

# Georgia School Boards Association Online Application

Hill, Donna - AppNo: 510

Date Submitted: 5/5/2017

## Personal Data

**Name:** Dr. Donna R Hill  
 (Title) (First) (Middle Initial) (Last)

Other name(s) under which transcripts, certificates, and former applications may be listed:

**Other:** D. Ray Hill  
 (Title) (First) (Middle Initial) (Last)

**Email Address:**

## Postal Address

|   |  |
|---|--|
| <b>Permanent Address</b><br>Number & Street:<br>Apt. Number:<br>City: Snellville<br>State/Province: GA<br>Zip/Postal Code: 30078<br>Country: United States of America<br>Daytime Phone:<br>Home/Cell Phone: | <b>Present Address</b><br>Number & Street:<br>Apt. Number:<br>City:<br>State/Province:<br>Zip/Postal Code:<br>Country: United States of America<br>Phone Number: |
|---|--|

## Employment Desired

|  |                            |  |
|--|----------------------------|--|
| <b>Closed Vacancy Desired:</b>   | <b>Date Last Submitted</b> | <b>Experience in Similar Positions</b> |
| JobID: 134 <b>Administration:</b> Superintendent of Douglas County School District at Douglas County Schools | 3/19/2017                  | years                                  |

## Experience

Please list ALL

work experience, whether or not work was performed in a K-12 district or education setting. Include part-time as well as full-time work. Work Experience should be provided in reverse chronological order beginning with the current experience. For each experience, the final section must be completed to include provide major responsibilities, accomplishments, number of persons supervised, and budget for which you are/were responsible.

| Current or Most Recent Position  | Employer Contact Information   | Supervisor/Reference Contact Information |           |
|--|--|--|-----------|
| BRP Associates, LLC<br>Educational Consultant  |  | Dr. Barbara Pulliam Davis                |           |
| <b>Date From - Date To:</b>  | 01/2017 - 01/2018  | <b>Full/Part Time:</b>                   | Full Time |
| <b>Reason for Leaving:</b>   | currently employed   |  |           |
| <b>May we contact this employer?</b>   | Yes  |  |           |
| <b>Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are</b> | Provide Leadership coaching to district leadership and school boards on strategic planning and school improvement plans. |  |           |

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### Experience Continued

| Previous Position Held  |   | Employer Contact Information                               |           | Supervisor/Reference Contact Information |        |
|---|---|--|-----------|--|--------|
| Macon County School System<br>Board Consultant  |   | 31 Buck Creek Bypass<br>Oglethorpe, GA 31068<br>4784728188 |           | Mrs. Roger Ann Davis                     |        |
| <b>Date From - Date To:</b>   | 01/2017 - 06/2017<br>(Total Yrs: half)  | <b>Full/Part Time:</b>                                     | Full Time | <b>Last Annual Salary:</b>               | Varies |
| <b>Reason for Leaving:</b>  | N/A   |  |           |  |        |
| <b>May we contact this employer?</b>  | Yes   |  |           |  |        |
| <b>Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are responsible.</b> | Provides services to school board with strategic planning and school improvement. Also, advises on facility improvement projects. |  |           |  |        |

| Previous Position Held  |  | Employer Contact Information                                 |           | Supervisor/Reference Contact Information |         |
|---|--|--|-----------|--|---------|
| Macon County School System<br>Superintendent  |  | 31 Buck Creek Bypass<br>Oglethorpe, GA 31068<br>478-472-8188 |           | Mrs. Roger Ann Davis                     |         |
| <b>Date From - Date To:</b>   | 08/2014 - 01/2017<br>(Total Yrs: 3)  | <b>Full/Part Time:</b>                                       | Full Time | <b>Last Annual Salary:</b>               | 122,000 |
| <b>Reason for Leaving:</b>  | Seeking a larger more diverse school district.   |  |           |  |         |
| <b>May we contact this employer?</b>  | Yes  |  |           |  |         |
| <b>Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are responsible.</b> | Chief Executive Officer of the school district<br>Held Successful ESPLOST (Referendum) in 2015 for funds to support facilities infrastructure. Manage over 250 employees with a budget of Sixteen million dollars. Completion of 7.25 million dollar bond. Successful start of building new high school. Moved graduation rate from 68% to 88% within a 2 year period. |  |           |  |         |

