



Charlotte-Mecklenburg Schools

Charlotte-Mecklenburg Public Schools Superintendent Search Proposal

INTRODUCTION

Hazard, Young, Attea and Associates, (HYA) proposes to conduct a state, regional and national search for talented and highly qualified candidates for the position of Superintendent of Schools for the Charlotte-Mecklenburg School District.

This document serves to clearly outline the specific services, deliverables, and costs proposed to provide executive search services for the Charlotte-Mecklenburg Board of Education.

HYA: THE IDEAL PARTNER

HYA began working with Boards more than thirty-five years ago in an effort to assist them in making the best leadership decisions possible and has successfully assisted with nearly 1,600 searches nationwide. We find that the large quantity of searches puts our firm at a competitive advantage. Presently, our firm is represented by 100+ Associates from throughout the United States who assist with the firm's mission to provide proactive, thorough, and quality assistance to school districts in need of identifying and recruiting highly qualified executives for superintendentcies and other administrative positions.

As one of the premier search firms in the country, we can meet any need the Charlotte-Mecklenburg Schools may have. HYA Associates will provide customized, timely, and high-qualified services in each search conducted. HYA search teams are supported by a professionally staffed office, a technological infrastructure, and a proven search process that allows Associates the capability and flexibility to respond to any request the District may present.

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact Dr. Bill Adams, Vice President, at 609-471-4046 or billadams@hyasearch.com with questions or to request additional information. The HYA corporate office can be reached at 847-250-7261 or at hya@hyasearch.com and is located at 1475 E. Woodfield Road, 14th Floor, Schaumburg, IL 60173.

Hazard, Young, Attea & Associates

1475 E. Woodfield Road, 14th Floor, Schaumburg, IL 60173
Tel 847.250.7261 | www.hyasearch.com

SCOPE OF WORK

Full descriptions of our four-phase approach of the proposed search process are available in the accompanying *HYA Signature Search Process* brochure. HYA shall provide the following services and deliverables.



Engage Phase

HYA takes great pride in its commitment to community engagement and thoroughness of the processes used to gather input. The firm has a strong reputation for deep and meaningful engagement through its stakeholder forums, community interest group meetings and individual interviews. Depending on the Board's selections for the Engage Phase, some of the most important deliverables include the following:

- Conduct a Planning Meeting with the Board of Education in which the customization of the process is discussed and a summary of said meeting, which will detail the timeline and steps of the search process and decisions made by the board, will be presented.
- Research-based community survey, item analysis and report of the results. (\$2000.00 option included as part of the fee proposal.)
- Provide up to 32 one hour sessions for community engagement, including Board and stakeholder interviews, focus groups, and/or town hall meetings to gather input from individuals and constituent groups as decided by the Board during the Planning Meeting. (Approved additional days are billed at \$2,500/day for up to 8 one hour sessions.)
- Solicit input for various stakeholders in order to assess the needs, goals, and priorities of the district.
- Provide an internet-based portal for relevant information and updates regarding the search process to the Board of Trustees and/or community.
- Assist in the development of a screening committee (if desired by the Board).
- Develop and present to the Board for review and approval, three documents; a *Leadership Profile Report*, a list of *Desired Characteristics* and a researched-based survey report based on survey results and on the information from focus groups, interviews with the Board and stakeholder representatives, as identified by the Board, and from other documents made available to the associates.



Recruit Phase

HYA uses a myriad of recruiting techniques to ensure all potential candidates are reached. Without spending a dollar on advertising, HYA clients know that they are getting immediate exposure through the HYA Active Searches page with over 25,000 page views per month. In addition, HYA provides analytics on your job postings including how many views your job has received during a specific period of time, the average amount of time your posting was viewed, etc. No other educational leadership search firm has the infrastructure to provide this data to their clients. The deliverables during the recruitment phase include:

