

Curriculum Vitae

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EDUCATIONAL BACKGROUND

- 1995 Ed.D., Wilmington University, Wilmington, Delaware
- 1993 Completed sixty graduate credits beyond masters
Specialty areas include:
Reading Specialist
Education Leadership
Special Education
Early Childhood
- 1981 M.Ed., Salisbury University, Salisbury, Maryland
- 1976 B.S. in Education, Salisbury University, Salisbury, Maryland
- 1970 Graduate of Indian River High School, Frankford, Delaware

JOB EXPERIENCE

- 2017-Present University of Delaware
- Director, Delaware Academy for School Leadership
 - Director Southern Delaware Graduation Programs
 - Assistant Professor, School of Education
- 2015-2017 University of Delaware
- Director Professional Development Center for Educators & Delaware Academy for School Leadership
 - Interim Director Professional Development Center for Educators
 - Professional Development Partners
 - Delaware Academy for School Leadership
 - Coordinator Doctoral Program in Educational Leadership
 - Director Graduate Programs, Southern DE
 - Assistant Professor, School of Education
- 2010-2015 University of Delaware
- Director, Delaware Academy for School Leadership
 - Director Graduate Programs, Southern DE
 - Assistant Professor, School of Education
- 2006-2010 University of Delaware
- Associate Director, Delaware Academy for School Leadership

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- Director Graduate Programs, Southern DE
- Assistant Professor

- 2004-2006 Wilmington University
 - Coordinator for Graduate Education Programs (Georgetown and Dover Campuses)

- 2002-2010 Delaware Department of Education, Project Director
 - Delaware's Cohesive Leadership System (DCLS)-a Wallace Foundation Funded Grant
 - State Action for Education Leadership Project (SAELP)

- 2002-2004 Delaware Department of Education
 - Director of Professional Accountability

- 1997-2002 Indian River School District, Ocean View, Delaware 19970
 - Principal, Lord Baltimore Elementary School
Ocean View, Delaware 199
*"A U.S. Dept. of Education National Blue Ribbon School &
Delaware's National Distinguished Principal 2002"*

- 1996-1997 Indian River School District
 - Assistant Principal, Lord Baltimore Elementary School
Ocean View, DE 19970

- 1992-1996 Indian River School District
 - Assistant Principal, Georgetown Elementary School,
Georgetown, Delaware 19947

- 1987-1992 Indian River School District
 - Reading Specialist, Lord Baltimore Elementary School
Ocean View, Delaware 19970

- 1979-1987 Indian River School District
 - Grade 1 teacher, Lord Baltimore Elementary School
Ocean View, Delaware 19970
"Teacher of the Year 1982"

- 1978-1979 Indian River School District
 - Grade 5 teacher, Lord Baltimore Elementary School
Ocean View, Delaware 19970

- 1977-1978 Indian River School District
 - Grade 3 teacher, East Millsboro Elementary School
Indian River School District, Millsboro, Delaware 19966

- 1973-1977 Indian River School District

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Title I Paraprofessional, Lord Baltimore Elementary School
Ocean View, Delaware 19970

Professional Development Design and Implementation

- Management for all professional development partnerships and coaching with school districts and charter schools on behalf of the Delaware Academy for School Leadership (2006-Present)
- Partner with the National Association of Secondary School Principals (NASSP) to develop and implement a School Leaders Academy using Design Thinking Methodology strategies for Assistant Principals, Principals, School Teams and District Team (July 2017-Present)
- Develop and implement an Alternative Routes to Certification Program for aspiring school leaders in Delaware—*UDEL Principal Preparation Program* (2015-present)
- Plan and facilitate the Annual Policy and Practice Institute for Delaware's school leaders (2002-Present)
- Design a principal supervisor credentialing program for DE principal supervisors to use DPAS for principal evaluation in collaboration with DEDOE (2015-present)
- Design and implement an Executive Leadership Academy for aspiring superintendents in collaboration with DEDOE (June 2013-Present)
- Design and deliver a program to prepare Assistant Principals to be Principals in the Christina, DE School District—The STEP UP PROGRAM (September 2017- May 2018)
- Design and deliver a program to prepare Assistant Principals to be Principals in the Cecil County, MD School District—The STEP UP PROGRAM (September 2017- May 2018)
- Management of all professional development partnerships and coaching with school districts and charter schools on behalf of the Professional Development Center for Educators & Delaware Academy for School Leadership (2015-2017)
 - Literacy
 - Mathematics
 - Science
 - Social Studies
 - Problem-Based Learning
 - Responsive Classroom
 - School Leadership
 - Classroom Management and School Culture
- Design and facilitate a Community of Practice for Principal Supervisors in DE School Districts in collaboration with the DEDOE (2015-2017)
- Design a Principal Supervisor Model for the Yonkers, NY School District (2015-2016)
- Design and implement a pilot program for Assistant Principals on behalf of the National Association for Secondary School Principals and the Wallace Foundation in collaboration with the Delaware Association for School Administrators (May 2017-September 2017)
- Design and deliver a program to prepare Assistant Principals in the Appoquinimink School District—The ASPIRE PROGRAM (September 2016-2017)
- Design and deliver a program to prepare teacher leaders for the role of Assistant Principal in the Capital, Milford and Seaford School Districts —The ASPIRE PROGRAM (2015-2016)
- Develop and facilitate a training program for Assistant Principals in the Milford, Seaford, and Capital School Districts—*The STEP-UP Program* (2015-2016)