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### Experience Continued

| Previous Position Held  |   | Employer Contact Information                                  |           | Supervisor/Reference Contact Information |         |
|---|---|---|-----------|--|---------|
| Greene County School System<br>High School Principal  |   | 101 East Third Street<br>Greensboro, Ga 30642<br>706-453-7688 |           | Dr. Barbara Pulliam-Davis                |         |
| <b>Date From - Date To:</b>   | 07/2011 - 07/2014<br>(Total Yrs: 3)   | <b>Full/Part Time:</b>  | Full Time | <b>Last Annual Salary:</b>               | 110,000 |
| <b>Reason for Leaving:</b>  | Promotion to Superintendent position  |   |           |  |         |
| <b>May we contact this employer?</b>  | Yes   |   |           |  |         |
| <b>Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are responsible.</b> | <p>All responsibilities related high school principal.</p> <ol style="list-style-type: none"> <li>1. Direct instructional leadership, curriculum planning, and building administration; create and sustain plans for fiscal resources and a school culture that supports students and the learning process.</li> <li>2. Build cohesive, strong values within the school that is a reflection of the broader mission; oversaw the vision and capital outlay for a \$3.7 million newly constructed stadium.</li> <li>3. Allocated a \$4.5 million School Improvement Grant (SIG); created a common vision for innovative school upgrades, administration, and student achievement with staff.</li> <li>4. Implemented new strategies for teaching to enhance student achievement; drove major advancements in technology; led the 1:1 iPad initiative, enabling each student electronic access to text books and research.</li> <li>5. Led a 10% increase in graduation rates; drove instructional excellence and improved the school through groundbreaking leadership, accountability and ongoing evaluation of the Gateway to Educational Achievement and Re-engagement (GEAR) program.</li> <li>6. Develop and use information systems and records to show campus progress on performance objectives; Academic Excellence Indicators, site improvement plans and district long-range initiatives.</li> <li>7. Launched the Pre-college AP programs for grades 10 thru 12 and Middle Years International Baccalaureate Program for grades 9 and 10.</li> <li>8. Developed and cultivated relationships with post secondary institutions; resulting in college visitation programs for grades 11 and 12 and increased higher educational awareness.</li> <li>9. Development of Ninth Grade Academy, Ombudsman Program, Applied Arts and Sciences, and Entrepreneurial Business courses.</li> <li>10. Launched Career Technical and Agricultural Education pathways for students in grades 9 thru 12, through which every student graduates with a career track such as nursing</li> </ol> |   |           |  |         |

| Previous Position Held  |   | Employer Contact Information   |           | Supervisor/Reference Contact Information |         |
|---|---|--|-----------|--|---------|
| Clayton County Schools<br>Middle & High School Principal  |   | 1058 Fifth Avenue, Jonesboro Road<br>Jonesboro, Ga 30326<br>770-473-2700 |           | Derrick Manning                          |         |
| <b>Date From - Date To:</b>   | 01/2007 - 07/2011<br>(Total Yrs: 6)   | <b>Full/Part Time:</b>   | Full Time | <b>Last Annual Salary:</b>               | 106,000 |
| <b>Reason for Leaving:</b>  | Seeking professional opportunity  |  |           |  |         |
| <b>May we contact this employer?</b>  | Yes   |  |           |  |         |
| <b>Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are responsible.</b> | <p>All responsibilities with a high and middle school principal.</p> <ol style="list-style-type: none"> <li>1. Held responsibility for instructional and managerial processes to ensure that program activities and financial resources, estimated enrollment, personnel and other fiscal needs aligned to budget estimates.</li> <li>2. Implementation of the Read 180/Connection Remediation Program.</li> <li>3. Managed \$300, 000 Title One and School Improvement Grant for middle school improvement.</li> <li>4. Had a 10% measurable increase in reading and math at the middle school level and a 10% increase in math at the high school level.</li> <li>5. Developed and introduced Saturday writing workshops for academically challenged students.</li> </ol> |  |           |  |         |

