrative lead for the implementation of PBIS,

### **Teaching Experience**

#### **Colorado**

2016-2017

*Douglas County School District (DCSD), Castle Rock Middle School*

- Classroom teacher for 7<sup>th</sup> grade mathematics.
- Create a safe, engaging, challenging, and creative classroom environment that promotes student success.
- Administrative member of SAC Committee.
- Provide additional support to Principal, and build community relationships with all stakeholders.
- Assisting with master schedule, student discipline, and student behavior for grades 7-8.
- Modeled lessons and collaborated with teachers in the implementation of instructional strategies to support rigorous academic experiences for all students.

#### **Arizona**

2004-2013

*Scottsdale Unified School District (SUSD), Cocopah, Desert Canyon, and Mountainside Middle School, and Desert Mountain High School*

- Classroom teacher for Mathematics – grades 6 to 12
- Curriculum Development and writing
- 7<sup>th</sup> grade Professional Learning Community team lead
- Creation and implementation of honors programs
- Modeled lessons and collaborated with teachers in the implementation of instructional strategies to support rigorous academic experiences for all students

#### **Other:**

#### **Dissertation Committee - Content Expert**

2015-Present

*Grand Canyon University*

- Serve on doctoral candidates' dissertation committee to assist with dissertation process
- Dissertation support tutoring session

#### **Volunteer in the "Learning Lounge"**

*Grand Canyon University, College of Doctoral Studies*

- Advice, direct, and support doctoral candidates with their dissertation paper.
- Online – written communication
- Telephonically – verbal communication

#### **Oklahoma State Math Tutoring Corps**

2022-Present

*Oklahoma State Department of Education*

- Lead virtual tutoring sessions to students in Oklahoma with mathematics.
- Guide students through misconceptions, while build a stronger mathematical foundation.

### **Publications**

- How Principal Leadership Influences Teacher Motivation to Seek Out Professional Development Opportunities on New Technology (3/2016)

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**Rita Raichoudhuri**  
[raichoudhuri.rita@gmail.com](mailto:raichoudhuri.rita@gmail.com)  
925-286-8282

## **PROFILE**

I am committed to ensuring the best possible educational outcomes for students of all ages. I have a record of success in the field of education at both the school and district levels. I have diverse experiences working with all levels of school and district staff, students, families, community members, district supports, businesses, organizations, and external partners. I have extensive experience in focused and purposeful development of educator practices in both engaging students via robust academic instruction and social emotional learning. I am goal-oriented, mission driven, and focused on closing the achievement gap.

My skills include: strategic planning; mission driven and data informed decision making; equity focused change management; project and program creation, implementation and management; organizational continuous improvement through adult learning principles; cycles of inquiry; maintaining stability once desired state is achieved; strategic collaboration for optimal stakeholder buy-in and program success.

## **PROFESSIONAL EXPERIENCE**

**CHICAGO PUBLIC EDUCATION FUND, CHICAGO, ILLINOIS**  
**Consultant – High School Strategy**

**January 19, 2023 – Present**

**KALAMAZOO PUBLIC SCHOOLS (KPS), KALAMAZOO, MICHIGAN**  
12,600 students, \$200M+ budget

**June 1, 2020 – Dec 12, 2022**

### ***Superintendent***

- Implemented new career pathways and economic development program called Career Launch Kalamazoo with \$1M grant received from Department of Labor through the PAYA partnership
- Inaugurated the first newcomer centers in the region for refugee students through multiple private and public grants – ELL learning outcomes increased significantly
- Inaugurated the first Social Emotional Learning Center (SEL Center) in the region for the community after procuring a \$1M grant from the Stryker Johnston Foundation
- Implemented the Urban Educator Residency program in collaboration with post-secondary institutions with \$5M grant received from Department of Education
- Launched the first ever Equity Task Force with membership from all stakeholder groups with grants from the Kalamazoo Community Foundation
- Launched and facilitated the Youth Gun Violence Prevention Task Force in collaboration with multiple stakeholder partners supported by City of Kalamazoo AARPA funds.
- Launched the first ever Virtual School to continue post-Covid
- Created medical school scholarship program for KPS students with local medical school
- Co-founded the KPS Foundation
- Passed the largest bond in KPS history (\$197M) with the largest percentage (71%)
- Served on and led various city-district-community organization collaborative task-forces
- Got recognized by the state for being one of the highest academic growth districts during Covid
- Created and led professional development sessions for school and district leaders around cycles of inquiry to improve schools

**UNIVERSITY OF ILLINOIS, CHICAGO, ILLINOIS**

***Adjunct Professor – Urban Education Leadership Doctorate Program***  
Course taught: Practitioner Inquiry for School Leaders

