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**October 24, 2025**

**Hiring Committee**

Nevada Department of Education  
700 E. Fifth Street  
Carson City, NV 89701

Dear Members of the Hiring Committee,

I am writing to express my sincere and enthusiastic interest in serving as the next State Superintendent of Public Instruction for the Nevada Department of Education. As a visionary and equity-driven leader with more than 25 years of experience across the spectrum of public education—traditional districts, state education service agencies, and charter networks—I am uniquely positioned to champion Nevada’s mission of educational excellence, access, and innovation for all students.

Throughout my career, I have led transformational work in some of the most underserved and complex educational systems in the country. Currently, I serve as Superintendent for [REDACTED] Schools in [REDACTED], overseeing multi-campus strategic planning, school turnaround initiatives, and academic accountability across diverse communities. Previously, as Chief of the Center for Strategic District Supports at Region 4 Education Service Center—one of the largest in the nation—I provided guidance and technical assistance to over 50 districts, impacting more than 1.2 million students through district-wide improvement plans, emergency operations strategy, and Texas Education Agency (TEA) partnership initiatives.

A critical pillar of my leadership has been advancing **Career and Technical Education (CTE)** as a pathway to equity and economic mobility. I have successfully led the expansion of CTE programming, aligned offerings to regional workforce needs, and partnered with industry leaders to create real-world opportunities for students. From developing district-wide CTE master plans to helping campuses integrate college and career readiness goals into daily instruction, I have seen firsthand how high-quality CTE can change life trajectories. At [REDACTED] and in previous roles, I championed cross-sector collaborations with local employers and higher education institutions to provide students with internships, dual credit options, and industry-recognized credentials.

If selected to serve the state of Nevada, I will bring a deeply collaborative, outcomes-focused approach to elevate student learning and empower educators at every level. My track record includes leading multi-million-dollar grant acquisitions, building instructional leadership pipelines, strengthening CTE and workforce development alignment, and successfully aligning policy with practice to meet state and federal expectations—all while maintaining the humanity and heart of the work.

As your next State Superintendent, I would serve with integrity, urgency, and a steadfast belief in the promise of public education. I would welcome the opportunity to collaborate with the Nevada State Board of Education, legislators, families, and community stakeholders to ensure every child—regardless of zip code—receives a world-class education.

Thank you for your time and thoughtful consideration. I am inspired by Nevada’s commitment to innovation, equity, and workforce development, and would be honored to lead and serve alongside you in advancing the future of education across the Silver State.

With deep respect and unwavering dedication,  
[REDACTED]

██████████ PhD,  
Transformational | Strategic | Seasoned  
████████████████████  
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PROFILE

A visionary and collaborative PK–12 instructional leader with over 25 years of experience transforming schools and districts across urban, suburban, and rural settings. ██████████ has successfully led academic and operational teams in multiple states, driving measurable gains in student achievement while elevating teacher and leader effectiveness. Known for bold, strategic leadership—managing multimillion-dollar budgets, securing over \$12 million in grants, and designing systems that align instructional priorities with operational excellence. Committed to ensuring every child thrives by cultivating a culture of continuous improvement, accountability, and innovation.

- Superintendent, Regional Chief, and Vice President of Schools with deep expertise in school turnaround, instructional leadership, strategic planning, and board relations.
  - Successfully led the transformation of three underperforming campuses into high-performing schools across Florida, Georgia, and Connecticut.
  - Improved student achievement by over 15% in reading and math across turnaround campuses; maintained 95% staff retention rate by year three.
  - Designed and led systemwide instructional reforms, increasing academic performance and instructional coherence across multiple districts.
  - Responsible steward of multimillion-dollar budgets; secured and managed over \$12 million in grant funding to expand academic programs and leadership pipelines.
  - Oversaw cross-functional teams at Region 4 ESC including Emergency Management, Board Training, Aspiring Superintendents Academy, and Texas Strategic Leadership.
  - Frequent presenter at national conferences on school transformation, instructional leadership, and strategic systems design.
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EDUCATION

