Objective	To serve as an administrator in an organization where I will be of utmost service.
Philosophy of Education	My Philosophy of Education is centered on the belief that through quality education, lives and communities are transformed.
Strengths	<ul> <li>30 years in K-20 Education.</li> <li>Progressive and adaptive leader.</li> <li>Goal oriented individual with strong leadership capabilities.</li> <li>Effective educator, mentor, coach and adviser.</li> <li>Organized, highly motivated, and detail-directed problem solver.</li> <li>Proven ability to work in unison with students, staff, community members and supervisors.</li> <li>Visionary, sees the whole picture of the connected elements in an educational institution.</li> <li>Knowledgeable about best practice and current critical issues in education.</li> </ul>
Education	*Doctoral Degree in Education, Hamline University, St. Paul, MN, 2004  *M. Ed. (Curriculum Development-English) University of Ibadan, Ibadan, Nigeria, 1998  *B. Ed (Curriculum Development-English) University of Ibadan, Ibadan, Nigeria, 1987  *National Certificate in Education (English) College of Education, Warri, Nigeria, 1982  *Trained Administrator DP & IB MYP program Houston, Texas, 2009  *Licensed Superintendent of Schools, University of Mankato, Mankato, MN 2008  *Participant, National Institute for School Leadership (NISL) 2007 (Minnesota Principal Academy Executive Development Program, MN)
Professional Experience	Administrative Positions:  2011- Present Assistant Superintendent  * High School Principal  • Member of the superintendent Senior Leadership Team  • Work at the discretion of the Superintendent of Schools and the Board of Education.  • Supervise Schools/Principals  • Strengthen and align curriculum and instruction  • Reviewed & restructured educational services for students  • Professional Development for staff and school leaders  • Establish protocol & build collaborative practices with principals and staff  • Implement and support SPPS strategic plan  • Oversee the establishment of the new Mandarin and Hmong Immersion schools  • Built partnership with two charter schools  • Oversee budget  Experience / Highlights:  • Urban, suburban, large school districts & International experiences in Education.  • Facilitator, Minnesota Principals Academy using the National Institute of School Leadership Curriculum.  • Advocate for the IB /AP programs and passionate about student learning.

Advocate for Second Language Learners (ELL, Immersion, Indigenous World Languages) Advocate for the Seals of Biliteracy Vast experience in K-20 education Solid curriculum and instruction background Proven record in managing staff strength of 150 in each of the positions held from 2003-Present. Recruited, hired, trained, sustained highly qualified staff Utilized collaborative approach in establishing research based operational policies and procedures. Actively engaged in evaluating staff and acting in the role of Instructional Coach. **K-20 Experiences:** • Teacher, Arlington Senior High School, St. Paul, MN, USA Teacher, New York City Public Schools, Bronx, New York, USA Adjunct Professor, St. Mary's University, Minneapolis, MN (Teacher preparation) Contributing Online Faculty Walden University, Minneapolis, MN (Ed. Specialist-Principal License) Other Relevant Trainings/ Workshop/Conferences: \*Panelist Yale School of Management (2016) Defining Success: Understanding Our Aspirations for Students • Educating for Creative Minds: Using Brain Science to Ignite Innovation and **Imagination** Universal Design for Learning: Reaching All Learners â Harvard University Graduate School of Education. Contributor: The Working Group on Rigorous Course Taking: Establishing a MN Plan to Ensure Rigorous Course Taking for Minnesota Students Final Report and Recommendations. Courageous Conversation about race by Pacific Educational Group. Changing Beliefs and Practices, Closing Gaps in Achievement by Belinda Williams, Ph.D. Urban Leadership Academy, University of Minnesota. Promoting Powerful Professional Development to Advance Student Learning by Stephanie Hirsh, Ph.D. Urban Leadership Academy, University of Minnesota. Minnesota **Minnesota State Licenses:** State Administrative License (Superintendent of Schools) Licensure Administrative License (Principal K-12) English as a Second language K-12 Elementary Education English / Language Arts Middle School English Language Arts 7 -12 New York **New York State License:** State English, 7-12. State of New York (Life) Licensure Community/ **Community/ Professional Affiliations:** Member, Urban Leadership Academy Advisory Board College of Education & **Professional** 

Activities	Human Development Practice Group) University Of Minnesota
Activities	Member -Member Association for Supervision and Curriculum Development
	Weinder -Weinder Association for Supervision and Curriculum Development
Awards	Minnesota Gov. Mark Dayton Letter of Commendation
	Minnesota High School Principal of the Year
	Minnesota Cottage Grove Chamber of Commerce Secondary Educator of the year
	Principal of the Year Capitol Division
References	David Watkins
	Chief of Schools
	Saint Paul Public Schools
	Dr. Susan K. Moore, Director
	North Hennepin Community College
	Dr. Fatima Lawren Bringing
	Dr. Fatima Lawson Principal St Paul Public Schools
	St I auf I done Schools
	Dr. Jerry Robicheau.
	Retired Superintendent of Schools
	East Metro Independent Schools District
	Mr. Tom Nelson
	Retired Superintendent of Schools
	South Washington Schools / Stillwater Area Schools
	South Washington Schools / Sulfwater Filed Schools

# **Anne Armstrong**

Educational Leader looking to make a lasting impact on students, staff, and community. With clear and honest communication, I seek to create positive relationships required for growth and opportunities for all students.



#### WORK EXPERIENCE

# Assistant Superintendent of Human Resources Hudsonville Public Schools

# Hudsonville Public Schools - Hudsonville, Michigan

July 2018 - PRESENT

Responsible for the smooth and effective operation of over 1000 staff members that support and educate over 7200 students.