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- Design and deliver a program to develop Assistant Principals in the Capital, Milford and Caesar Rodney School Districts –*The ASPIRE PROGRAM* (2012-2015)
- Provide training to teacher leaders in the Yonkers School District on the topic of *NY State Teacher Evaluation System: Understanding Evidence* (2015-2016)
- Provide coaching to principals in the Yonkers School Districts (September 2014-June 2015)
- Provide a *Community of Practice* for Principal Supervisors and Assistant Principal Supervisors to implement the DE principal practice rubric and to pilot the assistant principal practice rubric for the Delaware Performance Appraisal System. (2014-2015)
- Collaborate with New Leaders to facilitate *Communities of Practice* with 10 Delaware School Districts piloting the principal practice rubric, including policy revision and statewide training for principal supervisors (2013-2015)
- Develop an Aspiring School Leadership Program—*ASPIRE*-- for Delaware School Districts in collaboration with Capital, Caesar Rodney and Milford School Districts (2012-2015)
- Provide Delaware Performance Appraisal credentialing training to all Delaware principals and assistant principals (2013-2015)
- Provide Boot Camp training for all new administrators in DE to prepare them to conduct Teacher and Specialists evaluations using the Delaware Performance Appraisal System (2013-2015)
- Develop and deliver training to Principal Supervisors, Principals and Assistant Principals in the Yonkers, New York School District on the topic of *Principal and Teacher Evaluation using the APPR* {RTTT} (January-August, 2015)
- Developed and delivered training to Principal Supervisors and Principals in the Ramapo Central, NY School Districts using the APPR using the approved Multi-Dimensional Rubric (January, 2014) {RTTT}
- Provided training on the new principal evaluation system --APPR to administrators on behalf of the Westchester-Putnam BOYCE, New York (2011-2014) {RTTT}
- Managed three DEDOE RTTT projects (2010-2015)
 - Coaching principals to improve teacher evaluations (Development Coaches)
 - School Administrator Managers (How Principals Use Time)
 - School Turnaround (Partnership Zone School Partner)
 - Stanton Middle School (Red Clay School District)
 - Positive Outcomes Charter School
- Train and coach principals in the Clarkstown Central School District, New City, NY in preparation for the new principal evaluation system {RTTT} (2011-2013)
- Provide training to administrators in Hawaii on behalf of the Hawaii DOE {RTTT} (2012)
 - Aspiring Program
 - Using data to inform decisions
 - Vice Principal Program
 - Using data to inform decisions
 - Developing a school vision
 - New Principals
 - Using data to develop Academic and Financial School Plan
 - Developing a school vision
 - Mentors for New Principals

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- Using a Blended Coaching model
- Provided statewide training for administrators, teachers and specialists on content and process of Delaware's Performance Appraisal System (2010-2015)
- Design and deliver a new principal "boot camp" on behalf of DE DOE (2012-2015)
- Developed and delivered customized professional development for districts and states in support of their RTTT plans (2010-2015)
- Collaborate with the Delaware Center for Teacher Education and Southern Delaware Professional Development Center to provide content specific professional development to teachers and principals (2006-2015)
- Facilitate the Comprehensive Success Review Process in Delaware's lowest performing schools on behalf of the Delaware DOE (2010-2015)
- Conduct Comprehensive Success Reviews to identify school improvement priorities (2011-2015)
 - Colonial School District
 - Red Clay School District
 - Brandywine School District
 - Appoquinimink School District
 - Laurel School District
 - Woodbridge School District
 - Milford School District
- Plan and facilitate the Annual Teacher Leadership Institute (2010-2012)

School Improvement Partnerships

- Principal Coaching support for Stubbs Elementary School (priority school) in the Christina School District (2017-Present)
- Partnership with the Milford School District to design and deliver a comprehensive professional development plan and leader development for all secondary schools. (2017-present)
- Partnership with the Laurel School District to design and deliver a comprehensive professional development plan and leader development to elementary, middle, and high schools, including a priority middle school (2015-present)
- Partnership with the Red Clay School District to provide professional development and coaching support to four focus schools (Shortlidge, Warner, Richardson Park, and Highlands Elementary Schools) (2015-present)
- Conducting Comprehensive School Reviews for DE school Districts (2015-present)
- Partnership with Laurel Middle School (priority school) to provide professional development, coaching and specialized support for monitoring special education processes. (2015-2017)
- Partnership with the Woodbridge School District to provide professional development and coaching in all secondary schools focused on differentiating instruction. PDCE and DASL are working with all secondary K-12 teachers and principals in ELA, Math, Social Studies, Science, and School Leadership. (August 2016-Present)
- Partnership with East Dover Elementary School (focus school) in the Capital School District to provide professional development and coaching support to teachers (2015-2016)

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- Partnership with the Brandywine School District to provide professional development and support to three focus schools (PS DuPont MS, Carcroft & Claymont Elementary Schools) (2016-2017)
- Schools that Lead Partnership that provides professional development to teachers at four schools (Milford Academy, Newark High School, Positive Outcomes, and Cedar Lane Elementary School) focused on the teaching of argumentative writing. The professional development includes group workshops; classroom modeling, observing, and coaching; and debriefing sessions. Pre- post data on students' writing of argumentative text will be collected to show the impact of the professional development on students' writing performance.
- Title II Partnership Grant with DEDOE Delaware Reading and Writing Project (2015-2017)
- Conducting Comprehensive School Review for all Delaware Focus and Priority schools on behalf of DEDOE (2011-2015)