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### Experience Continued

**Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are responsible. continued...**

6. Reduced truancy rate, improved student attendance; decreased disciplinary referrals and high-school dropout rates by employing the Hunters Ridge Outreach Program.
7. Directed district-wide initiatives, school budget, financial operations and teacher evaluations as the instructional and curriculum leader of the school.
8. Utilized Title One funds (\$250,000) for School Improvement Grant; raised school-wide student achievement initiatives by 10% on the Georgia High School Graduation Writing Test in the first year.
9. Embraced and implemented effective use of technology to enhance instruction and improve administrative and management functions.
10. Implemented International Baccalaureate (IB) Diploma Program and (MYP) Middle Years Program
11. Recognized by the Georgia Department of Education for increased math scores on the GHSQT.
12. Promoted and developed leadership standards through collaboration and staff involvement which led to obtaining Annual Yearly Progress (AYP) successfully for two consecutive years.
13. Utilized data to develop and monitor educational goals and initiatives that promoted improved academic advancement for all students.
14. Designed and implemented objective-driven intervention programs that impacted student and student achievement.

| Previous Position Held  |  | Employer Contact Information                                |      | Supervisor/Reference Contact Information |         |
|---|--|---|------|--|---------|
| Gwinnett County School System<br>Assistant Principal  |  | 437 Old Peachtree Road<br>Suwanee, Ga 30024<br>678-301-6000 |      | Dr. John Green                           |         |
| <b>Date From - Date To:</b>   | 07/2001 - 12/2006<br>(Total Yrs: 6)  | <b>Full/Part Time:</b>                                      | Full | <b>Last Annual Salary:</b>               | 100,000 |
| <b>Reason for Leaving:</b>  | Promotion to principal   |   |      |  |         |
| <b>May we contact this employer?</b>  | Yes  |   |      |  |         |
| <b>Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are responsible.</b> | Supervised ninth grade including monitoring of attendance and discipline. Managed the ninth grade professional learning team with a focus on increasing the number of students who successfully completed the ninth grade. This consisted of around twenty one teachers. |   |      |  |         |

| Previous Position Held                             |   | Employer Contact Information   |           | Supervisor/Reference Contact Information |        |
|--|---|--|-----------|--|--------|
| DeKalb County School System<br>Assistant principal |   | 1701 Mountain Industrial Boulevard<br>Stone Mountain, GA 30083<br>6786761200 |           | William Walker-Retired                   |        |
| <b>Date From - Date To:</b>                        | 07/1996 - 06/2001   | <b>Full/Part Time:</b>   | Full Time | <b>Last Annual Salary:</b>               | 85,000 |
| <b>Reason for Leaving:</b>                         | Seeking different opportunity and experience  |  |           |  |        |
| <b>May we contact this employer?</b>               | Yes   |  |           |  |        |
| <b>Major responsibilities and</b>                  | Managed and monitored ninth through twelfth grade discipline. Supervised custodians and facilities. oversaw athletics department. |  |           |  |        |

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### Experience Continued

| Previous Position Held  |   | Employer Contact Information   |           | Supervisor/Reference Contact Information |        |
|---|---|--|-----------|--|--------|
| Dekalb County School System<br>Band director  |   | 1701 Mountain Industrial Boulevard<br>Stone Mountain, GA 30083<br>6786761200 |           | Michael Hall                             |        |
| <b>Date From - Date To:</b>   | 07/1993 - 06/1996   | <b>Full/Part Time:</b>   | Full Time | <b>Last Annual Salary:</b>               | 55,000 |
| <b>Reason for Leaving:</b>  | Promotion to assistant principal  |  |           |  |        |
| <b>May we contact this employer?</b>  | Yes   |  |           |  |        |
| <b>Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are responsible.</b> | Worked as assistant band director with high school. Also served as assistant band director at feeder middle school. |  |           |  |        |

| Previous Position Held  |   | Employer Contact Information                      |           | Supervisor/Reference Contact Information |  |
|---|---|---|-----------|--|--|
| Dougherty County School System<br>Middle School Band Director   |   | 200 Pine Avenue<br>Albany, GA 31701<br>2294311264 |           | Lawrence Medlin                          |  |
| <b>Date From - Date To:</b>   | 06/1992 - 06/1993   | <b>Full/Part Time:</b>                            | Full Time | <b>Last Annual Salary:</b>               |  |
| <b>Reason for Leaving:</b>  | Marriage/Relocation   |   |           |  |  |
| <b>May we contact this employer?</b>  | Yes   |   |           |  |  |
| <b>Major responsibilities and accomplishments at this position include number of people supervised, budget for which you are responsible.</b> | Served as middle school band director and assistant band director at high school. |   |           |  |  |

### Education

Please list ALL education and professional training completed. List education in reverse chronological order beginning with most recent degree completed. Do not send transcripts directly to GSBA. Scan and upload transcripts following the prompt in the online application.