- Administer day-to-day workings of the Human Resources Department that include maintaining personnel records, recruitment, onboarding, retention, personal and medical leaves, and offboarding
- Create and provide professional development to certified and support staff that aligns with federal and state requirements as well as district philosophy and goals
- Supervise/develop/oversee strategic staffing plans and community relations
- Advise and inform Superintendent, District Cabinet Team, and Board of Education on issues related to human resources
- Maintain Civil Rights compliance for the district that includes, but not limited to: Title VI, Title IX, and the Americans with Disabilities Act
- Work in tandem with the Business and Finance office in regards to payroll/salaries, retirement, unemployment, sick leave, workers compensation, and benefits
- Collaborate and negotiate with the Hudsonville Education Association to bargain teachers contract and ensure adherence to contractual responsibilities
- Lead and collaborate with building administrators and directors on a variety of staffing issues including, but not limited to: employee evaluations, employee discipline, job postings, interviewing, employee recognition, and employee grievances
- Evaluate, mentor, and advise the nineteen building administrators and seven directors that make up the HPS leadership team
- Negotiate with the bus drivers association
- Design and implement "New Teacher Orientation" to new certified staff
  of varying grade levels, certifications, years of experience, and ages
  followed by ongoing professional development throughout the year
- Develop enrollment and staffing projections to aid in further growth or

#### **Professional Certificates**

**State of Michigan** K-12 School Administrator

Professional Teacher Certification, Secondary (RX, CC)

#### Education

#### Michigan State University

MA in K-12 Administration

June 2004 - April 2006

Earned a 4.0 GPA and nomination for sponsorship of doctorate by professor BetsAnn Smith, Ph.D.

# **Hope College**

**BA in Secondary Education** 

August 1998 - May 2000

Magna Cum Laude

Majored in Secondary Education and Social Studies, Minor in History.

West Ottawa High School Class of 1996

#### Recent Accomplishments

District Leadership During
COVID-19 Pandemic- Specifically
focused areas on FFCRA,
MiOSHA, MDHHS, Executive
Orders, and other federal, state,
and local guidelines. Created and
continuously updating
procedures to return staff to work
safely and students to in-person
or remote learning. Led a task
force to create an Operations and

- future financial hardships and legislative changes for the district
- Ensure fairness and labor laws are followed for non-union support staff
- Direct report and evaluator to the Director of Community Education,
   Directory of Student Safety, Director of Early Childhood, Auditorium
   Director, and Aquatics Director

# Principal Macatawa Bay Middle School

### West Ottawa Public Schools - Holland, Michigan

August 2015 - June 2018

Responsible for leading over 650 staff and students in a 6-8 building.

- Provided professional development in areas of technology, instruction, curriculum, and building culture
- Oversaw building budget and allocated with fiscal responsibility
- Created building schedules and allowed for staff to be shared with multiple buildings in the district
- Collaborated with parents and community to ensure a positive building culture and student inclusivity
- Worked with students in regards to behavior and academic concerns and success
- Collaborated with the other middle school principal to ensure Professional Learning Communities (PLCs) within the West Ottawa Middle School departments
- Worked with all departments on curriculum with an emphasis on English Language Arts and Math
- Led the School Improvement Team ensuring goals were being met
- Evaluated support staff, teachers, and administrators using district,
   Frontline, and School ADvance rubrics
- Member of Positive Behavior Interventions & Supports (PBIS), Child Assistance Intervention Team (CAIT), and Tier II and III Risk Assessment
- Coordinated MiAccess and MSTEP testing for multiple grade levels during three different testing windows throughout the spring
- Internal/External Construction Project coordinated with the Finance
  Office, Building Services, and Outside Companies to continue running the
  school "as normal" as the building had a new HVAC and geothermal
  system placed as well as remodeling and new construction.
- 1:1 Chromebook Implementation coordinated a 1:1 rollout of Chromebooks for all 6-8th grade students
- Collaborated and developed professional development with the IT
   Department, Director of Instructional Technology, and Staff to ensure a smooth transition to using devices in the classrooms.

# **Assistant Principal** West Ottawa High School

#### West Ottawa Public Schools- Holland, Michigan

August 2010-August 2015

Many responsibilities at the high school in areas of student discipline and attendance, as well as curriculum and instructional leadership.

Procedures Handbook and COVID-19 Preparedness Plan.
Continuous communication (in all forms) with staff and community, updating of plans and policies to keep students and staff safe to learn and work at Hudsonville Public Schoools.

2019 Bond- Assisting in passing a \$139 million bond in the fall of 2019. Serving on the leadership team in the design of a new 5/6 Building and High School connector, high school field house, and other remodels in several district buildings. Site visits, community forums, staff forums, design meetings, and forward thinking in regards to staffing, growth, and equity in programming throughout the district.

#### **District Strategic Planning-**

Participated and co-led community, staff, and student forums so they may provide input on the next phase of the District Strategic Plan. Leading the Human Resources goals that include staffing, wellness, communication, and professional development short-term, long-term, and on-going goals

# **Professional Memberships** and Trainings

MNA MASPA MASA

Dare To Lead "Brave Leader" 2020 Chair of OAISD HR Committee Meridian Award of Excellence 2020, MSBO FMLA, FERPA, FOIA, Title IX PLC Institute, 2013, 2019 MACUL Presenter, 2016 5D+ Evaluation System Charlotte Danielson Evaluation System School ADvanced Evaluation System MDE Student Growth Data LGBTQ Equity and Inclusion

- 600+ student caseload
- Departmental Lead for Science and Art
- Positive Behavior Interventions & Support (PBIS) and Renaissance Lead
   Administrator
- Student Senate Lead Administrator
- Testing Coordinator for the Dunes Alternative High School
- · Evaluated support staff and teaching staff
- Collaborated with outside agencies to support homeless, transgender, and high school aged parents or expecting parents
- Created and implemented WINWO, a charity created to serve all students at West Ottawa Public Schools "When In Need."
- Helped develop and implement teacher led professional development through WO Academy and virtually via #WOPLC

# Social Studies Teacher Howell High School

Howell Public Schools- Howell, Michigan

August 2000-June 2010

Taught Government, Economics, Geography, US History, World History, and AP US History during my tenure.

- Coached volleyball for 10 years, 8 of which were at the Varsity level
- Named Southeast Michigan Volleyball Coach of the Year
- Certified Advanced Placement Teacher under the College Board for AP US History
- Diversity Committee Chair for High School
- Diversity Committee Member at the District Level
- Proposed and taught a summer government flex course that allowed for government credit in a two week non-traditional classroom experience
- Proposed and taught a flex schedule Monday, Wednesday, and every other Friday in blocks, creating more opportunities for alternative students

#### References

**Dr. Douglas VanderJagt, Ph.D.**Superintendent, Hudsonville
Public Schools

**Chad Tuttle,** Hudsonville Board of Education, Hudsonville Public Schools

**Rebecca Schipper**, HEA Chief Negotiator, Hudsonville Public Schools

**Jordan Beel**, *Principal*, Hudsonville High School

**Samuel Lemmon**, Principal of Waukazoo Elementary, West Ottawa Public Schools

**Dr. Jennifer DeWaard, Ph.D**, *Teacher*, West Ottawa Public Schools

Pam VanderKamp,
Parent, MOSAIC Board Co-Chair,
Business Leader
West Ottawa Public Schools

# TIMOTHY J. BEARDEN

"I greatly appreciate and value Mr.