- Prepare and place advertisements as selected and paid for by the Board of Education.
- Recruit candidates utilizing local, regional, and national networks, such as but not limited to the following organizations/affiliations/personal contacts:
 - A. North Carolina Association of School Administrators,
 - B. North Carolina School Boards Association,
 - C. American Association of School Administrators,
 - D. National Association of School Superintendents,
 - E. National School Boards Association,
 - F. Graduate Programs,
 - G. Mentoring relationships,
 - H. Sitting and successful Superintendents,
 - I. Aspiring Superintendent programs,
 - J. Executive Searches conducted in the last several years.
- Manage the applications and application process.
- Screen all candidates using the Board approved *Leadership Profile Report* and *Desired Characteristics*.
- Correspond with candidates regarding the search process, timeline, *Leadership Profile Report*, and *Desired Characteristics*.
- Provide an internet-based portal for applicants and offer relevant information regarding the search process to potential candidates.
- Interview candidates and rate them based upon the content found in the Board approved *Leadership Profile Report* and *Desired Characteristics*.
- Conduct reference checks.
- Identify the best qualified candidates using the following criteria:
 - A. a matrix derived from the Board approved *Desired Characteristics*, and on
 - B. a review of experiences and qualifications based upon the *Leadership Profile Report* and *Survey Report*.
- Prepare application materials and written summaries of the qualifications of the slate of candidates for Board consideration.



Select Phase

HYA believes that the Associates are responsible for supporting the School Board in all phases of the search. This is particularly true during the interview process for semi-finalists and finalists because we want the Board members focused on assessing the candidates, not managing logistics. The Associates are available during the interview process to ensure that all runs smoothly and to facilitate debriefing the interviews and what the Board learned about the candidates. But it is the Board's decision and sole discretion to hire or not hire a particular candidate and the Board takes responsibility for that decision. Some of the specific deliverables during this phase include:

- Present a slate of candidates, the number of candidates to be determined by the Board during the Planning Meeting with a recommendation from HYA.
- Conduct the Interview Workshop and provide materials and protocols to ensure effective Board interviews.
- Schedule interviews for the Board with selected candidates, semi-finalists, and finalists.
- Develop interview questions for candidates based on Board selected topics, attend interviews, and facilitate Board discussion to narrow candidate pool after each round of interviews.
- Plan for site visits of candidates for Board members to candidates' current district (if desired).
- Coordinate and provide third party, independent investigative background check(s) of candidates as selected and paid for by the Board.
- The Board's decision to hire or not hire a particular candidate is at the sole discretion of the Board; and the Board takes responsibility for that decision.



Transition Phase

At the conclusion of the selection process, HYA offers a combination of included services and optional services to assist with the transition of the new superintendent. The included services are:

- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new superintendent.
- Assist the Board in announcing the appointment of the new superintendent.
- Hold a transition meeting with the new Superintendent and Board regarding information learned throughout the search process and next steps in the transition process.
- Offer other transition services to be considered by the Board and if desired, paid for by the Board. These services include Executive Coaching, Board Governance Training, Superintendent Evaluation and Strategic Planning.

HYA Experience

Through the process of conducting searches across the country, HYA has successfully served more than half of the member school districts of the Council of the Great City Schools. HYA has served 14 of the 25 largest school districts in the country, as well as 44 of the nation's 100 largest districts. The fact that the firm has assisted Boards and organizations with successful selections in more than 1,600 searches with student enrollment ranging from less than 500 students to upwards of 640,000 is no accident. Our search process has been developed and refined over the past 35 years.

Current Searches Underway

Utilizing the HYA Signature Search Process, our 100+ Associates are actively engaged in the searches reflected in the Table #1 as shown below, and Table #2 reflects successful prior searches in large urban districts across the nation. The length of time completing each search varies from an expedited search ranging from three to four months, or in the case of the sample searches shown below, they range from four to six months.