State and District Policy Leadership

- Facilitator for University Principal Preparation Initiative (UPPI) working with NC State and NCDOE to redesign NCState Principal Preparation Program on behalf of the Wallace Foundation and the American Institute for Research (AIR) (2017-Present)
- Facilitator for a working group during the Principal Pipeline and Principal Supervisor (PPI-PSI) professional learning community, working with 14 urban school districts on behalf of the Wallace Foundation and the New York City Leadership Academy (2015-Present)
- Designed and implemented Principal Pipeline and Development Programs in collaboration with school districts and universities (2002-Present)
- Member of the BESTNC Advisory Committee to established policies and practices to support school leadership for State of North Carolina (2017)
- Developed training modules for the DEDOE using Delaware's Performance Appraisal System II for school leaders (2004-Present) on topics related to:
 - Goal Setting with Teachers & Specialists
 - Conferencing with Teachers & Specialists
 - Developing and Monitoring an Individual Improvement Plan
 - Understanding content of Danielson's Framework for Teaching as a School Leader
- Serve as a facilitator for the Education Leadership Learning Community (ELLC) working with the Ohio State Team on behalf of the Wallace Foundation and the New York City Leadership Academy (2017)
- PSEL Alignment Advisory Committee—a collaboration with districts, DOE, and DASL to align rubrics for principal evaluation to the new PSEL standards (2016-Present)
- Member of the Education Development Center work group focused on Principal Preparation Program redesign with district partnerships funded by the Wallace Foundation (38 university partners) (2015-2017)
- Collaboration with the Institute for Public Administration, the Delaware State Education Association, the Delaware School Boards Association, the Delaware State Parent-Teacher Association, and the Delaware Department of Education to host a workshop on the topic of the Every Student Success Act (2016)

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- Collaboration with New Leaders to develop policy revisions for the District Office Administrators Performance Appraisal System and the development of a rubric for evidence collection. (2014-2015)
- Advisement to the Hawaii DOE on the topic of preparing principals for school turnaround (2011)
- Served on committees in an advisory capacity to support DE's RTTT initiatives related to the state performance appraisal system (2010-2015)
- Project director for Delaware's Cohesive Leadership System--Wallace Foundation Grant (2002-2011)
- Developed a model of school leadership for the Department of Education that included: standards, training programs, and working conditions policy along a career continuum for school leaders (2002-2011)
- Developed models of distributed leadership in middle and high schools (worked with Dr. Jim Spillane, Northwestern University) (2004-2011)
- Developed 10 models of succession planning in Delaware school districts and charter schools (2004-2011)
- Developed and shared strategies for public engagement and school governance (2004-2011)
- Revised and managed the state coaching and mentoring program for new principals (2004-2011)
- Facilitated a program review of DE's three university School Leadership Programs that led to certification as a principal, central office or superintendent and provided support and guidance during the program redesign process (worked with Dr. Joseph Murphy/Vanderbilt University and Dr. Michelle Young, UCEA) (2002-2011)
- Collaborated with universities and Department of Education leaders in Kentucky, Alabama, Kansas, Ohio and Delaware to research to design a national teacher leadership program (supported by CCSSO) (2004-2011)
- Designed and piloted the National Board Certification for School Leaders by NBPTS and SREB (2004-2011)
- Researched and implemented time management for school leaders using the School Administrator Manager National Model (SAMS) (2004-2011)
- Collaborated with NASSP to facilitate a Developmental Assessment Center for new principals in Delaware (2004-2011)
- Researched and wrote a policy brief on the topic of *Principal Autonomy* (2008)
- Conducted an evaluation study of *Transition of School Leadership in Delaware* (2008-2010)
- Developed policy recommendations for managing human capital (2008-2010)
- Implemented a statewide training program for *Balanced Leadership* in DE (MCREL) (2006-2008)
- Developed and piloted a Turnaround Leadership Program in Delaware (2006-2010)
- Conducted a research study on Career Path and Turnover of School Principals in Delaware (2006-2008)
- Developed and delivered *Advanced Training for School Principals in Low-Performing Schools*
- Participated in the Leading Change Learning Community convened by the Wallace Foundation and the Council for Chief State School Officers (2002-2010)
- Piloted the EDC Quality Measures Rubrics with all aspiring leader programs in districts and universities (Indian River, DE; Appoquinimink, DE; University of Delaware; and Wilmington University) (2006-2010)

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- Customized professional development to support school improvement goals for individual districts/schools (2002_2010)
- Piloted VAL-Ed (2006)
- Designed policy and procedures for determining DE's "highly qualified" teachers (2003-2004)
- Operationalized new regulations for Delaware's Licensure & Certification of educators (2002-2004)
- Redesigned the program approval process for school leadership and teacher education programs (2002-2004)
- Facilitated the development of and training for the Delaware Educator Data System--DEEDS (2002-2004)
- Led the development, implementation, training, and pilot of Delaware's statewide performance appraisal system for teachers, specialists and administrators {DPAS II} (2002-2004)
- Supervised standards setting for PRAXIS I and II cut scores (2002-2004)

Grants and Awards

- Partnership with NASSP to design and facilitate a National School Leaders Academy using design thinking methodology to solve school problems (2007-Present)
- Partnership contracts **(81)** with Delaware School Districts, Schools, and the DOE for school improvement in Literacy, Math, Social Studies, Math, School Culture, and School Leadership (2016-Present)
- Partnership Contracts with Yonkers, NY SD (2014-Present)
- Partnership Contract with Cecil County, MD SD for Bookworms Coaching and Support (2016-2017)
- Awarded the Delaware Reading and Writing Grant from DOE to support Literacy and Social Students Professional Development and Coaching (2016-2017)
- Awarded the Math-Science Partnership Grant from the DEDOE (2016)
- Awarded a Title II Grant for School Improvement (2015-Present)
- Awarded a 21st Century Grant to manage an extra-time program in the Seaford School District (2014-Present)
- Awarded a 21st Century Grant from the DE DOE provide a summer school and extra time program to all incoming kindergarten children at McIlvaine Early Learning Center in the Caesar Rodney, DE School District (2014-Present)
- Awarded a 21st Century Grant from the DE DOE to provide a summer school program to low-income and at-risk Kindergarten and First Grade students in the Laurel School District (Delaware Early Learning Initiative RTTT) (Summer 2013) (Renewed for 2014-Present)

TEACHING, ADVISING, AND CURRICULUM DEVELOPMENT (2006-Present)