Bearden's courage to lead. I trusted

Mr. Bearden's decision making
because I knew it was the result of
careful study, thought reflection and
consultation...Mr. Bearden has the
patience to accept delay without
getting angry or discouraged. Patience
breeds calmness. The battle of change
and forward progress can be long and
arduous requiring resilience,
hardiness, toughness, stamina and
deep-seated passion. Mr Bearden's
courage and capacity to invest has
spawned robust school communities."

'His focus on the area of curriculum and instruction issues in his role as a school and district leader is of particular note. You will see on his resume contributions to the improvement of the schools in which

Carmen Kennedy - Skillman

Foundation

he has been employed as well as to the district level improvement work. In

our district he has led staff

development and professional learning

community projects, a study of our

high school schedule, an exploration

of the International Baccalaureate

Program and designed a "school

#### Professional Educator Career Profile

Visionary, energetic, positive, and accomplished school leader seeks a position where skills in team and relationship building, innovative curriculum and instructional design, and a vision for schools of the future will build on established design and practice.

# Career Experience

# Detroit Country Day School, Beverly Hills, MI 48025 Chief Academic Officer pk-12 Curriculum & Instruction Upper School Director (Head)

**Director of Upper School Admissions** 

#### 2012-Present

Serve three primary functions as Chief Academic Officer for four campuses and all curriculum and instruction, while simultaneously leading the Upper School as Upper School Head, and serving as Director of Upper School Admissions – all at one of the largest, most diverse and most respected independent day schools in the country.

#### Grosse Pointe North H.S., Grosse Pointe Woods, MI High School Principal, 2006- 2012

Instructional leader of one of Michigan and the nation's top schools – a Newsweek Top 1000 school.

# Madonna University, Livonia, MI (Concurrent to DCDS and G.P.N. positions) Adjunct Assistant Professor August, 2010 – 2013

Taught graduate level education courses in Madonna University's cohort style Master's degree program.

# South Lake High School, St. Clair Shores, MI

#### High School Principal, 2003 - 2006

Instructional leader of a Michigan Department of Education Blue Ribbon High School of just under 900 students, and 52 professional staff.

# Grosse Pointe South H.S., Grosse Pointe Farms, MI High School Assistant Principal / Athletic Director 2001-2003

Directed a highly successful interscholastic athletic program, evaluated professional teaching and coaching staff members, managed budgeting, personnel, and all aspects of athletic administration in a 9-12 Class A athletic program. Project manager on football and baseball bleacher projects, and various facility projects.

# Swartz Creek H.S., Swartz Creek, MI

#### High School Assistant Principal / Athletic Director 1998-2001

Led a highly successful 7-12 interscholastic athletic program to MHSAA Exemplary Athletic Program status as one of the first six schools to ever receive the award.

within a school" structure for freshmen who were struggling to find school success. In addition, he designed and helped implement an ACT/MME preparation course for struggling learners so they could be better prepared to take this important high-stakes test. When the district studied our assessment practices, he stepped forward and led a staff book discussion on grading practices."

Dr. Suzanne Klein Retired Superintendent of Schools Grosse Pointe Public

Schools

"...an excellent problem
solver...skilled in working with staff
to design and implement programs
which support student learning...an
excellent listener who helps varied
interests find common ground while
fulfilling his responsibilities in a truly
professional manner."

Bill Putney Superintendent South Lake Schools

#### Atherton H.S., Burton, MI

#### High School English Teacher 1989-1998

Taught English 11, English 12, Process Writing, and Yearbook. Selected as Senior Choice Teacher of the Year in 1998, coached volleyball, including 1994 Final Four, and 1995 State Champions, coached varsity track. Served as NCA goal committee chair, and as district education association president.

#### Wayne State University, Detroit, MI

#### Head Women's Volleyball Coach 1995-1998

Administered, recruited and coached as a leader of a top twenty NCAA Division II program. GLIAC South champions in 1996, 1997, 1998.

#### C.S. Mott Community College, Flint, MI

# Head Women's Volleyball Coach 1988-1995

Administered all aspects of a nationally ranked college volleyball program.

#### Accomplishments

- Designed Detroit Country Day School's EPIIC (Experiential, Participatory, Image Rich, Interdisciplinary and Connected) articulated plan for instruction in the 21<sup>st</sup> century.
- Keynote speaker Global Responsibility Conference in Terrassa, Spain.
- Presenter EPIIC Instruction at Kousen High School, Kusatsu, Japan.
- Wrote the DCDS EPIIC Framework for Professional Effectiveness, creating a collaborative evaluation document for faculty, and administrators, and a Teacher of Distinction incentive program.
- Lead writer of the Detroit Country Day School (DCDS) Strategic Plan, Vision 2020. Collaborated with stakeholder groups to develop overarching philosophical goals and specific action plans.
- Collaborated with others to design and develop comprehensive campus master plans and action planning that has resulted in the construction of a new art classroom and gallery space, new multi-use fields, a new black box theater, re-design of the middle school classrooms, and a new student commons space at Detroit Country Day School.
- Restructured the DCDS Upper School Admissions process and developed goal setting and admissions board models.
- Collaborated with the Curriculum Leadership Council to build comprehensive plans for collaborative curriculum review and professional development for pk-12 faculty and staff.
- Led Detroit Country Day School through a complete curricular review and pk-12 horizontal and vertical articulation of curriculum entitled Five In – Five Out.
- Founder and leader of the DCDS Technology committee which completed a comprehensive audit of technology needs and inventory, resulting in 21<sup>st</sup> century teaching modalities installed in every classroom in the school pk-12.
- Successfully implemented Professional Learning Communities as a collegial and embedded faculty development model at DCDS.
- Authored and led implementation plans for a comprehensive restyling of Grosse Pointe's high school curriculum and delivery plans – Grosse Pointe High Schools 2.0.
- Created the North Principal Blog, The Principal's Office which has been featured on national websites, and as part of EdTech Online's digital course for school administrators.
- Led staff development and professional learning community projects for the entire Grosse Pointe district that resulted in the curriculum mapping of every high school course.