**Ph.D., Administration & Supervision (PK-12 Programs)**, Capella University – Minneapolis, Minnesota (2007)  
**M.S., Education**, Walden University – Minneapolis, Minnesota (2007)  
**B.S., Elementary Education**, Florida A&M University – Tallahassee, Florida (2000)

**CERTIFICATIONS & ENDORSEMENTS**

Superintendent (TX, FL, GA, CT) | Principal/Administrator (TX, FL, GA, CT)  
Elementary Education (K–6) | Middle Grades English Language Arts (6–8)

**EXECUTIVE TRAINING**

National Superintendents Academy – District Administration Leadership Institute  
The Leadership Forum – ILO Group (Cohort 9)  
Houston Business/Civic Leadership Forum (Summer 2023 Cohort)  
Relay Graduate School of Education – Instructional Leadership Program (2020)

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## EMPLOYMENT HISTORY

Aug 2024 — Present	<div>Superintendent of Schools, ██████████ Schools</div> <div>San Antonio</div> <div>(2800 Students)</div> <p>As a district leader, I was responsible for the general operation of individual schools and the district. This included overseeing various programs, policies and procedures, special projects, business services, and technology to ensure the district operated efficiently and effectively.</p> <ul style="list-style-type: none"><li>• I led district operations by collaborating with directors, coordinators, principals, and building staff to establish a shared vision, set strategic priorities, and develop both long-term and short-term plans for the day-to-day management of the school district.</li><li>• Successfully wrote and secured the multiple grants- for the district and managed its implementation and oversight to support instructional initiatives.</li><li>• Additionally, managed the Teaching &amp; Learning Department, overseeing its operations to ensure alignment with district goals. Oversaw the budget for the Teaching &amp; Learning Department and all school campuses, ensuring resources were allocated effectively to maximize student success.</li><li>• District Lead for RSSP, CRIMSI, and MCLASS, TIA, TIL, implementation in Texas, ensuring that these initiatives were executed with fidelity to enhance instructional practices.</li><li>• District Leader for Texas Reading Academies, guiding the program’s implementation to strengthen literacy instruction and improve student outcomes across the district.</li><li>• Led the coordination of monthly Principal and Assistant Principal meetings and academies and directed the development of the Principal and AP Playbook to support leadership growth and alignment.</li></ul>
Mar 2024 — Feb 2025	<div>Chief, Center For Strategic District Supports, Region 4</div> <div>██████████</div> <div>Education Service Center</div> <p>Region 4 Education Service Center (ESC), headquartered in ██████████ is the largest of the 20 regional education service centers in the state. It serves a seven-county area comprising <b>47 public school districts</b> and <b>43 charter schools</b>, collectively educating over <b>1.2 million students</b> and employing approximately <b>111,000 professional educators</b>.</p> <ul style="list-style-type: none"><li>• <b>Oversaw and managed the following departments</b> , ensuring cross-functional alignment and high-impact service delivery to over 90 school systems serving 1.2 million students:<ul style="list-style-type: none"><li><b>District Systemic Support</b> : Provided intensive districtwide improvement planning, instructional audits, and executive coaching to accelerate student achievement and leadership capacity in low-performing schools and districts.</li><li><b>Emergency Management &amp; School Safety</b>: Directed regionwide emergency preparedness and compliance with state safety mandates (including SB11), conducted safety audits, and trained leadership teams on crisis response, threat assessments, and reunification procedures.</li><li><b>Board Training</b>: Led and facilitated governance training for local school boards, including Lone Star Governance workshops, ethics training, and effective board-superintendent collaboration strategies to enhance district oversight and accountability.</li><li><b>Aspiring Superintendent Academy</b>: Created and launched a premier pipeline</li></ul></li></ul>

program to prepare high-potential leaders for superintendent roles; delivered executive coaching, case study analysis, and system-level leadership development.

**Texas Strategic Leadership (TSL) Program:** Partnered with the Texas Education Agency (TEA) to implement the TSL framework across districts; coached leadership teams on strategic goal setting, instructional visioning, and system diagnostics aligned to the Effective Schools Framework (ESF).