- Assistant Professor, College of Education and Human Development, University of Delaware (2006-Present)
- Teaching EDUC 890 Leadership: Theory & Practice (Summer, 2017)

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- Advise Masters and Doctoral Education students (2006-Present)
- Advise and counsel students who are seeking a graduate program in Southern Delaware (2006-Present)
- Serve on doctoral committees (2006-Present)
- Plan and coordinate the panel for the school leader interns Portfolio Review Process (2006-2017)
- Work with school leadership faculty and the program coordinator to revise curriculum for specific courses and the internship (2006-Present)
- Provide data for the NCATE Process (2006-Present)
- Coordinator of the EDD Program in School Leadership (2015-2017)
- Coordinate and supervise the internship placements for students taking the School Leadership Internship Course EDUC 879 (2011-2016)
- Coordinate the placement and supervised students in the MED School Leadership Program in (2006-2011)
- Taught masters and doctoral courses (2006-2015)
 - EDD 879 School Leader Internship
 - EDUC 658 Classroom Management & Discipline
 - EDUC 722 Understanding Teacher Leadership (online)

ADMINISTRATION

- Director of the Delaware Academy for School Leadership (DASL) (2011-Present)
 - Hire and supervise professional staff
 - Manage budget
 - Develop partnerships with school districts, charter schools, professional organizations, and state agencies
 - Align work to College of Education and Human Development goals and priorities
 - Partner with faculty from HDFS, SOE, and Arts & Sciences on special projects
 - Collect and evaluate impact data
 - Respond to Request for Proposals and apply for grant funding
 - Complete reports for Dean and Budget Office
- Advise Program Coordinators in the development of curriculum and the hiring and supervision of adjunct professors for graduate programs in Southern Delaware (2006-Present)
- Marketing of UD programs in Southern Delaware (2006-Present)
- Notification of course availability in Kent and Sussex Counties (2006-Present)
- Attending Partners Meetings on the Southern Campus with representatives from Delaware State University, Wilmington University and Delaware Technical and Community College (2006-Present)
- Transition DASL back to a center for school leadership (2017)
- Merge PDCE & DASL with the Southern Delaware Professional Development Center (2016-2017)
- Director of the Professional Development Center for Educators & the Delaware Academy for School Leadership (2016-2017)
- Interim Director of the Professional Development Center for Educators (2015-2016)
- Coordinator for the Doctoral Program in School Leadership (2015-2017)
- Manage PDCE/DASL budgets (2015-2017)

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- Respond to Request for Proposals and apply for grant funding to support PDCE/DASL
- Grant writing (2015-2017)
- Develop partnerships with the Director of the Southern Delaware Professional Development Center and to provide professional development to secondary teachers in Delaware (2010-2016)
- Assist the Director of the School of Education with issues related to school leadership and academic programs (2016-2017)
- Recruitment and retention of new students to the Masters and Doctoral programs in education (206-2017)

National and State Committees

- Appointed to the International Literacy Association Advisory Panel that will provide critical expertise and guidance to support development of a new credentialing program for school-based literacy professionals, grades K–12. (January 2016)
- Served on the 2015 Professional Standards for Educational Leadership Committee (PSEL 2015)
- Appointed to Delaware Performance Appraisal System Advisory Committee representing higher education (2015)
- Co-chair National ISLLC Standards Refresh Committee (2014-2015)
- Member of the DE DOE Delaware Educator Support Team Advisory Committee (DESS) (appointment by Secretary of Education) (2008-present)
- Member of the Delaware Performance Appraisal System Advisory Committee for Teachers, Specialists and Administrators (2010-present)
- Member of the Ad Hoc Governance Committee for National Board Certification for Principals, National Board (2010-2012)
- Member DE DOE Team to USDOE Convening (2012)
- Curriculum Planning Committee Sussex Academy for Arts & Sciences new high school (2011-2013)
- Member of the DE DOE Innovation Action Team on the topic of Teacher and Leader Effectiveness & Reauthorization of ESEA (2010-2012)

University Committees

- Partnership for Public Education (2017-Present)
- Community for Public Engagement & Public Service Centers (2016-Present)

National Consulting & Technical Assistance

- Consultant to National Association for Secondary School Principals to design and facilitate and National School Leaders Academy using design thinking methodology to solve school problems(2017-Present)
- Consultant to the American Institutes for Research and the University Council for Educational Administration to support universities engaged in the University Principal Preparation Program Initiative to redesign the content and clinical experiences to better prepare principals for partnership districts. (2017-Present)