Table #1: Sample of Current Searches

District Name and State	Position	Enrollment
Fort Worth, TX	Superintendent	76,000
Stone Mountain, GA	Chief Financial Officer	93,000
Collier County, FL	Superintendent	48,000
American Association of School Administrators	Executive Director	Superintendents Nationwide
Heartland Area Education Agency, Johnston, IA	Chief Administrator	150,000

Table #2: Sample of Prior Searches

District Name and State	Position Filled	Enrollment
Montgomery County, MD	Superintendent	165,000
Albuquerque, NM	Superintendent	84,000
Los Angeles, CA	Superintendent	640,000
Denver, CO	Superintendent	92,000
Prince George's County, MD	CEO	130,000

Commitment to Diversity

HYA has been committed to engaging a diverse cadre of associates and candidates ever since it was established in 1987. Many HYA associates have served and/or currently serve as members of and Board of Directors of ALAS (Association of Latino Administrators and Superintendents), NABSE (National Alliance of Black School Educators), AASA (American Association of School Administrators) and other associations across the country. HYA is proud of the diversity of candidates hired with its assistance, including individuals of varied gender, race, ethnicity, culture, and religious background. HYA commits to identifying, supporting, and placing school and district leaders of color and gender who have long been historically underrepresented in these posts.

Slate Diversity

District	Enrollment	% Minority Candidates Slated	% of Women Slated
Montgomery County, MD	165,000	83%	42%
Albuquerque, NM	84,000	67%	33%
Los Angeles, CA	640,000	44%	33%
Denver, CO	92,000	71%	29%
Prince George's County, MD	130,000	67%	17%

Conflicts of Interest/Off-Limits Policy

To continue to operate with the highest ethical standards for which our firm is known over the past 35 years, we do not admit sitting superintendents or employees of any public school system into our firm's search division. Furthermore and patterned after University systems, our Associates yearly report on any actual, perceived, or potential conflicts of interest as part of their yearly renewal. We specifically ask if our Associates serve in any capacity of a school district, state department of education, or other type of school system. We also ask if they serve on the Board of any of the aforementioned. We would not recommend any Associate for the Charlotte-Mecklenburg Search, that would compromise your district, our firm, or the search process. Thus, there will not be limitations on our ability to recruit candidates that are a match with the Leadership Profile developed by the Board and its community.

Legal Claims

HYA has no knowledge of any current legal claims against the firm. HYA has never had any legal claims filed against the firm in its 35 years in business.

Confidentiality

Maintaining the confidentiality of all aspects of a search is consistent with the beliefs and practices of the firm. The Board may select from one of our four options regarding confidentiality (a) Completely confidential, (b) Confidential stakeholder committee involved, (c) Finalist names with community forums, and (d) Full disclosure of candidates interviewed.

- Option A: Completely Confidential - The Board conducts all interviews and keeps names of candidates completely confidential throughout the entire process.
- Option B: Confidential Stakeholder Committee Involved - Candidate names are not released publicly, however, the Board would have a staff/community committee interview the finalists to provide feedback
- Option C: Finalists Names with community Forums - The names of the three finalists being interviewed would be released and community forums would be held to meet the candidates
- Option D: The names of all candidates being interviewed by the Board are released to the public.

THE SEARCH TEAM

HYA assigns an individual management team to each executive search that it conducts. Upon the concurrence of the Board, HYA proposes the following search team (abridged resumes provided at the end of the proposal):

HYA Associate	Cell Phone	Email
Dr. Bill Adams, VP	609-471-4046	billadams@hyasearch.com
Dr. Aresta L Johnson, Senior Lead Associate	203-510-6560	arestajohnson@hyasearch.com
Dr. Terri Breeden Associate	216-210-7270	terribreeden@hyasearch.com
Micah Ali	310-308-8668	micahali@hyasearch.com



William “Bill” Adams, Ed.D.: Dr. Adams served in public education leadership roles for 43 years of which 36 were as Superintendent of Schools in the same New Jersey district. Under Adams’ leadership, the schools and programs he administered were recognized for academic excellence and for outstanding student achievement. One such program received the NSBA Magna award.

Adams was included on the NSBA Executive Educator Top 100 School Administrators in North America list. He received the AASA James R. Kirkpatrick Legislative Award and the Rutgers University Graduate School of Education Distinguished Alumni Award. He is an NJASA past president and state superintendent of the year. Adams has served in numerous AASA leadership roles including two non-consecutive three-year terms as an elected member of the executive committee. Additionally, throughout his career Bill has been instrumental in corporate partnerships assisting with business development, the educational marketplace and introductions.