"Tim is an experienced and dynamic leader who interacts with students, parents, faculty and staff with an open-door approach. No matter how busy he is, he makes the person who walks through the door a priority.

Tim listens empathetically and is creative in his approach to problem solving, recognizing and responding to the needs of the community...Each year, Tim inspires our school community by articulating a clear vision and valuing what each of us does to make that vision a reality."

Teneka Singleton
Coordinator Diversity, Equity
and Inclusion
Detroit Country Day School

"His impact on education in Michigan has been profound. He is a true educational leader and decision maker. He is a visionary leader who builds relationships and consensus. Tim also possesses excellent writing and speaking skills, and a great sense of humor which allows him to accurately deliver his message to other stakeholders."

Mike Dodge Retired Superintendent of Schools Dundee C.S. (Former

- Designed a "school within a school" struggling learner team concept for freshmen with dire academic needs at North H.S.
- Chaired a Grosse Pointe district wide high school study on school day organization.
- Designed and implemented a comprehensive restructuring plan for South Lake H.S., and worked in collaboration with staff, students and community to redesign curriculum, school day schedule, institute service learning, and build positive culture in a Michigan Department of Education Blue Ribbon High School.
- Instituted and developed the Professional Learning Community concept for South Lake High School.
- Served as a team leader for two Michigan Department of Education Blue Ribbon visit teams, and as an accreditation team member on North Central Accreditation and Independent Schools Association of Central States (ISACS) visiting teams.
- Facilitated work to create and enact action plans as a leader of Strategic Planning teams at Detroit Country Day School, South Lake and Swartz Creek school districts.
- Collaborated with others as a building and district representative in the planning and promotion of a successful \$62 million bond project for Grosse Pointe schools.
- Chaired building teams and wrote successful application materials for Swartz Creek and Grosse Pointe South High Schools to be recognized as Michigan High School Athletic Association Exemplary Athletic programs.
- Recognized for achieving mastery of teacher interviewing skills by completing the Ventures for Excellence program.
- Selected as Atherton High School's Senior Teacher of the Year, elected as the Atherton Education Association president from 1995-1997.
- Selected as Michigan's Class "C" State Coach of the Year after leading Atherton High School to the state Class "C" State Volleyball championship, and a 45 and 7 record, in 1995.
- Amassed over 300 victories in eleven years as a college volleyball head coach at Mott College and Wayne State University. Recognized by the American Volleyball Coaches Association (AVCA) – over 300 wins in high school and college.

#### Education

#### Cornell University, Ithaca, NY

Graduate Certificate Diversity & Inclusion, August 2019

#### Eastern Michigan University, Ypsilanti, MI

MA Educational Leadership, 2001

#### Wayne State University Law School, Detroit, MI

30 credits - First Year Law, 1986-87

#### University of Michigan - Flint, Flint, MI

BA English / History 1986, teaching certification added 1989

Professional Certificate Endorsements: English (BA) 7-12, History (CC) 7-12, Social Science (CX) 7-12

supervisor in Atherton and Swartz Creek)

"Tim is an intelligent and insightful man who does not shy away from the complexity and nuances of a high school curriculum. Instead, he is familiar and committed to the state and national standards in each content area and uses the professional learning communities to facilitate faculty discussion, development and assessment of innovative teaching that extends beyond requirements. Tim is committed to all students learning by providing myriad advanced placement courses to scaffolded programs for struggling learners. Tim has championed the infusion of technology into our curriculum. As a firm believer in the effectiveness of technology in the classroom, he models its endless possibilities effortlessly in staff meetings. Working in a place that prides itself on education, I am very proud to work for such an educated man. He is a poised orator and articulate, thoughtful writer. He is conscientious, reliable and loyal."

> Principal Grosse Pointe North H.S.

# Professional Development/Affiliations

- \* Keynote Speaker International Global Responsibility, Terrassa, Spain
- \* Member of NAIS, ISACS, NASSP and ASCD
- \* Published SEEN Magazine, Fall, 2017
- \* Presenter MISD Tech Symposium for Administrators
- \* Presenter NCA Regional Conference-Chicago, IL
- \* Presenter Michigan School Improvement
- \* Presenter Collaborative Tools for Learning MISD
- \* Presenter, EPIIC A Blueprint for 21st Century Schools
- \* Presenter, Pecha Kucha
- \* Presenter, Homer Pickle and Other Reasons to Read
- \* Presenter, Various local conference / P.D. presentations
- \* Cape Cod Institute- Facing Reality, Claiming Leadership, Restoring Sanity '18
- \* NAIS National Conference 2014,2015,2016,2017, 2018, 2019
- \* ISACS Various Conferences 2012 2020
- \* Michigan Association of Secondary School Principals
- \* National Association of Secondary School Principals
- \* CAA Certified Athletic Administrator, recognized by the MIAAA and NIAAA
- \* Ventures in Excellence certified teacher interviewer, 2005
- \* MASSP State Conf. 2003, 2004, 2005, 2006, 2007, 2008
- \* MASSP Summer Conference 2007,2008
- \* Walloon Institute Graduate, Lake Geneva, Wisconsin 2004
- \* High School Reinvention Symposium, Washington D.C. 2005
- \* Assessment for Learning 2005 summer institute
- \* Professional Learning Communities with DuFour and Eaker 2004, 2005
- \* MISD Principal Development Academy 2005-2012
- \* MISD High School Reform Committee 2005-2006

# References (Please notify prior to contacting)

Mr. Glen Shilling - Retired Headmaster - Detroit Country Day School,

Ms. Carmen Kennedy - Senior Program Officer for Education, Skillman Foundation, Detroit, MI

Mr. John Williams - Asst. Upper School Director - Detroit Country Day School,

Mrs. Teneka Singleton - Coordinator Diversity, Equity and Inclusion- Detroit Country Day School,

Mr. Michael B. Dodge - Retired Superintendent - Dundee Schools,

Dr. Suzanne Klein - Retired Superintendent - Grosse Pointe Schools, Professor of Education at Oakland University

Dr. Matt Outlaw, Supt. - Ortonville - Brandon Schools

Mr. Bill Putney – Retired Superintendent – South Lake Schools,

Mrs. Kate Murray – Principal – Grosse Pte. North H.S

Kate Murray

# Dr. Steven C. Disney, Jr.

Private email:
Cell - Work

# PROFESSIONAL OBJECTIVE

To serve as an educational leader working collaboratively with the administrative team, staff, and stakeholders dedicated to delivering excellence in educational programming for students, staff, and the community.