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- National Partner to the Wallace Foundation for Principal Pipeline Project and Principal Supervisor Project (2012-present)
- Consultant to the New York City Leadership Academy and the Wallace Foundation to support working groups and facilitate for the Principal Pipeline and Principal Supervisor Initiatives Professional Learning Community focused on the work of 14 urban school districts (2015-Present)
- Collaboration with Gary Bloom (New Teacher Center, *Blended Coaching*) to develop resources for the professional development and of principal supervisors and coaching tools for principal supervisors to use when working with principals on behalf of New York City Leadership Academy and the Wallace Foundation (2016-2017)
- Consultant to the American Association of School Superintendents (AASA) for a Melinda Gates Foundation funded initiative-- National Women's Leadership Consortium (2016-2017)
- Consultant to the National Council for State Legislators on topic of "School Leadership for Rural Schools (2016)
- Consultant to the New York City Leadership Academy and the Wallace Foundation to support the Education Leadership Learning Community Initiative to support the work of ten states (Ohio, Nebraska, Wisconsin, Tennessee, Pennsylvania, Maryland, Oregon, Florida, Minnesota, and Missouri) in the development of their ESSA State and District Plans focused on strategies to support principals and principal supervisors. (2016-2017)
- Lead Consultant to NASSP and NAESP to support the National Principal Professional Learning Community Initiative for Principal Pipeline Districts. Project Director (2015-2017)
- Review the applications for the University Programs Partnership Initiative for the Wallace Foundation to select seven universities to redesign principal preparation programs in collaboration with a network of partnership school districts (2016)
- Participation at IES Meeting on Researching the Influence of School Leaders on Student Outcomes (August 2015)
- Consultant to the West Virginia State Board of Education on policy issues related to school leadership in collaboration with National Governors' Association (2014-2015)
- Consultant to the National Association for State Boards of Education on policy issues related to school leadership (2014-2015)
- Consultant to the Georgia Leadership Institute for School Improvement (GLISI) to support the PLC Initiative for Principal Pipeline Districts. Project Director for the PLC Group –*Time for Instructional Leadership*. (2014-2015)
- Consultant to the National Association for State Boards of Education on the topic of *School Leadership*. Providing direct support to the state boards of education in Maine, West Virginia and Delaware. (2014)
- Plenary speaker for Education Development Center (Boston) at a convening of 20 university preparation program partners who are redesigning preparation programs as part of a national project funded by the Wallace Foundation. The topic of the plenary was *How to Sustain Your Work*. (June 2014)
- Guest Lecturer with Dr. Jody Spiro (Wallace Foundation) at Columbia University on the topic of *Using Professional Learning Communities to Share Knowledge* (April 2013)
- Served on two panels for the National Governors' Association on the topic of state policy related to *Principal Performance Evaluation* and *Licensure and Certification of Teachers and Leaders* (January 2013)

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- Panelist on the topic of *Sustaining School Leader Preparation Programs* at the Wallace Foundation District Pipeline Convening (December 2012)
- Reactor to webinar presenters for CCSSO SCEE on the topic of teacher evaluation (2012)
- Hawaii Department of Education on topic of principal reparation {RTTT} (2011-2012)
- Hawaii Department of Education on the topic of turnaround leadership {RTTT} (2011-2012)
- Work with Margaret Terry Orr (Bank Street College) to train principals and superintendents in New York Northwestern/Putnam BOYCE's on topic of New York's new principal evaluation system (RTTT) (March 2011-Present)
- Panel member for the Council of Chief State School Officers at the National SCEE meeting on the topic of principal evaluation (Washington, DC, 2011)
- Panel member with Dr. Michael Copeland (GATES) for the National Governors' Association on the topic of principal evaluation (Richmond, VA, 2011)
- Panel member for the National Governors Association on the topic of professional development and evaluation of principals (Tampa, 2011)
- Work with the Kentucky School Administrators' Association to train Kentucky's Turnaround Principals on the topic of "leading change" (2010)
- Member Permanent Working Committee National Board for Professional Teaching Certification –Principal and Teacher Leadership (2009-2011)
- Work with the Department of Education in Kentucky to development a Performance Evaluation System for School Principals (2009-2010)
- Member Evidence Committee National Board for Professional Teaching Certification –Principal and Teacher Leadership (2009-2010)
- Work with the NYDOE and Dr. Joseph Murphy (Vanderbilt) to develop a Performance Evaluation System for Principals(2009)
- Work with the state of Iowa to develop a cohesive leadership system and implement state standards (2009)
- Work with the Department of Education in Ohio and Dr. Joseph Murphy (Vanderbilt) to development a Performance Evaluation System for School Principals (2008)
- Work with the state of Kansas to develop a Performance Evaluation System (2008)
- Review of the Ohio Principal Standards for the Ohio Department of Education (2004)
- Work with the Department of Education in Wyoming to develop a Cohesive Leadership System (2004)

PAST EXPERIENCE

- Administered and managed the (DE DOE) state Coaching and Mentoring Program for School Leaders (2009-2011)
- Member of the DE DOE Strategic Planning Committee for RTTT (2009)
- Co-Chair of the Enhancing Teacher and Leader Quality Work Group (2009)
- Grant reviewer for Rodel Foundation Vision 2015 Grants to Schools (2008-2010)
- Consultant to DDOE on the National Governor's Association High School Grant (2005-2008)
- Representative for DDOE on work with ACHIEVE (Graduation/High School to Post Secondary/Work (2007-2009)

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- Member of the Interstate School Leaders Licensure Consortium on behalf of the DE DOE (2001-2004)
- Appointed by the Delaware Association of School Administrators to the sub-committee responsible for developing the Delaware Performance Appraisal System for School Leaders, facilitated by Dr. Joseph Murphy, Ohio State Leadership Academy (2000)
- Responsible for licensure and certification for educators for the DE DOE (2002-2004)
- Responsible for managing professional development tracking using the DEEDS system DE DOE (2002-2004)
- Development of cut-scores PRAXIS 1 and 2 (DE DOE) (2002-2004)
- Program approval for academic programs in education at DE's institutions of higher education (2002-2004)
- Grant writing DE DOE (2002-2004)
- Operationalizing regulations and policy DE DOE (2002-2004)