During Dr. Adams’ tenure as superintendent, eight superintendents, an assistant commissioner, and a college president were yielded from his leadership teams. Both of his sons are in educational leadership positions.

His clients include FLDOE, RIDOE, OHDOE, MADOE, Broward & Collier Counties in Florida, Roosevelt, NY, Springfield, PA, Hartford, CT, New Britain, CT and a host of New Jersey school districts. State clients include Florida, Rhode Island, and Ohio. Bill has worked for several major education leadership search firms and currently serves as Vice President of Hazard, Young, Attea, & Associates (HYA).



Aresta L. Johnson, Ed.D.: Dr. Johnson has over 26 years of educational experience and is an experienced K-12 school and central office administrator with an extensive background in curriculum development, strategic planning, budget development, and district-wide culture and climate. As the former Superintendent of the 21,000 student Bridgeport Public School district in Bridgeport, CT the graduation rate has increased by seven percentage points, an increase of minority hires as reflected by forty-eight percent of new hires joining the school district, and the district's report card reflected an overall improvement. She has presented at local, state, and national conferences with topics of focus on STEM, Cultural Competency, and College/Career Readiness.

Dr. Johnson has served as the Endowed Distinguished Professor at Elizabeth City State University in Elizabeth City, N.C., and is currently serving as Dean at Hampton University. She enjoys volunteering in the community and is a member of several civic organizations. Dr. Johnson earned a Bachelor of Science degree in Chemistry from Elizabeth City State University in North Carolina; Master of Science degree in Secondary Education; a Doctorate in Educational Leadership & Administration from the University of Bridgeport; and the Superintendent Certification from the University of Connecticut. She has an adult son that resides in Charlotte, North Carolina, along with her six-month old granddaughter.



Terri L. Breeden, Ed.D.: Dr. Breeden has served in many distinguished educational roles over the last four decades. Most recently, she served as the Interim Chief Academic Officer in Columbus City Schools, the largest school system in Ohio. Previously she was the Assistant Superintendent of Curriculum & Instruction in Shaker Heights City Schools, the Assistant Superintendent of Instruction in Loudoun County Public Schools, and Assistant Superintendent of Accountability & Professional Learning in the Fairfax County Public Schools. In Tennessee, she was an executive director, principal, assistant principal, and teacher for Metro Nashville Public Schools. She is recognized as a curriculum and instructional expert, a policy consultant, an educational author, a teacher, a principal, and a central office administrator.

Her expertise also includes leading strategic plan initiatives. Dr. Breeden has experience with the "Student Outcomes Focused Governance Framework", including developing goals and guardrails. She has led strategic initiatives that raised student achievement and growth, improved state measures, ensured positive accreditation results, and exceeded national benchmarks in teacher retention.

She has a keen eye for talent. For the past 17 years, she has recruited, screened, and hired some of the best leaders in the United States.

Dr. Breeden is active in the policy arena. She served as an ESSA Peer Reviewer for the United

States Department of Education. Dr. Breeden facilitated a School-Community task force to craft

a white paper to share at the Ohio Joint Education Oversight Committee hearings. She was appointed to the VA Governor’s Standards of Learning Innovation Committee. Presently she is guiding change through addressing needs from a curriculum audit that includes reviewing, revising, or creating over 40 policies. Dr. Breeden serves as an executive leadership coach, a curriculum consultant, and serves as a Stanford University Course Facilitator.

Dr. Breeden was born in Ohio, but in 2021 she moved to North Carolina. You can often find her and her husband, Frank, making decisions about the home they are building or working in their garden.



Micah Ali: Born and reared in Compton, California, Micah Ali brings a keen grasp of the complex issues facing urban schools to help champion students, working families and urban communities. Ali is the longest serving President in the history of the Compton Unified School District, where he helped lead a dramatic turnaround of the district’s educational outcomes as well as help pull it from the brink of state takeover (or state receivership).

The District today boasts exponentially increased graduation and college acceptance rates, and a middle college high school, in partnership with Compton Community College, that ranks 53rd among U.S. News and World Report’s top performing public high schools in the state of California.