### **EDUCATION**

# DOCTORATE OF PHILOSOPHY:

Degree earned May 2005. Indiana State University. Terre Haute, Indiana.

# **EDUCATIONAL SPECIALIST:**

Degree earned May 2000. Indiana State University. Terre Haute, Indiana.

# **MASTERS OF EDUCATION:**

Degree earned July 1996. Indiana State University. Area of Study: Secondary Administration. Terre Haute, Indiana.

# **BACHELOR OF SCIENCE:**

Degree earned July 1991. Ball State University. Area of Study: Economics and U.S. History. Muncie, Indiana.

### PROFESSIONAL EXPERIENCE

#### SUPERINTENDENT

2014 to present. River Forest Community School Corporation-1,600 students. Hobart, Indiana.

## EDUCATIONAL LEADERSHIP PROFESSOR

2013 to 2014. Indiana University Northwest-7,000 students. Gary, Indiana.

#### SUPERINTENDENT

2007 to 2013. Oregon-Davis School Corporation-800 students. Hamlet, Indiana.

# **VISITING GRADUATE PROFESSOR**

2008 to present. Working with dissertations. Indiana State University. Terre Haute, Indiana.

# ASSISTANT PRINCIPAL

2002 to 2007. Thomas Jefferson Middle School. Valparaiso Community School Corporation-6,000 students. Valparaiso, Indiana.

## PRINCIPAL/ ASSISTANT PRINCIPAL

1996-2002. Kankakee Valley Middle School and High School. Kankakee Valley School Corporation-3,000 students. Wheatfield, Indiana.

# SECONDARY SOCIAL STUDIES TEACHER

1992-1996. Gavit Middle/High School. School City of Hammond- 14,000 students. Hammond, Indiana.

#### PROFESSIONAL ASSOCIATION AND COMMUNITY MEMBERSHIPS

Indiana Association of Public School Superintendents.

American Association of School Administrators.

Indiana Association of School Business Officials.

Indiana State Superintendent Advisory Council.

Indiana School Boards Association.

NorthShore Health Clinics, Board of Directors.

# AREAS OF PROFESSIONAL ACCOMPLISHMENTS

# STUDENT ACHIEVEMENT AND CURRICULAR PROGRAMMING

- Improved River Forest High School letter grade from a "D" to a "B" during my leadership as superintendent. 2014-present.
- Led the River Forest Community School Corporation in a district-wide curriculum reconfiguration. Changed from a grade 7-12 junior-senior high school structure to grades 9-12 high school structure. Planned and led the creation of River Forest Middle School, grades 6-8. Redistricted elementary boundaries to balance enrollment. 2015.
- Transformed the Career and Technical Education Program at River Forest High School. Entered into partnerships with the Merrillville Community School Corporation and Porter County Vocational Cooperative. We have increased CTE opportunities for students and also increased CTE revenue by a 110 %. River Forest School Corporation. 2014-present.
- Formed partnership with Vincennes University and ArcelorMittal Corporation to begin Industrial Maintenance Program that provides students with certification leading to the "Steelworkers of the Future" program. Program implemented in 2016 resulting in the corporate partners providing \$450k in electrical and maintenance instructional equipment.
- River Forest Middle School Spell Bowl Class 2 State Champion. 2016.
- Partnered with the NWI Boys and Girls Club to establish a Boys and Girls Club on campus adjacent to River Forest Middle and High School. 2015 to present.
- Oregon-Davis Elementary was recognized as an Indiana Top Ten School for Language Arts High Growth Performance. March 1, 2012, Indianapolis, Indiana.
- Oregon-Davis School Corporation was one of twenty school corporations in Indiana to receive the Indiana Department of Education, Excellence in Learning Performance Grant. 2012.
- During my tenure as superintendent of the Oregon-Davis School Corporation, we raised the high school graduation rate to above the state average. Prior to becoming superintendent, the Oregon-Davis 2006-2007 graduation rate was 74%. Under my leadership as superintendent, we raised the graduation rate to 91.5% in 2010.
- In 2011, Oregon-Davis School Corporation led the State of Indiana in overall I-Step improvement, 14.6% growth. Our corporation scores in language arts improved from 68% to 80% and math scores improved from 76% to 84%.
- Led the Corporation in the successful planning and creation of "New Tech High School". There
  were fifteen New Tech Schools in the state and sixty in the country. Oregon-Davis School
  Corporation. 2007-2011.
- Led the Thomas Jefferson Middle School (TJMS) faculty in a data-driven analysis of homework practices. Valparaiso Community Schools. 2002-2007.
- Introduced and implemented a data-driven curricular mapping program while principal of KVMS. The program resulted in curriculum improvements, technology integration, and improved quality of instruction. Kankakee Valley School Corporation. 1998-2002.

# FINANCIAL/BUSINESS MANAGEMENT, AND RESOURCE DEVELOPMENT

- Planned, organized, and led the successful passing of General Fund Referendums with a support margin of 68% to 32% on May 5, 2015. Successfully passed a \$1.19 Referendum by a 56% to 44% margin on May 7, 2019. River Forest Community School Corporation.
- Budget development for the district; creating, managing, and coordinating a \$17 million budget. 2014 to present. River Forest Community School Corporation.
- Negotiated teacher contracts on behalf of River Forest School Board. 2014 to present.
- Negotiated bus drivers contract with the United Steel Workers on behalf of the River Forest School Board. 2014 to present.