Professional Conferences –Presenter/Participant

- Presentations at the University Council for Educational Administration (2017)
 - Session 266. Standards for School Leadership Prep & Practice: PSEL & NELP
 - Session 233 UCEA-Lessons from the Field for Principal Development Programs
- Presentation at Learning Forward (2017)
 - Session 3201 DESIGN THINKING METHODOLOGY: MOVING FROM PROBLEMS TO OPPORTUNITIES
- Presentations at the National Principals' Conference (July 217)
 - Pro-Lit
 - Using Data
 - Building Teacher Capacity
 - PSEL and NELP Standards
- Presentation and facilitation on behalf of AASA and the Bill and Melinda Gates Foundation, "More Than a Power Lunch: Women in School Leadership (October 2016, March 2017)
- Presentation to the NASSP National Affiliates Conference, Savannah, GA on the topic of Professional Standards for Education Leaders State Policy, San Diego, CA (virtual presentation) (May 2017)
- Presentation to Utah legislators with Steve Tozer (University of Illinois-Chicago) on behalf of National Conference for State Legislators in Salt Lake City, Utah on topic of *School Leader Preparation* (December 2016)
- Presentation to the NASSP National Affiliates Conference, Savannah, GA on the topic of: *Imagine Difference Shapes and Sizes: The Future of Professional Learning and the Importance of Partnerships* (May 2016)
- Presentations at the National Summit for Principal Supervisors, Broward County Public Schools, Ft. Lauderdale, FL, on the topics of: (1) *Team Approach for Supervising and Evaluating Principals in a Large Urban District* and (2) *Coaching Principals* (May 2016)
- Presentations at the American Association for Council of Teacher Education (AACTE) National Conference on the topics of: (1) "*Wallace Foundation Principal Pipeline: A recipe for quality*"-- "*Impacting Standards- Impact on K-12 and Higher Education*" and (2) "*Improving state evaluation principal preparation programs*" (2016)

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Consultant to the National Governors' Association and the Council for Chief State School Officers on the topic of *Principal Evaluation and the Role of the Principal Supervisor* (2015)

- Presentation of the revised Standards for Education Leaders to Wallace Foundation Principal Pipeline Superintendents and Project Directors (November, 2015, NYC)
- Presentation of the revised Standards for Education Leaders to 38 university preparation programs convened by Education Development Center (Boston, November 2015)
- Speaker for the National Governors' Association and the Council for Chief State School Officers State Policy Meeting on the topic of *Principal Evaluation and the Role of Principal Supervisors* (November 2015, Washington, DC)
- Presentation at NASSP Conference, San Diego, CA, Topic: *Coaching Principal to Improve Teacher Effectiveness and Leading Change: What Great Leaders Do*, February 2015
- Presentation at the University Council for Educational Administration (Washington, DE) November 2014, Topic: *The Refreshed ISLLC Standards for School Leaders* (presented with Drs. Joseph Murphy, Mark Smylie, Erin Anderson, and Terry Orr.
- Presentation at National Association for Elementary Principals, (Nashville, TN) July 2014 on the topic of *Principal Evaluation: A Coaching Model*
- Presentation at Learning Forward (Dallas, TX) December 2013 on the topic of *Principal Evaluation: A Coaching Model*
- Presentation at the National Assessment Conference for Council of Chief State School Officers on the topic of *Coaching Principals to Improve Teacher Evaluations*, Baltimore, June 2013
- Served on two panels for the National Governors' Association on the topic of state policy related to Principal Performance Evaluation and Licensure and Certification of Teachers and Leaders (January 2013)
- USDOE Convening on the topic of: *Building Leaders for Rigorous Instructional Leadership*, Panel Discussion on *topic of Working with Partners*, Secretary of Education Mark Murphy & Jacquelyn O. Wilson (September 2012)
- Hawaii School Leader Symposium: "Next Generation: Leading and Learning"
- Keynote Address: *Change Leadership--Adjusting Your Sails*
- Breakout Session: *Developing a Culture of Continuous Improvement* (September 2012)
- Learning Forward Summer Conference, Presenter, Topic: *Coaching Principals to Evaluate Teachers*, July 2012, Denver, CO
- National Governor's Conference, Policy Forum on State Policies to Improve School Principal Preparation—Panelist, March 2011
- Learning Forward Conference, Summer 2011, Indianapolis—Presenter, Topic: *Differentiated Coaching for School Leaders*
- Charleston, SC School District Conference for Teachers, Summer 2011—Presenter, Topic: *Differentiated Coaching for School Leaders*
- SREB National Leadership Conference, Led DE Team, May 2010, Atlanta, GA
- Wallace Foundation's National Conference, October 2009, Washington, DE. On the topic of *Leadership Transition*
- NASBE and CCSSO Conference on Turning Around Failing Schools, DE Team, Arlington, VA, January 2009
- Education Trust National Conference, December 2009, Presenter with Catherine Augustine (RAND), Topic: *Delaware's Cohesive Leadership System*, Washington, DC
- Leading Change Learning Communities, Council of Chief State School Officer and the Wallace Foundation (January, 2010)

Curriculum Vitae

- National Association for State Legislators (2010) Presentation on Cohesive Leadership Systems: The RAND report with Catherine Augustine, NYC
- National Staff Development Conference, Philadelphia (2006) and Nashville (2007), Presenter with Dr. Jody Spiro
- Succession Planning in DE, Kentucky Leadership Conference, 2008
- Participated in the University of Virginia's Executive Leadership Program as a member of the Delaware Department of Education's state team (2006-2007)
- Wallace Foundation Grantees Conference , Presenter on three topics: *Succession Planning*, *Principal Performance Evaluation*; and *Professional Development for Principals*, St. Louis (2007)
- State Action for Educational Leadership Conference hosted by the Wallace Foundation, Oregon/*Trailblazers for Leadership*
- Results Conference: 2003 National Conference for State Action for Education Leadership, Washington, D.C.
- LEAD Conference 2004, Sponsored by the Wallace Foundation, Tampa, Florida
- Interstate Consortium for School Leadership sponsored by Council of Chief School Officers, University of North Carolina (2004)
- Interstate Consortium for School Leadership sponsored by Council of Chief School Officers, San Francisco (2004)
- Gates Foundation School Leaders and Technology Conference, Scottsdale, Arizona (2002)
- Understanding by Design, Presented by Grant Wiggins and sponsored by the Delaware Department of Education (2003)
- Wallace Foundation's Annual Grantee Conference, Louisville, Kentucky (2003)
- Wallace Foundation's State Action for Education Leadership Workshop for Program Directors and LEAD Districts, New York City (2003)
- NASBE Conference, State Action for Educational Leadership Chairs' Summit, Newark, New Jersey (2003)
- Presentation to the Council for Chief State School Officers on the topic of working with various stakeholders in developing a cohesive leadership system for Delaware (2007)
- Presentation to the Leadership Issue Groups in Alexandria, VA (2007) with Michael Knapp from the University of Washington
- Presentation at the National Staff Development Conference for the Wallace Foundation on the topic of *"Driver of Effective Leader Behaviors"* December 2006 (Nashville)
- Presentation at the National Staff Development Conference for the Wallace Foundation on the topic of *"Driver of Effective Leader Behaviors"* December 2005 (Philadelphia)
- Presentations for Lomar on the topics of *"Documentation in an Age of School Accountability and No Child Left Behind"* (February 2006) and *"Highly Qualified Special Education Teachers"* (April 2006), Wilmington, DE
- Presentation for the Hechinger Foundation on the topic of: *"Performance Evaluation of School Leaders"*, Louisville, Kentucky (2003)
- Presentation for Research for Better Schools on the topic of: *Delaware Meeting the Requirements of Highly Qualified Teachers m(2002)*
- Presentation to the Wallace Foundation on the topic of: *Delaware's Performance Evaluation System for School Leaders*, New York City(2003)
- Presentation at the University of Delaware , *"Closing the Achievement Gap"* (2000)
- Statewide presentations to educators, *"Renewing Your Continuing License and the Delaware Educators Data System"* (2003)