- **Served as a senior member of the ESC Cabinet Team**, contributing to executive-level decision-making, regionwide strategic planning, service design, and policy development to improve instructional and operational excellence across Region 4 districts and charters.
- **Led all strategic planning efforts within the Center for Strategic District Support**, developing tailored improvement plans, performance dashboards, and leadership alignment systems to help superintendents and district teams meet state and federal accountability goals. Oversaw the design and delivery of data-informed supports focused on system coherence, instructional leadership, and long-term sustainability.

Jul 2021 — Mar 2023

Superintendent of Schools, [REDACTED] Community Schools (3500 Students)

As a district leader, I was responsible for the general operation of individual schools and the district. This included overseeing various programs, policies and procedures, special projects, business services, and technology to ensure the district operated efficiently and effectively.

- Led district operations by collaborating with directors, coordinators, principals, and building staff to establish a shared vision, set strategic priorities, and develop both long-term and short-term plans for the day-to-day management of the school district.
- Successfully wrote and secured the TCLASS grant-\$15 million for the district and managed its implementation and oversight to support instructional initiatives.
- Additionally, managed the Teaching & Learning Department, overseeing its operations to ensure alignment with district goals. Oversaw the budget for the Teaching & Learning Department and all school campuses, ensuring resources were allocated effectively to maximize student success.
- Served as the District Lead for RSSP, CRIMSI, and MCLASS implementation in Texas, ensuring that these initiatives were executed with fidelity to enhance instructional practices.
- District Leader for Texas Reading Academies, guiding the program's implementation to strengthen literacy instruction and improve student outcomes across the district.

Oct 2019 — Jul 2021

Vice President of Schools, [REDACTED] Public Schools (74K Students)

- Served as Vice President of Schools and senior leader within the regional leadership cabinet, directly managing a portfolio of over 35 elementary and secondary schools and their principals. Ensured all campuses in the Rio Grande Valley achieved and maintained A/B accountability ratings through strategic leadership, data-driven decision-making, and targeted instructional support.
- Spearheaded district-wide strategic planning efforts focused on student achievement, promotion, retention, and graduation outcomes, resulting in measurable academic gains across multiple campuses.
- Oversaw and optimized the allocation of over \$1 billion in public funds, including school-level and departmental budgets, while assessing return on investment for instructional programs and cultivating strategic partnerships with

school districts, universities, funders, and government agencies to expand access and innovation.

- Managed and coached school leaders, providing instructional expertise and technical support to drive continuous improvement. As the region's senior instructional leader, played a key role in promoting a culture of excellence, collaboration, and innovation to ensure consistently high-performing schools.
- Applied data-informed decision-making practices by monitoring regional performance metrics, identifying trends, addressing challenges, and developing actionable plans that galvanized stakeholders toward ambitious goals.
- Built leadership capacity among regional leaders through strategic planning and targeted development, ensuring access to necessary tools and resources. Reallocated regional assets as needed to align with evolving priorities and maximize student success.

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Feb 2024 — Present

CEO, [REDACTED]

*Founder and Executive Consultant providing strategic services to schools, districts, and educational leaders nationwide.*

- Deliver executive leadership coaching to superintendents, principals, and district leaders, focused on transformational leadership, strategic planning, and goal execution.
- Design and facilitate customized school transformation workshops aligned to student achievement, systems alignment, and continuous improvement frameworks.
- Provide instructional leadership development, including training on observation/feedback cycles, data-driven instruction, and curriculum alignment.
- Lead grant writing consultations and provide guidance on securing federal, state, and private funding for instructional and operational initiatives.
- Offer budgeting consultations to support resource alignment, fiscal responsibility, and strategic investment planning for academic priorities.
- Support school leaders in developing performance monitoring tools, leadership pipelines, and turnaround strategies that elevate student outcomes.
- Partner with education organizations to design equity-minded solutions that drive systemic change and sustainable growth.