Ali’s long record of public service and community engagement includes serving as the Chair of the Council of Urban Boards of Education in 2017. During his tenure, he played a pivotal role in expanding CUBE’s engagement of urban school districts as well as championed (or authored) NSBA’s equity platform. Also while serving as CUBE Chair, he authored several articles on equity in education, covering issues such as fostering welcoming environments for LGBTQA+ student community, special education, and early education.

Ali is also Founder and Conference Chairman of the California Association of Black School Educators, which brings together education leaders and advocates advancing innovation and best practices around closing the opportunity gap for Black students. Most recently, under his leadership, CABSE released a Blueprint for Education Equity—a living document of best and promising practices from across the state to address the opportunity gap for Black students. The Blueprint and CABSE have received support from a host of sponsors and funders, including the Bill and Melinda Gates Foundation. Ali is also a member of the National Association of Latino Elected Officials. He also previously served as a Board Member for both the National School Boards Association and the California School Boards Association.
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The team will be available in real time to address all matters related to the search. Oversight, direction, and supervision of the team is provided by Dr. Bill Adams HYA Vice President (609-471-4046 billadams@hyasearch.com).

Daneyelle Martell, serves as project manager and can be reached at 847-744-5632 and

REFERENCES

HYA's reputation for effectiveness and integrity is extremely important. The following references were chosen because the Board worked with the HYA Associates being proposed for the search or because the district has a similar demographic profile to your district. In addition to the references listed below, an extensive list of national searches our firm has completed since 2016 is attached. Our references will attest that phone calls from Board members and the Superintendent are picked up or returned immediately regardless of the time of day. Emails are returned in a matter of hours, and questions are answered in detail. Our team works for you and with you.

District Name & State	Position Filled	Reference Name	Contact Information
Anne Arundel County, MD (83,000 students)	Superintendent	Dr. Joanna Tobin Board President	410-570-0366 jtobin@aacps.org
Atlanta, GA (52,000 students)	Superintendent	Jason Esteves Board Member	404-421-6215 jesteves@atlandapublicsch ools.us
Denver, CO (92,000 students)	Superintendent	Anne Rowe Board Member	Annerowe60@gmail.com
Newark, NJ (41,000 students)	Superintendent	Josephine Garcia, Board Member	J4garcia@nps.k12.nj.us
Duval County, FL (128,000 students)	Superintendent	Paula Wright, Lead Board Member at the time of search	904-390-2374

PRICING STRUCTURE

In consideration for Services, this fee proposal is for a comprehensive executive leadership search, the Charlotte-Mecklenburg Board, however, may purchase additional services at its discretion.

- A. Consulting Fee for the search in the amount of \$44,700. This fee is due in two installments:
 - 50% will be invoiced upon execution of the contract/agreement
 - 50% will be invoiced upon presentation of the slate

- B. Associate Expenses: All consultant travel and related expenses are additional. Expenses shall not exceed \$3,500, unless extenuating circumstances occur, and prior approval is obtained. These expenses are normally billed separately to the Board directly by consultant(s) and in addition to the search fee. Consultant travel and related expenses to be billed to the district at applicable GAO and IRS rates, subject to board policy and statutory requirements. Associates do not submit requests for meal reimbursement.

- C. Candidate travel reimbursement to be determined by the Board prior to the time of the interviews subject to Board policies applicable statutes.

- D. Stakeholder perceptions of the district and its services to students will be collected in-person and electronically. The Research-based community survey (\$2,000) includes an analysis, disaggregation of up to six groups of stakeholder groups and a report of findings to disseminate to the community.

- E. Advertising: Based on past experience, HYA designs optional advertising packages to maximize exposure for the vacancy. The Board may choose the package that best suits their needs. See pages 8 and 9 in the *HYA Signature Search Process* for additional details and options. Three optional advertising packages ranging from \$2,150 to \$6,650.
 - a. Package 2 (\$3,400) and ALAS/NASBE (\$520) for a total of \$3,920 and is a package chosen by many districts for regional exposure.
 - b. Package 3 (\$6,650 and ALAS/NASBE (\$520) for a total of \$7,170 for wider and sustained marketing is the recommended option for a national search. (This is the recommended option in the fee proposal.)