- Negotiated five year contract with non-classified staff employees bargaining unit. Contract settlement resulted in the elimination of \$350,000 in unfunded liabilities. 2015.
- In 2014, the River Forest School Corporation had a 10 % general fund deficit and a zero balance in the capital project fund. In 2016, the River Forest closed the fiscal year with a 7% cash balance in the general fund and eliminated the cash deficit. In 2016 the River Forest School Corporation ended with a cash balance equivalent to one year's fund levy.
- Established a bus fleet maintenance program between the River Forest School Corporation and the Wiers Corporation resulting in greater financial efficiencies and improved service for our transportation fleet. 2015 to present.
- Planned, organized, and led the successful passing of a General Fund Referendum. 65% to 35%. May 8, 2012. Oregon-Davis School Corporation.
- Recipient of \$1.6 million Federal Grant to Implement TAP (Teacher Advancement Program).
   Oregon-Davis School Corporation. October, 2010.
- Requested by four area superintendents (Duneland, Bremen, John Glenn, and Lake Central School Corporations) to serve as an administrative mentor to each of their new building principals. Oregon-Davis School Corporation. 2007-2009.
- Budget development for the district; creating, managing, and coordinating a \$9 million budget. Oregon-Davis School Corporation. 2007 to 2013.
- Member of the Porter County Health Insurance Trust Board of Directors. Oregon-Davis School Corporation. Planned and implemented a network of three employee health clinics to reduce health care premiums. 2009-2013.
- Refinanced existing corporation debt resulting in a \$1.3 million savings to the corporation. 2012.
- Recipient of a \$155,000 competitive high tech grant. Oregon-Davis School Corporation. 2009.
- Authored and received a \$1.86 million, zero interest Qualified School Construction Bond. One of 36 recipients out of 180 applicants. Oregon-Davis School Corporation. 2008.
- Organized and raised \$4 million for elementary and high school renovation projects at a combined interest rate of 2.59%. Oregon-Davis School Corporation. 2009.
- In a ten month period, raised \$340,000 in donations and grants to assist the corporation with the "New Tech" start-up costs. Oregon-Davis School Corporation. 2009.
- Increased the Oregon-Davis general fund cash balance 40% through the development of programs and personnel realignment. Oregon-Davis School Corporation. 2007-2009.
- Restructured the Valparaiso Community Schools Teacher Evaluative process. Planned and facilitated in-service and implementation for district administration. Valparaiso Community Schools. 2002-2007.

## TECHNOLOGY LEADERSHIP AND DEVELOPMENT

- Led the planning, development, and creation of a wireless technology infrastructure district-wide. River Forest School Corporation. 2014 to present.
- One to One Initiative. River Forest School Corporation has transformed from a zero wireless system to district to a one to one ratio of student Google ChromeBooks. 2020.
- Transformed a school corporation with minimal technology infrastructures into an elite progressive technology leader among Midwestern school corporations. Oregon-Davis School Corporation accomplishments included:
  - Placed a MacBook computer in every certified staff member's hand to serve as a 21st century instructional plan/grade book.
  - Planned and developed a corporation wireless computer infrastructure.
  - Created a new leadership position, Director of Instructional Technology, to plan, promote, and acquire technology to improve curriculum, instruction, and student performance.
  - Developed and currently implementing a technology program to provide a k12 one to the world laptop and IPAD ratio.
  - Led the corporation in instituting a new student management software and data warehousing system to integrate data analysis into the instructional planning process.

- Placed LCD projectors and interactive whiteboards in every k12 classroom.
- Created the TJMS Technology Team. Organized the first teacher-driven technology in-service program for Valparaiso Middle Schools. 2002-2007.
- Indiana High Tech Middle School Grant Recipient. Coordinated and directed a \$100,000 program budget. During my tenure as principal, a computer was placed on every staff members desk, created grade level computer labs, and the entire school building was wired and internet connected. Kankakee Valley Middle School. 1998-2002.

# **FACILITIES AND OPERATIONS**

- Identified and implemented a facilities analysis process and development of a facilities strategic plan. River Forest Community School Corporation. 2015.
- Planned and managed \$1.2 million in electrical upgrades and installation of air conditioners in the elementary schools. River Forest Community School Corporation. 2020.
- Planned and managed a \$2.5 million dollar elementary renovation project. The project fixed a flooding problem at Meister Elementary, improved safety and security issues at both elementary schools, and updated doors, windows, instructional rooms, and staff and community parking lots. River Forest School Corporation. 2016.
- Planned and managed a \$4 million renovation project of the elementary and high school.
   Oregon-Davis School Corporation. 2009-2010.
- Planned and monitored facility improvement projects, (roof, pool filtering system, greenhouse, and HVAC systems. Oregon-Davis School Corporation. 2007 to 2009.

# PROFESSIONAL LEADERSHIP, COMMUNITY LEADERSHIP, AND ACKNOWLEDGEMENTS

- Northwest Indiana District One Superintendent Representative to Dr. McCormick's State Superintendent Advisory Council. 2019 to present.
- National Award of Merit from the Boys and Girls Club of America. December 2017.
- Awarded District 1 Superintendent of the Year by Indiana Association of Public School Superintendents. Fall 2011.
- Chairman of the North Shore Health Clinics Board of Directors. 2014 to present.
- Northwest Indiana Superintendents Study Council. 2014 to present.
- Porter County Insurance Trust Board of Directors Member. 2010 to 2013. 2014 to present.
- Nationally honored by the Apple Corporation as a "Lighthouse School District." Oregon-Davis, 2009.
- Vice President of the JESSE Board of Directors (Special Education Cooperative, 12 school corporations). 2007-2009.
- One of 100 school superintendents in the nation selected and invited to attend the Apple Educational Leadership Summit in Dallas, Texas. 2009 and 2010.
- Planned and organized legislative discussion meetings between the superintendents' study council meeting and 15 area legislative representatives. 2008-2011.
- Chairman of the Executive Board of Directors for the Northern Indiana Educational Service Center, 2010-2011.
- Executive Board of Directors of the Indiana Small and Rural Schools Association. 2008-2010.
- Indiana Association of School Principals District One Middle School Principal of the Year. 2001.
- Planned and facilitated the 2006 Indiana Association of School Principals Fall Conference. Indianapolis, Indiana.

## PROFESSIONAL PRESENTATIONS AND PUBLICATIONS

- Presentation. January 17, 2013 Northern Indiana Superintendent's Study Council. "Systemic Leadership and Transforming Teacher Evaluation."
- Guest Lecturer. "Top Ten Things a Modern Superintendent Should Know." Indiana State University. Terre Haute, Indiana. February 2012.

- Presentation. National School Board Association Conference. "How to Engage Students and Transform Instruction Through Technology." Boston, Massachusetts. April 23, 2012.
- Invited roundtable presenter at the Secretary of Education, Arne Duncan, National Labor-Management Collaboration Conference. Cincinnati, Ohio. May 23, 2012.
- Systemic Leadership Presentation. Delivered to 45 Superintendent graduate students at the Bayh College of Education, Indiana State University. Terre Haute, Indiana. June 2010.
- Presentation. "School Administrator Survival Training Seminar" for building principals from fifteen area school corporations. January 2009.
- Presentation. Indiana Association of School Principals Fall Conference, "Improving Teacher Evaluation". Indianapolis, Indiana. November, 2005.
- Conducted and authored a dissertation study titled "Analyzing Changes in Indiana School Finance." 2005.