**August 2018 – May 2019**

**CHICAGO PUBLIC SCHOOLS (CPS), CHICAGO, ILLINOIS**

**2010 - 2020**



**Executive Director – Early College and Career Education  
Office of College and Career Success (CPS Central Office)**

**October 2017 – April 2020**

- Developing the capacity of others to create collective efficacy. Created a team culture that is mission driven and student centered.
- Developing and implementing processes and systems of support that provides equitable access to students for rigorous, relevant, college-level, hands on, and career-focused courses.
- Facilitating the design and implementation of high-quality STEM learning environments.
- Establishing secondary to employment pipelines that accelerate students toward post-secondary success by offering college credit, professional credentials, and the soft skills required by college, civic-life, and the 21st century labor market.
- Led the establishment of Jumpstart to Jobs in Summer 2018 in collaboration with the City Colleges of Chicago - a first ever initiative that provides opportunities to youth (with a special emphasis on access and equity) to take advantage of courses that lead to early college credit and career credentials.
- Led the establishment of FastTrack in Summer 2019 in collaboration with the City Colleges of Chicago - a first ever initiative that allows CTE HS students to continue their career pathway learning and paid internships beyond HS graduation.
- Collaborated with the City Colleges of Chicago which led to removal of entry barriers for CPS students into Early College coursework allowing 5000 more students (predominantly minority students) to be eligible.
- Established the first registered apprenticeship system in the history of CPS called Career Launch Chicago.
- Created the first set of progressive pathways in three high demand labor market areas allowing students to earn college credit, career credentials, and engage in work-based-learning while in high school.
- Created and implemented the first ever Teacher Pipeline program called Teach Chicago with guaranteed employment in CPS for students interested in Teaching.

**Principal – Wells Community Academy High School September 2013 - October 2017**

*{49.2% African American, 48.6% Latinx, 2.2% Other, 96.4% Low Income}*

Implemented systems and structures and adult learning communities that allowed school to get off probation after 16 years and embark on a continuous improvement path

- Increased attendance rate from 63% (beginning of tenure) to 92% (end of tenure)
- Increased Freshman on track rate from 49% (beginning of tenure) to 95% (end of tenure)
- Increased high school graduation rate from 55% (beginning of tenure) to 73% (end of tenure)
- Increased college persistence rate from 43% (beginning of tenure) to 52% (end of tenure)
- Decreased drop-out rate from 16% (beginning of tenure) to 4% (end of tenure)
- School earned highest SEL rating under tenure

**Resident Principal - Wells Community Academy High School  
Chicago Leadership Collaborative**

**July 2012 - September 2013**

Developing and implementing a strategic plan that resulted in whole-school improvement and involved:

- Improving the quality of classroom instruction through instructional coaching and the development of teacher professional learning communities and teacher leaders
- Improving student attendance and behavior by empowering and developing the school Social-Emotional Learning team members to design and implement effective school wide initiatives
- Working collaboratively with the Family and Community Engagement coordinator to increase the rate of family and community involvement in order to impact student success

**Director - Office of Professional Learning (CPS Central Office)**

**October 2011–June 2012**

Developed and implemented a system for providing high quality Professional Development to district leaders around key district initiatives: Common Core, Full School Day and REACH. Led a team in:

- Setting the Scope and Sequence of Common Core learning
- Setting PD design principals and standards for the district
- Designing and engaging stakeholders in purposeful PD
- Gathering and utilizing needs and impact data in continuously improving the PD process
- Designing and facilitating intra-Network Professional Learning Communities based on stakeholder needs

**Senior Manager – Office of Performance (CPS Central Office)****January 2010-October 2011**

Developed and implemented systems and structures for principals and other school leaders to effectively lead their Instructional Leadership Teams and Teacher Teams in meeting school-wide goals by doing the following:

- Developing needs based tools, templates and protocols to aid in productive and purposeful collaboration
- Developing school based team capacity around the use and analysis of data to impact instruction
- Coaching school leaders around adaptive and technical skills of leading a team to achieve success
- Coaching school leaders to build a school culture of collaboration and transparency

**MOUNT DIABLO UNIFIED SCHOOL DISTRICT (MDUSD), CONCORD, CALIFORNIA****2004 - 2008****Educator, Team Leader, Member – Glenbrook Middle School****August 2004–June 2008**

{76.3% Latinx, 12.6% Black, 6% White, 2% Other, 92% Low Income}

Led several school-wide initiatives that dramatically impacted student performance by tightening the assessment systems and tying results to change in instruction, dramatically increasing parental involvement in school and increasing attendance and lowering behavior infractions

- Implemented reading intervention for struggling readers (2006-2008)
- Led the Student Leadership and Conflict Management teams (2005-2008)
- Served in student performance/curriculum development teams (2006-2008)
- Wrote several grants for the school. One of which allowed the school to install monitoring devices such as cameras around the campus, lowering vandalism significantly and therefore saving the school and the district valuable funds that could be allocated elsewhere (2007-2008)