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## EXTENDED LEADERSHIP EXPERIENCE

- **Cluster Leader, America's Choice, Inc. – Little Rock, AR (2009–2011)**  
Provided executive leadership coaching and school improvement support to administrators in multiple Arkansas school districts, focusing on data-driven instruction, principal development, and school turnaround strategies.
- **Field Service Supervisor, University of Phoenix (2009–2011)**  
Supervised student teachers in grades K–8; observed instructional practices, provided actionable feedback, and ensured alignment with effective teaching standards and university expectations.
- **EdTPA Teacher Portfolio Scorer (2005–Present)**  
Assessed teacher candidate portfolios to determine readiness for initial licensure, with a focus on planning, instruction, assessment, and reflective practice.

- **Standards and Instructional Materials Suitability Approval Manager, Texas Education Agency (2024–Present)**  
Evaluated publisher-submitted instructional materials across content areas to determine alignment with TEKS and state criteria for inclusion on the Texas State Board of Education-approved curriculum list.
- **PASL Portfolio Evaluator (Present)**  
Reviewed and scored Performance Assessment for School Leaders (PASL) portfolios to assess the leadership capacity of aspiring administrators pursuing principal certification.

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CAMPUS LEVEL LEADERSHIP EXPERIENCE

Dec 2012 — Oct 2019	Principal, [REDACTED] [REDACTED] Shadow Rock Elementary School	[REDACTED]
Sep 2009 — Dec 2012	Principal, [REDACTED] [REDACTED]	[REDACTED]

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OPERATIONAL LEADERSHIP EXPERIENCE

- Spearheaded the design and execution of comprehensive operational systems across multiple school districts, aligning daily operations with academic priorities and long-term strategic goals.
- Led the development and continuous improvement of district-wide Multi-Hazard Emergency Operations Plans (MHEOP) in collaboration with local and state agencies, including the Sheriff’s Department, Fire and Rescue, Department of Public Health, and Emergency Management Services—ensuring coordinated response efforts and full alignment with FEMA and TEA guidelines.
- Built cross-sector partnerships to enhance school safety, including joint training exercises, safety drills, threat assessment protocols, and crisis response systems in partnership with law enforcement and public health agencies.
- Authored and updated emergency preparedness protocols that address a wide range of hazards (natural, technological, biological, and human-caused), creating layered safety systems tailored to both urban and rural school environments.
- Designed and implemented robust compliance monitoring systems to meet federal and state mandates, including Title IX, McKinney-Vento, FERPA, and civil rights obligations.
- Oversaw student data systems for enrollment, attendance, and district-wide discipline, streamlining intervention tracking and enabling real-time reporting for campus leaders.
- Directed all operational departments—including transportation, child nutrition, custodial services, and facilities maintenance—ensuring alignment with instructional calendars, equity in service delivery, and compliance with health codes and ADA requirements.



- Produced user-centered district handbooks, staff manuals, and training resources that codified procedures, clarified expectations, and standardized operational excellence across campuses.
- Championed campus accessibility and equity by leading ADA transition planning, retrofitting facilities, and building systems that reduced barriers for students with disabilities.

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TEACHING EXPERIENCE

Jan 2001 — Jun 2002	Pinellas County Schools	Saint Petersburg, Florida
Jun 2002 — Mar 2007	Georgia Public Schools	Atlanta, Georgia

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PROFESSIONAL SPEAKING ENGAGEMENTS

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| Jul 2022 — Present | <ul style="list-style-type: none"><li>• <b>National Charter Schools Conference</b> [REDACTED]<br/>[REDACTED]<br/>Delivered a compelling session focused on high-impact strategies for school turnaround, leadership pipelines, and equity-driven transformation across charter networks.</li><li>• <b>Leadership Network for Women Conference</b> [REDACTED]<br/>[REDACTED]<br/>Shared personal leadership journey and practical tools for rising female executives navigating complex school systems and breaking through equity barriers in education.</li><li>• <b>Texas Charter Schools Conference</b> [REDACTED]<br/>[REDACTED]<br/>Presented scalable models for building instructional infrastructure, leveraging data, and aligning operations to academic priorities in turnaround environments.</li><li>• <b>ASCD National Conference</b> [REDACTED]<br/>[REDACTED]<br/>Co-led a workshop designed to equip school leaders with research-based practices for improving instruction, coaching teachers, and managing performance through systems thinking.</li><li>• <b>All Systems Go! Conference – Education Service Center</b> [REDACTED]<br/>[REDACTED]<br/>Facilitated a session on effective district-wide leadership practices, including the use of walkthrough data, leadership calibration, and shared accountability for student outcomes across schools.</li></ul> |
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PROFESSIONAL MEMBERSHIPS/ORGANIZATIONS