# ACADEMIC LEADERSHIP AND INSTRUCTION, AREAS OF RESEARCH AND PRESENTATION

- Advanced Programs Committee Chair. Indiana University Northwest. 2013 to 2014.
- School of Education Campus Ambassador. Indiana University Northwest. 2013 to 2014.
- School of Education Representative to University Assessment Committee. Indiana University Northwest. 2013 to 2014.
- Course Instruction. Elementary General Methods, Curriculum for K-12 Education Leaders, Statistical Data for K-12 Education Leaders. 2013 to Present. Indiana University Northwest. 2013 to 2014.
- Visiting Graduate Professor serving on Doctoral Committees, Indiana State University. 2008 to Present.

## PETER B. LICATA Ph.D.



Every child deserves a great education in a safe and nurturing environment. It is, and always has been, my desire and willingness to make that happen. I believe the strength of a leader is defined by the challenges he or she accepts and not by maintaining status quo. My resume and references will repeatedly speak to my communication skills, focus on closing the achievement gap, and the creation of internal programs and processes for all students to succeed. What lies beneath the letters and resume are the countless students that have benefited from my leadership and been given opportunities to succeed.

### **EDUCATION**

LYNN UNIVERSITY

Boca Raton, FL

Doctor of Philosophy - Global Leadership, May 2014

BARRY UNIVERSITY

Miami, FL

Master of Science – Educational Leadership, July 1997

UNIVERSITY OF MIAMI

Coral Gables, FL

Bachelor of Arts – Business Administration, July 1994

## PROFESSIONAL EXPERIENCE

School District of Palm Beach County – The 10<sup>th</sup> largest district in the nation serving over 195,000 students in 187 schools with an annual budget near 3 billion dollars

# Regional Superintendent

#### July 2019 – Present

Regional Superintendent of the South Region consisting of 59 schools with approximately 65,000 students and over 5,000 teachers. As Regional Superintendent, I lead four Instructional Superintendents, 59 Principals, and a Regional Support team. In this capacity, I am the executive leader that is responsible for all academic, operational, financial, human capital, and community engagement functions. Currently overseeing budgets in excess of 500 million dollars.

- Of the 59 schools, 53% are graded A and 77% graded A or B
- Three schools in construction for new facility
- Two of the elementary schools are being converted to K-8 model
- Authored District-wide Covid 19 re-entry/closeout plan
- Developed innovative learning solutions during Covid 19 pandemic to combat potential budgetary/personnel shortfalls in upcoming year

# Assistant Superintendent/Director Choice and Innovation/Choice and Career Options

#### **July 2011 – June 2019**

Responsible for complete District-wide leadership of Choice and Career Options, Charter Schools, Virtual and Home Education, Alternative Education School sites, Adult and Community Education, Athletics, and Healthcare District nurses in all 180+ schools. This includes all budget,

staffing, and operational aspects.

- Successfully worked with the School Board to meet the needs of their constituency and community needs for growth and positive change
- Charged with and successfully accomplished recruiting students back to district schools by creating multitude of programs with little impact to budget
- Oversaw 320 choice programs in 110 schools throughout the District
- Created over 140 Choice options for students in elementary, middle, and high schools leading to increased enrollment and contributing to a District graduation rate of over 90%
- Opened three K 8 schools to meet the diverse needs of the community
- Managed a budget of \$39.7 million while increasing funds by over \$10 million annually through MSAP Grant, Industry Certifications, and Business Partnerships
- Worked in collaboration with local colleges and universities to create opportunities for post-secondary success for both current students and recent graduates
- Oversaw 39 Adult and Community Education sites offering learning opportunities to the community
- Acted as Local Educational Agency for 49 Charter School sponsorships that included the policy development, academic/fiscal monitoring, contract negotiation, and application process preparation for all charter schools
- Oversaw a Choice lottery system that with over 40,000 student applications for seats in over 320 choice programs
- Created district-wide Event Security Protocol for all Athletic and Arts events that includes metal detectors and wanding procedures in the wake of recent school violence
- Promulgated new policies involving school safety, school choice, and medical marijuana as the political and cultural environments evolve

# Area Director Quality Assurance April 2010 – July 2011

Educational Leader of Differentiated Accountability Teams that supported Charter and Alternative Schools, Principals, and Instructional Specialists.

- Supported each school's capacity for continuous improvement through the interpretation of data and measurable results
- Conducted Instructional Reviews for the Differentiated Accountability Schools as directed by the State of Florida
- Assisted assigned schools' capacity to assess and incorporate new ideas and practices to develop opportunities for the county's most challenging students
- Provided training on data analysis and curriculum alignment
- Brokered change in the prevailing culture of schools by developing, training, and helping school leaders address elements of each school's culture

#### **District Director**

# Secondary Curriculum & School Improvement July 2009 – April 2010

Educational Leader of Curriculum Managers and Instructional Specialists across all curricular areas that supported statewide initiatives as outlined in Florida Statute.

- Supervised a staff of curriculum specialists to write, support, and deliver curriculum for all secondary academic subjects and fine arts
- Collaborated with several departments to provide multifaceted professional development for school-based leadership and teachers

- Developed and led projects related to curriculum and instruction including but not limited to:
  - o Summer FCAT Retake Academy, which resulted in a statistically significant increase in pass rates for both reading and mathematics
  - Reading Plus Pilot Program that resulted in substantial gains in 26 of 30 participating schools' state assessment reading scores

# Associate Graduate Professor Florida Atlantic University January 2010 – Present

Adjunct Professor in the Principal Internship Program for the Department of Educational Leadership and Research Methodology.