**OTHER RELATED LEADERSHIP EXPERIENCE**

**Executive Committee Member and Trustee**, Communities in Schools, Kalamazoo

**CTE Committee Co-Chair**, KRESA CTE Center, Kalamazoo

**Trustee**, Gilmore Piano Labs, Kalamazoo

**Trustee**, Kalamazoo Public Schools Foundation

**Council Member**, Advisory Council, College Board

**Education Co-Chair**, Status of Women and Girls in Chicago, City Clerk's Office

**Council Member**, Education Advisory Council, Chicago Education Fund

**Council Member**, Principal's Advisory Committee to the CEO, CPS

**Advising Member**, School Supports Working Group, CPS

**Advising Member**, High School Choice Working Group, CPS

**Steering Committee Member**, Continuous Improvement Work Plan (CIWP) Committee, CPS

**Steering Committee Member**, Generation All Initiative, Chicago Community Trust

**Search Committee Member**, Dean - College of Education, Western Michigan University

**Search Committee Member**, CEO – Kalamazoo Community Foundation

**UNIVERSITY OF CALIFORNIA, DAVIS****1998 – 2001**

**Peer Advisor**, Environmental Studies Department (2000-2001)

- Academic advising and community outreach.

**Student Project Manager**, Stockton Blvd. Redevelopment Project (2000-2001)

- Uplifting underprivileged areas to commercial viability

**Commissioner**, Associated Students of University of California (1999-2001)

- Environmental Policy and Planning Commission - Environmental stewardship

**Resident Advisor**, University Student Housing (1998-2001)

- Counseling and addressing the needs of new students, organizing events and group activities

## **EDUCATION**

<b>ERICKSON INSTITUTE, CHICAGO, ILLINOIS</b> Early Childhood Education Executive Fellow	<b>2018 – 2019</b>
<b>NORTHWESTERN UNIVERSITY, EVANSTON, ILLINOIS</b> Leadership and Management Fellow, Kellogg School of Management	<b>2015 – 2016</b>
<b>UNIVERSITY OF ILLINOIS, CHICAGO, ILLINOIS</b> Doctor of Education in Urban Education Leadership	<b>2011 – 2016</b>
<b>UNIVERSITY OF CALIFORNIA, BERKELEY, CALIFORNIA</b> Cross-Cultural Language and Academic Development (CLAD) Fellow	<b>2006 – 2007</b>
<b>CHAPMAN UNIVERSITY, ORANGE, CALIFORNIA</b> Master of Arts in Education, Emphasis: Curriculum and Instruction	<b>2002 - 2006</b>
<b>UNIVERSITY OF CALIFORNIA, DAVIS, CALIFORNIA</b> Bachelor of Science in Environmental Sciences	<b>1997 - 2001</b>

## **CERTIFICATION**

Illinois Superintendent Endorsement  
CPS OPPD Principal Eligibility Endorsement  
Illinois Type 75 Administrative Certificate  
Illinois Teaching Credential – Certificate  
California Multiple Subject Teaching Credential – Reading Specialist Endorsement  
Cross-Cultural Language and Academic Development (CLAD) certification - ELL endorsement

## **HONORS/AWARDS**

Rated in Top 3 for Innovative Techniques on Teaching Leadership - CADA Conference, Reno, NV (2006, 2007)  
Golden Star Award, MDUSD – increased student scores by over 15% three years in a row (2006, 2007, 2008)

## **SPEAKING ENGAGEMENTS**

Several speaking engagements as Superintendent of Kalamazoo Public schools 2020 - 2023  
Preparing Students for Work – Braven Event (March 21, 2019)  
Multiple Choice: Multiple Pathways to Success in Life - Youth Job Center Event – (February 21, 2019)  
Perceptions vs. Reality: Strong Neighborhood High Schools for a stronger Chicago - Generation All Event (March 29, 2017)  
Improving Practice and Influencing Policy: Preparing and Developing School Leaders for Tomorrow – School Leadership Preparation and Development Network, Loyola University, Chicago, IL (September 25, 2015)  
Leadership for School Improvement – AERA Conference, Chicago, IL (April 17, 2015)  
Principal Leadership – Educational Issues Forum, DePaul University, Chicago, IL (October 22, 2014)

## **MEDIA HIGHLIGHTS**

<https://www.youtube.com/watch?v=rE8M2Efw2c> HYPERLINK "https://www.youtube.com/watch?v=rE8M2Efw2c&feature=youtu.be"& HYPERLINK "https://www.youtube.com/watch?v=rE8M2Efw2c&feature=youtu.be" feature=youtu.be  
<http://urbanedleadership.org/about-us/news/principal-profiles-rita-raichoudhuri/>  
[http://www.pbs.org/newshour/bb/education-july-dec13-principals\\_08-29/](http://www.pbs.org/newshour/bb/education-july-dec13-principals_08-29/)  
[http://www.edweek.org/ew/articles/2012/12/05/13principal\\_h32.html](http://www.edweek.org/ew/articles/2012/12/05/13principal_h32.html)

<http://www.chicagoreader.com/chicago/segregation-neighborhood-high-schools-wells-community-academy/Content?oid=13362509>  
<https://encorekalamazoo.com/magazine/encore-september-2022/>

## **PUBLICATIONS**

*From School Failure to School Success: Lessons from a Chicago High School*  
[Published July 27, 2017 in Education Week]