Professional Affiliations

- AASA – The School Superintendents Association
- ASCD – Association for Supervision and Curriculum Development
- Texas Association of School Administrators (TASA)
- National Alliance for Public Charter Schools
- Texas Public Charter Schools Association
- National Association of Elementary School Principals (NAESP)
- National Association of Secondary School Principals (NASSP)
- League of Women Voters – Houston Chapter, Board Member



## Strategic Vision & Plan Statement

Dr. [REDACTED]

Candidate for State Superintendent of Public Instruction  
Nevada Department of Education  
[REDACTED]

As Nevada's next State Superintendent of Public Instruction, my strategic vision is rooted in an unwavering belief: every student—regardless of zip code, background, or learning style—deserves access to a high-quality, equitable education that prepares them for **college, career, military service, or entrepreneurship**. The Nevada Department of Education (NDE) must lead with urgency, innovation, and compassion to meet the diverse and dynamic needs of our students, educators, and communities.

My vision for NDE is to become a **bold, student-centered agency** that serves as a catalyst for educational excellence and workforce readiness. This means modernizing instructional systems, investing in educator development, and expanding rigorous pathways aligned to 21st-century opportunities. Our North Star will be improving student outcomes while eliminating disparities in achievement and access.

### Key Priorities to Advance This Vision:

#### 1. Empower Every Learner with Pathways to Purpose

Expand high-quality **Career and Technical Education (CTE)** programs, dual enrollment, and industry-aligned certifications. Strengthen partnerships with Nevada's colleges, universities, and employers to ensure students graduate with real-world skills and clear postsecondary options—including **college, military, skilled trades, and high-growth industries**.

#### 2. Accelerate Achievement through Instructional Coherence

Support districts with aligned curriculum, high-quality instructional materials, and professional learning grounded in the **Science of Reading** and evidence-based math practices. Build statewide systems that elevate academic rigor while addressing unfinished learning through **targeted supports and innovation zones**.

#### 3. Advance Equity, Inclusion, and Mental Well-being

Prioritize resources for multilingual learners, students with disabilities, and rural and tribal communities. Ensure wraparound services—including mental health, family engagement, and socioemotional supports—are integrated into every school's success model.

#### 4. Build and Sustain an Excellent Educator Workforce

Launch recruitment and retention efforts that grow the pipeline of **diverse, highly effective educators**, especially in hard-to-staff areas. Provide pathways for paraprofessionals, veterans, and career-changers while reducing bureaucratic burdens on schools.

#### 5. Leverage Data, Accountability, and Innovation

Use data to drive decision-making, not punishment. Provide actionable insights to school leaders while fostering a culture of continuous improvement. Invest in **innovative school models**, early literacy and numeracy acceleration, and systems that measure Return on Investment (ROI) to maximize the impact of every dollar spent.

Together—with Nevada's families, educators, and communities—we will champion a future where every student is equipped to lead, succeed, and thrive.

**Professional References for** [REDACTED]

**Mr. Patrick Britton**

Board President

Legacy Traditional Schools  
[REDACTED]

**Mr. Ray Tijirena**

Board Trustee

Legacy Traditional Schools  
[REDACTED]  
[REDACTED]

**Dr. Edwin Strickland**

Former Executive Director

IDEA Public Schools  
[REDACTED]  
[REDACTED]

**Dr. Allegra McGrew**

Program Director

Region 4 Education Service Center  
[REDACTED]

**Mr. James Briscoe**

Administrator

Cypress-Fairbanks Independent School District (Cy-Fair ISD)  
[REDACTED]

**Chaplain Pearl Moten**

Atlanta, Georgia- Chaplain (Sherriff's Department)  
[REDACTED]