## **Principal**

# Olympic Heights Community High School July 2005 – July 2009

- Direct and immediate appointment by the Superintendent with emphasis on increasing student achievement
- Increased SY2006 scores to be one of the top fifty schools for improvement in Florida as recognized by Governor Bush
- Raised the SY2007 school grade to its first ever grade of "A"
- Moved OHCHS from the top 40% (approx.) to the top 20% of high schools in Florida for academic achievement
- Increased a previously declining student enrollment by approximately 35%
- Increased graduation rates 23% across all demographics

# Principal/Assistant Principal Boca Raton Community Middle School June 2002 – July 2005

- Educational leader of a large, diverse middle school
- Raised Florida Department of Education grade from a "C" to an "A"
- Achieved top 5% reading gains for Palm Beach County in both SY2004 and SY2005
- Leader of an adult community education program with a diverse cultural and socioeconomic demographic

# Assistant Principal/Teacher on Administrative Assignment/Teacher September 1994 - June 2002

- Eagles' Landing Middle School (98-02)— Assistant Principal
- Olympic Heights High School (95-98) Teacher/Basketball coach
- John F. Kennedy Middle School (94-95) Teacher/Basketball coach

# Certifications, trainings, memberships, and other leadership roles

- Florida Teaching and Administrator's License
- Darden Leading Organizational Effectiveness Training (University of Virginia)
- Chosen as a Future Chiefs for Change Cohort IV
- Graduate of the DA National Superintendents Academy
- National speaker on virtual/augmented reality in career and technical education
- Member of the Business Development Board/Academic Leaders Council
- Member of the CareerSource Youth and Adult Outreach Committee
- Member Graduation Task Force-Palm Beach County
- Consultant New Castle Community School Corporation and Rockdale Schools

# SCOTT BRYAN SMITH, ED.S.

As **Superintendent** of **West Ottawa Public Schools**, I will focus our efforts as a school district to accomplish the following possibilities:

- Empower and equip students and staff to accomplish things beyond their wildest dreams
- Foster spirits of unification, collaboration, and celebration between all groups within our District
- Make the learning experience for each student and the work experience for all staff a top priority
- Celebrate the correlation between the success of our students and the success of our work
- Increase teacher/support staff/administrator effectiveness levels in all facets of our program
- Exceed the expectations of all stakeholders in the area of communication

#### PROFESSIONAL EXPERIENCE

Superintendent, Cedar Springs Public Schools, 2018 – present

Highly effective superintendents successfully navigate the dynamic challenge of leading a team of highly effective leaders. They develop and support strategies and programs to exceed the educational, emotional, and social needs of each student, family, and staff member. They lead the work of making strategic investments of limited resources including time, money, space, creativity, and people, which lead to expanded opportunities.

Evidence of my highly effective efforts as a superintendent can be found throughout my work in Cedar Springs.

Significant Accomplishments include:

- Highly effective performance evaluations 2018, 2019
- AASA/MASA Superintendent of the Year Nomination, August 2020
- Established healthy relationships with each member of our Board of Education
- Implementation of a comprehensive system for strategic planning, August 2019
- Successful \$68 million bond campaign, August, 2020
- District leadership team redesign
- Established open lines of communication with all employee groups
- Active engagement with key partners throughout our community, Kent County and the region
- Contributing partner on the KISA Diversity, Equity, and Inclusion Workgroup
- Implemented several staffing changes to bolster our District Mental Health Team

# PROFESSIONAL EXPERIENCE (CONTINUED)

Primary Responsibilities include:

- Supporting the Board of Education
- Ensuring high levels of student growth
- Leadership coaching/mentoring
- Facility/construction planning
- Public/Media relations
- District communication

- Ensuring adherence to safety/security protocols
- Strategic planning
- Budget oversight (fiscal and staffing)
- Bond election planning
- Foster business partnerships
- Community relations
- Kent Intermediate Superintendent's Association (KISA) membership
- Spectrum Health's Community Health COVID-19 Response Team membership

# Direct reports include:

- Building Administrators (9)
- Chief Financial Officer
- Director of Academic Services
- Director of Human and Community Services
- Director of Operations
- Director of Student Services
- Assistant Superintendent for Human Resources, Hudsonville Public Schools, 2011 2018

Primary Responsibilities include:

- Leadership coaching/advising
- Staff budgeting, planning, selection, oversight, and evaluation
- Professional development/coaching
- Discipline/discharge
- Payroll and Benefits
- Contract administration and negotiations
- Board Policy updates
- Title IX Coordinator

- FOIA Coordinator
- District Technology Bond Steering Committee
- Early Childhood Program oversight
- District communication
- Community education
- Aquatic programing
- Facility use
- District assessment

#### Direct Reports include:

- Early Childhood Director
- Director of District Technology
- Aquatics Director
- Director of Auditoriums
- **Principal**, Hamilton Middle School, Hamilton Community Schools, 2001 2011
- Assistant Principal, Hamilton Jr./Sr. High School, Hamilton Community Schools, 1995 2001
- Middle School Teacher/Coach, West Middle School, Holland Public Schools, 1992 1995

#### **EDUCATIONAL EXPERIENCES**

### **Educational Specialist Degree in Leadership, Grand Valley State University**

Completed in December 2010. Emphasis: The Superintendency, School Board Relations, Curriculum and Assessment, Leading Collaborative Change, Labor Relations, Data-Based Decision Making, and School Finance/Economic Issues

## The SUPES Academy, Michigan Leadership Institute

Completed in November 2010. Emphasis: Leadership, Systems Stability, Relationships, Communication, Data-Driven Planning and Decision Making, and Organizational Development

### Master of Arts, Educational Leadership, Western Michigan University

Completed in 1995. Emphasis: Educational Leadership, Curriculum, Instruction, and School Reform

#### Bachelor of Science, Secondary Education, Western Michigan University

Completed in 1988. Emphasis: Secondary Mathematics and Earth Science Education

#### STATE CERTIFICATIONS AND ENDORSEMENTS

#### Administrator Certification, Elementary and Secondary Administration, State of Michigan

- Central Office Endorsement
- Expires in June 2023

#### **SERVICE TO MY COMMUNITY**

- Mel Trotter Ministries, Board of Directors, 2018 present
- Kent County Family and Community Coordinating Council member, 2018 present
- North Kent Community Enrichment Board Member, 2018 present
- Grand Valley State University, College of Education Dean's Advisory Council, 2018 present
- MASA New Superintendent Mentor, 2020
- Grand Valley State University Student Teacher Advisory Panel participant, 2012 present
- Hope College Student Teacher Advisory Panel participant
- Cedar Springs Rotary, 2018 present
- Hudsonville Parks and Recreation Committee Member, 2011 2018
- Hudsonville Lion's Club Member, 2011 2018

#### REFERENCES

Ms. Heidi Reed President

Cedar Springs Board of Education

Mr. Ron Caniff Superintendent

Kent Intermediate School District

Dr. Nick Ceglarek Superintendent

Traverse Bay Area Intermediate School District

Ms. Shelly Stokes
Teacher/H.E.A. President (retired)
Hudsonville Public Schools