Curriculum Vitae

- Statewide Presentation on “Are you Highly Qualified?” (2004)
- Statewide Professional Development Day, “The Three-Tiered Licensure and Certification System in Delaware”
- Presentation to Institutions of Higher Education on the topic of: *Changes in Licensure and Certification* (2003)
- Presentation to the Chief School Officers on the topics of: *Delaware Performance Appraisal System; the Skills and Knowledge Clusters tracking system; the Highly Qualified Teacher Requirements; and the State Action for Education Leadership Project* (2004)
- Presentation to district business managers and state budget officers on “Managing Skills and Knowledge Clusters Using DEEDS” (2004)
- Presentation to University Council of Educational Administration, (UCEA) Portland, Oregon on the topic of “Critical Friends: Redesigning School Leadership Programs around the ISLLC Standards” with Dr. Joseph Murphy, Vanderbilt (2003)
- Presentation to local school boards association: “Understanding the Delaware School Leader Standards” (2003)
- Presentation to Laurel and Brandywine School Administrators on the topic of : “Delaware School Leader Standards and Supervision of Staff” (2002)
- Child Care Training Program presented to the Lake Forest School District’s Strategic Planning Committee (1999)
- Presentation, Early Childhood Summer Conference, “The Relationship of Child Care to School Readiness” (1997)
- Presentation, Department of Education Instructional Technology Conference, “The Teacher Assistance Program” (2001)
- Presentation, The Delaware Business Roundtable, “School Accountability and the School Principal” (2000)
- Training for all Sussex County administrators on the newly developed Delaware Performance Appraisal System for Administrators (2000)
- Presentation to the Delaware State Board of Education, “Lord Baltimore Elementary School-A Blue Ribbon School” (2001)
- Presentation to the Delaware School Board Association, “How Local Boards Can Help Principals with Accountability” (2001)
- Presentation to the Delaware Academy for School Leaders, “The School Improvement Process”(2001)
- Presentation at the Delaware Department of Education’s School Improvement Conference, “What It Takes to be a Blue Ribbon School” (2002)
- Provided an overview of the school improvement process for five visitation teams from Lake Forest, Capital, Appoquinimink, and Red Clay School Districts whose schools are in the School Review Process (2000)

Professional Organizations and Memberships

Current:

- Member, American Association for School Administrators (AASA)
- Member, International Literacy Association
- Member, Association of Supervision and Curriculum Development (ASCD)
- Member, National Association of Elementary School Principals (NAESP)

Curriculum Vitae

- Member, National Association of Secondary School Principals (NASSP)
- Member, Learning Forward
- Member, Delaware Association for School Administrators (DASA)

Past:

- President, Delaware Elementary Principals' Association
- Chair, Executive Board of the Delaware Principals' Academy
- Executive Board Member, Delaware Association of School Administrators
- Member, Legislative Committee, Delaware Association of School Administrators
- Advisory Board, Sussex County Head Start
- Member, Harvard University School of Education, Principals' Center
- Advisory Board, Delaware Technical and Community College, Early Childhood Center
- Member Delta Kappa Gamma Society International, Beta Chapter
- Member Kappa Delta Pi International Honor Society

Professional Activities and Appointments

- Member of Board of Trustees, Beebe Healthcare System (2009-Present)
- Vice Chair Board of Trustees, Beebe Healthcare System, (2011-2016)
- Former Member of the Board of Trustees, University of Delaware (2001-2007)
- Appointed by Delaware's Governor Carper to the Professional Standards Board
- Appointed to the President's Advisory Board, Wilmington University
- Appointed to the Advisory Board, Delaware Academy for School Leadership
- Appointed by Delaware's Governor Minner to the Department of Education Task Force
- Chair, Indian River School District's Shared Decision-Making Committee
- Chair, Conference for Delaware Elementary, Middle, and Secondary School Principals
- Director, Delaware's Cohesive Leadership System
- Member, Indian River School District Technology Committee
- Member, Indian River School District Strategic Planning Committee
- Served on two panels for the National Governors' Association on the topic of state policy related to *Principal Performance Evaluation* and *Licensure and Certification of Teachers and Leaders* (January 2013)
- Member, Professional Development and Compensation Committee