- F. Background Checks/Executive Due Diligence Services as selected by the Board. The comprehensive investigative due diligence process is highly recommended for the selected finalist and ranges from basic (\$1,100) to comprehensive (\$1,950). This report

includes criminal, civil, financial, driving, and credentials verification as well as a social media and a five-year media review. See page 10 of the *HYA Signature Search Process*

- G. brochure for investigative procedures and options. The comprehensive option is included in the fee proposal.

- H. Printing and Postage: HYA is a green corporation whereby all documents related to the search will be provided via a Board portal (Google) or email. The district may print at its discretion paper copies of materials supplied electronically except for applicants not selected for interview. If the Board wishes to have HYA provide hard copies, 3% of the Consulting Fee will be added to the agreement as an additional fee to cover the costs associated with printing, binding, and shipping all materials.

- I. The total all in fee for all recommended options A to G as per the attached fee sheet is \$59,320.

Optional Transition Services

The Transition Phase consists of assisting the Board and new Superintendent to assure a successful transition. HYA associates will meet with the new Superintendent and Board leadership regarding the information learned throughout the search process.

HYA offers additional Transition Services, please see page 11 of *HYA Signature Search Process* brochure for a full description of transition services.

Other transition services, such as Strategic Planning, are quoted based on student population:

- Strategic Planning
- Board Governance Dashboard
- Program Evaluation

PROPOSED CALENDAR

The proposed calendar is conditioned on an early February appointment and follow-up planning meeting. The calendar is provided for illustrative purposes and can be adjusted by mutual agreement to meet the Board's desired start date for the successor superintendent.

Activity	Proposed Dates
Search Firm Selected/Initial Posting	February 6, 2023
Planning meeting with Board	February 13, 2023
Online survey open/close *if requested	February 13th - February 21st
Community Engagement: Leadership profile development interviews/focus groups (Four Consultant Days)	February 13th - February 21st
<i>Leadership Profile Report</i> presented to board	February 27, 2023
Formal Posting and Advertising	Week of February 27, 2023
Application Deadline	March 27, 2023
Slate presented to the Search Committee for the initial paper screen and review of applicants.	April 3, 2023
Search Committee initial interviews	April 8, 2023
Third party background due diligence investigation of finalist (Approximately 7 to 10 days required)	April 10, 2023
Small Group/Individual interviews	April 15, 2023
Board identifies finalist	April 17, 2023
Negotiations with successful candidate	April 24, 2023
Superintendent assumes responsibility	July 1, 2023 (or as soon as the candidate's contractual obligations are met)
Transition meeting with the Board and new superintendent (optional)	To be determined after appointment of new Superintendent

*This **DRAFT** calendar is based on the successor superintendent start date of July 1, 2023. This draft is based upon immediate appointment of HYA to facilitate the search and is meant for illustrative purposes only and to assist with the planning process. The actual calendar will be developed with the Board at the planning meeting.

GUARANTEES

Fixed Price

Throughout the search process the Associates will be available to consult and counsel with the Board about the search. The consultants will assist the Board until the Board determines it has found the appropriate candidate for the position.

Non-Solicitation of Selected Candidate

The Superintendent appointed with HYA's assistance will not be presented to another Board as a candidate if it would result in the Superintendent leaving the District within three (3) years of employment unless the Board provides written authorization to HYA that they may do so.

Client-Satisfaction

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost barring travel, advertising and due diligence expenses.

Price Match

HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both in time and process).

WILLIAM H. ADAMS

EDUCATION

Ed.D. Rutgers University, New Brunswick, NJ
M.A. Rowan University, Glassboro, NJ
B.A. Rowan University, Glassboro, NJ

EXPERIENCE

2018 – Present Vice President/Senior Associate, Hazard, Young, Attea & Associates
2014 – 2018 East Coast Regional President, Hazard, Young, Attea & Associates
2006 – 2014 Ray & Associates, Cedar Rapids, IA
1987 New Jersey Regional Day School at Mannington
1986 – Present CEO and Principal Consultant, W.H. Adams & Associates, LLC, Naples, FL
1984 – 1988 Radey & Fuller Associates, Cherry Hill, NJ
1982 US Department of Education, Title VI Grant
1977 NJ Council on Vocational Education, Trenton, NJ
1973 – 2008 Superintendent of Schools, Salem County Vocational Technical Schools, Woodstown, NJ
1969 – 1973 High School Principal, Camden County Vocational Technical Schools, Pennsauken, NJ

AWARDS

AASA Distinguished Service Award, 2010
NJASA Designated Superintendent Emeritus, 2009
National School Boards American School First Place MAGNA Award, 2008
New Jersey Association of School Administrators Distinguished Service Award, 2005
New Jersey Superintendent of the Year, 1994
AASA James R. Kirkpatrick Legislative Award for testimony before the US Senate, House and GAO, 1991
Rutgers University Graduate School of Education "Distinguished Alumni Award," 1992
Executive Educator, formerly published by the National School Boards Association,
Top 100 School Administrators in North America, 1980

PROFESSIONAL ACTIVITIES

National Center for Educational Research and Technology (NCERT) – Board of Directors (2007-13)
AASA Corporate Advisement Team (2006)
AASA Publications Review Board (2006 – present)
American Association of School Administrators Executive Committee (1998–01 & 2004–07)
Salem County One Stop Management Team for the Cumberland/Salem Workforce Investment Act
(2000 – 2008)
New Jersey Association of School Administrators
Treasurer (1994 – 1995)
Secretary (1995 – 1996)
President-Elect (1996 – 1997)
President (1997 – 1998)
AASA Legislative Corps (1990 - present)
State Advisory Council for the Gifted and Talented (1984–87)
N.J. Commissioner's Advisory Council for the Handicapped (1978–86), Chairperson (1978–82)

ARESTA L. JOHNSON, Ed.D.

EDUCATION

2010	Doctorate in Educational Leadership – University of Bridgeport, CT
2004	Certificate of Advanced Studies – University of Bridgeport, CT
1999	Master of Science, Secondary Education – University of Bridgeport, CT
1990	Bachelor of Science, Chemistry – Elizabeth City St. Univ., N.C.

PROFESSIONAL EXPERIENCE

2022 - Current	Dean of University College, Hampton University, Hampton, VA
2020 - 2022	Endowed Distinguished Professor, ECSU, Elizabeth City, NC
2016 – 2019	Superintendent, Bridgeport Public Schools, CT
2016 - 2019	Assistant Superintendent, Bridgeport Public Schools, CT
2014 – 2016	Executive Director of Sec. Education, Bridgeport Public Schools, CT
2012 – 2014	Instructional Leadership Director, Waterbury Public Schools, CT

AWARDS/HONORS

100 Most Influential Blacks in Connecticut for 2018 by the Connecticut NAACP
West Indian American Association of Bridgeport Distinguished Educator Award 2018
Stamford Kappa Alpha Psi Community Person of the Year Award 2018
New Haven Metropolitan Chapter of the Coalition of 100 Black Women Educator Award 2018
CHUMS Educator Award 2018
Milford Chapter of the Links, Inc. Community Awardee 2017
Greater Waterbury Branch of the NAACP Award 2015

CIVIC ENGAGEMENT

- Board of Directors for the Bridgeport Public Education Fund
- The Bridgeport Public Schools Foundation for Excellence
- Board of Directors for the United Way of Fairfield County
- Board of Directors for The Workplace, Inc.

TERRI L. BREEDEN, Ed.D.

EDUCATION

- **Doctor of Education, School Administration-** George Peabody College at Vanderbilt University, Dissertation Title - The Ninth Grade Problem: Motivation, Preparation, and Personalization
- **Master of Education, Special Education-** George Peabody College at Vanderbilt University
- **Master of Education, Administration, and Supervision,** Tennessee State University
- **Bachelor of Science, Elementary Education,** Welch College

PROFESSIONAL EXPERIENCE

2022-Present	Associate, Hazard, Young, Attea, and Associates
2020-2021	Interim Chief Academic Officer, Columbus City Schools
2015-2020	Assistant Superintendent, Shaker Heights, City Schools
2014-2015	Assistant Superintendent, Loudoun County Public Schools
2006-2014	Assistant Superintendent, Fairfax County Public Schools
2006-2001	Executive Director, Metropolitan Nashville Public Schools
2001-1986	Principal, Assistant Principal, Math Specialist, Teacher, Metropolitan Nashville Public Schools