Publications

- Principal Magazine, "View Point: Professional Standards for School Leaders (January 2017)
- Delaware Leaders, "A Decade of Innovation and Practice: Delaware's Cohesive Leadership System," Summer 2010
- December 2009, American Association of School Administrators Journal, *District Succession Planning in Delaware*
- Delaware Leaders, "School Readiness and Child Care," Summer 1998
- In development, *A Guide for Principal Supervisors*, with Dr. Terry Orr, 2014-2015

Curriculum Vitae

PROFESSIONAL DEVELOPMENT/PRESENTATIONS

- *PSEL and NELP: National Standards for School Leader Development (2016-2017)*
- *Design Thinking to Solve Problems of Practice (July 2017)*
- *Principal Preparation (December 2016)*
- *Imagine Difference Shapes and Sizes: The Future of Professional Learning and the Importance of Partnerships (May 2016)*
- *Team Approach for Supervising and Evaluating Principals in a Large Urban District*
- *Coaching Principals*
- *A recipe for quality: Impacting Standards- Impact on K-12 and Higher Education"*
- *Improving state evaluation principal preparation programs*
- *Principal Evaluation and the Role of the Principal Supervisor*
- *Principal Evaluation and the Role of Principal Supervisors*
- *Coaching Principal to Improve Teacher Effectiveness*
- *Leading Change: What Great Leaders Do*
- *Refreshed ISLLC Standards for School Leaders*
- *Principal Evaluation: A Coaching Model*
- *Principal Evaluation: A Coaching Model*
- *Coaching Principals to Improve Teacher Evaluations*
- *Building Leaders for Rigorous Instructional Leadership*
- *Working with Partners*
- *Next Generation: Leading and Learning*
- *Change Leadership--Adjusting Your Sails*
- *Developing a Culture of Continuous Improvement*
- *Coaching Principals to Evaluate Teachers*
- *State Policies to Improve School Principal Preparation*
- *Differentiated Coaching for School Leaders*
- *Differentiated Coaching for School Leaders*
- *SREB National Leadership Conference, Led DE Team, May 2010, Atlanta, GA*
- *Leadership Transition*
- *Turning Around Failing Schools*
- *Delaware's Cohesive Leadership System*
- *Professional Standards for Educational Leadership*
- *Collecting Evidence of School Leader Effectiveness*
- *The Role of the Principal Supervisor*
- *School Board Governance*
- *Preparing for Your Performance Evaluation (Principals)*
- *Principal Supervisors Supporting Principals*
- *Coaching Principals: Developing Instructional Leaders*
- *What School Leaders Need to Know and Understand About the Common Core Standards*
- *Vision 2015 Executive Leadership Program*
- *Differentiated Coaching for School Leaders*
- *Succession Planning for Districts and Charter Schools*
- *Principal Evaluation*
- *Teacher Evaluation*
- *Transitions in Leadership*

Curriculum Vitae

- *School and District Governance Structures*
- *Identifying and Training Aspiring School Leaders—A Pipeline Approach*
- *Determining Teacher Effectiveness*
- *Delaware's Cohesive Leadership System*
- *Distributing Leadership in Secondary Schools*
- *Teacher Leadership*
- *A Continuum of Leadership*
- *Assessing School Leaders: Delaware's Performance Evaluation System*
- *Redesigning School Leadership Programs*
- *Managing and Leading Change*
- *Statewide Licensure and Certification System and Delaware Educators Data System (DEEDS)*
- *Developing a School Vision*
- *Frameworks for Teaching (Danielson)*
- *The ISSLC Standards*
- *Cooperative Learning*
- *Literacy Portfolios*
- *Classroom Organization and Management*
- *Technology in the Classroom*
- *Using Test Data to Get Results*
- *Data Driven Decision Making*
- *A Blue Ribbon School*
- *Developing a School Improvement Plan*
- *Providing Special Education Students with an Inclusive Setting*
- *Using Assistive Technology with Special Education Students*
- *Shared-Decision Making/Building School Leadership Teams*
- *Developing a Collaborative School Culture*
- *Engaging Stakeholders*
- *Succession Planning: Developing Teacher Leaders*
- *The School Improvement Process*
- *Public Relations: Parents as Partners*
- *State Action for Education Leadership*
- *Highly Qualified Teachers and HOUSSSE*
- *Delaware Performance Appraisal System*
- *Professional Development Skills and Knowledge Clusters*

Awards

- PDCE-DASL awarded the Math-Science Partnership Grant from the DEDOE (2016-2017)
- Awarded three 21st Century grants to provide extra learning time to children ages 4-8 in three DE school districts (Seaford, Caesar Rodney and Laurel) (2013-present)
- Awarded and renewed two Race to the Top Contracts, SAMS & Development Coaches—3 Million dollars (2010-2015)
- Awarded over 5.6 million dollars in grants for the Delaware Department of Education from the Wallace Foundation (2001-2011)
- Exemplary service for Developing Delaware's Cohesive Leadership System awarded by the Delaware Department of Education (2010)

Curriculum Vitae

- Selected for the Secretary of Education's "Walk the Talk" Award for innovation, leadership and collaboration (2000)
- Recipient of the University of Delaware's School of Education's *Second Mile Award (2004)*
- Delaware's National Distinguished Elementary Principal 2002
- Lord Baltimore Elementary School named a U.S. Department of Education National Blue Ribbon School of Excellence 2000-2001
- Winner of MBNA's Innovative Programs Award 2002
- Superstar in Education (2 times), Delaware Chamber of Commerce
- Nominated to attend the U.S. Department of Education's Principal's Leadership Summit
- Winner of Lt. Governor Minner's School Partnership Award for Parent Involvement
- DTCC Alumni Association's International Women's Day Celebration Recipient for outstanding Delaware Women Leaders
- Grants awarded to the school exceeded \$350,000
 - Innovative After-School Program
 - MBNA Grant Winner –Teacher Assistance Program
 - School Mentoring Grant
 - Crystal Foundation
 - ParTech