PROFESSIONAL & PERSONAL OPPORTUNITIES

- ESSA State Plan Reviewer for the United States Department of Education. As a Peer Reviewer Committee Member, we advised the Secretary of Education on approving State Plans for the implementation of Every Student Succeeds Act
- Member and Site Host, American Association of School Administrators (AASA) Early Learning Cohort
- Committee Member, VA Governor's Standards of Learning Innovation Committee

CAREER/COMMUNITY-RELATED EXPERIENCE (Past and Present)

- Contributor, OECD Test for Schools Implementation Toolkit, EdLeader 21
- Leadership Council Member, Global Learning Network, America Achieves
- Consultant: United States, Arkansas, South Carolina, and Tennessee Departments of Education
- City of Shaker Heights, Recreation Committee Meeting
- Member and Women's Bible Study Leader, Trinity Methodist Church
- Treasurer, Southwest-Meadowview Community Building



Micah Ali 310.308.8668 – mali@synergisticsol.com

Strategist, Consultant, Public Sector and Governance Expert

Experienced strategist, catalyst for innovation and organizational effectiveness. Regarded as a pioneer in public affairs/government relations and board governance for clients in public education, public health and economic development spheres. Catalyzes private/public partnerships, coalition building and broad based initiatives intended to achieve impact in areas often deemed resistant to change. Co-author of the California Association of Black School Educators' Blueprint for Education Equity.

PROFESSIONAL EXPERIENCE

Managing Director

Synergistic Solutions, LLC
November 2004 - Present

Strategy consultancy providing expertise in organizational culture, politics, and effective practices of School Boards and School District leadership, as well as other governmental and global organizations seeking to achieve next level results, sustainable change and overall organizational improvement.

Consulting Areas:

Government Affairs and Crisis Management
Land Use and Development Consulting
High-stakes and Large Project Negotiation
Community Development

Director

Los Angeles County Education Foundation
July 2012 - January 2014

Expanded supports for public schools across Los Angeles County by way of innovation in health and education policy, including large-dollar investment projects, public education and achievement initiatives for districts and innovative policy efforts.

Project Manager

Raytheon Space and Airborne Systems
October 2008 - June 2012

Supervised and ensured the successful completion of complex projects across several divisions of the global technology and aerospace organization.

Special Assistant, Government Relations

California State Legislature, Assemblyman Mervyn Dymally
August 2006 - November 2008

Established and maintained relationships with strategic community leaders, legislators, legislative aides, local elected officials, business trade leaders, public health agencies and organizations, charitable organizations, school districts, health care industry leaders and grassroots constituency groups.

OTHER POSITIONS HELD

Project Coordinator

Boeing Satellite Systems
July 2003 - October 2004

Project Manager, Policy and Governmental Affairs

Community Redevelopment Agency
August 2002 - July 2003

Council Liaison Officer, Government Relations

City of Compton
August 1998 - August 2002

SKILLS

High-Stakes Negotiation

Board Effectiveness

Public/Private Partnerships

National/State Policy

EDUCATION

Loyola Marymount University
Masters of Arts in Education
School Administration

California State University, Dominguez Hills
Bachelor of Science
Public Administration

CIVIC & COMMUNITY INVOLVEMENT

Chair-elect
National Black Council of School Board Members

Chair Emeritus
Council of Urban Boards of Education

Founder and President Emeritus
California Association of Black School Educators

President
Compton Unified School District Board of Trustees

President Emeritus
Los Angeles County School Trustees Association

President
Compton Creek Mosquito Abatement District
Board of Trustees

Emeritus Member
National School Boards Association

Emeritus Member
California School Boards Association

Immediate Past Member
California Racial and Identity Profiling Advisory Board

Alternate
South Coast Air Quality Management District
Hearing Board

INTERESTS

Education Innovation

Environmentalism

Community Development

K-12 Education Systems

Land Use and Zoning