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**Highest Degree Attained:** Ed.D

### Colleges, Universities and Technical Schools Attended:

| Name and location  | Dates Attended:<br>From - To | Major area of study    | Minor area of study | Degree    | Date Conferred or Expected | Graduated |
|--|------------------------------|------------------------|---------------------|-----------|----------------------------|-----------|
| GA - Clark Atlanta University  | 01/1996<br>12/2001           | Educational Leadership |                     | Doctorate | 05/2002                    | Yes       |
| GA - Clark Atlanta University  | 06/1994<br>09/1995           | Educational Leadership |                     | Masters   | 12/1995                    | Yes       |
| FL - State University of Florida, Florida Agricultural & Mechanical University | 08/1986<br>04/1992           | Music Education        |                     | Bachelors | 05/1992                    | Yes       |

### Certification

Do you hold or anticipate a Georgia certificate?

**Certificate is held**

| Type   | Certificate Number | Expiration Date | Status  |
|--|--------------------|-----------------|---------|
| <b>Leadership Field</b> (Level 7, Educational Leadership System-Level) |                    | 06/30/2022      | Current |
| <b>Teacher Certification</b> (Level Four, Music)                       |                    | 06/30/2022      | Current |

Please list any other endorsements and/or verifications documented on your certificate(s):

Do you hold a current out-of-state certificate? Yes

| State | Type                            | Certificate Number | Expiration Date | Current? |
|-------|---------------------------------|--------------------|-----------------|----------|
| VA    | Division Superintendent License |                    | 06/2021         | Yes      |

List your out-of-state certified teaching/administration fields:

PostGraduate Professional License Music Education, Virginia-Instrumental PreK-12

### Statement

1. HONORS AND AWARDS List scholarships, articles authored, books authored, honorary degrees, citations, special recognitions, workshops conducted, major addresses, etc.

- Georgia State Superintendent's Advisory Council
- AASA-Co presenter for Howard University Aspiring Superintendents Academy.
- Completion of Aspiring Superintendent's Institute with National Alliance of Black School Educators.
- Completion of Finance training with Georgia School Superintendent Association.
- NABSE (National Alliance of Black School Educators) 43rd Annual Conference-November 2015;"The "Other" Next Generation Assessments: 'Every Kid May Not Go to College, But Every Kid Will Need a Job.'" Co-Presenter with retired superintendent and school team.
- NABSE (National Alliance of Black School Educators) National Conference; Featured Speaker for the Aspiring Superintendent's

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1. HONORS AND AWARDS List scholarships, articles authored, books authored, honorary degrees, citations, special recognitions, workshops conducted, major addresses, etc.

Institute Luncheon. June, 2015.

NDPC (National Dropout Prevention Center) National Youth at Risk Forum February 2014; "Getting in Their Way, presenter.

Recognition: Outstanding Contributions to the Education Profession. Center for Educational Transformation and Excellence. 2014.

Recognized by the Georgia State Department of Education for raising math scores at the high school level by 10% or more in 2008.

FFA Honorary Degree Award- 2012.

Recognized by Georgia State Department of Education as a Turnaround School Principal-2012.

Recognized by the Georgia Department of Community Affairs Student Volunteerism and Service for students completing over 600 hours of community service.

Guest speaker for Young Men and Women of Values, Snellville Georgia-2003.

CFETE (Center for Educational Transformation & Excellence)-November 2013; "School and District Transformation-A K-12 STEM Focused District." Co-Presenter with superintendent and district team.

NABSE (National Alliance of Black School Educators) 40th Annual Conference- October 2012; "Improving 21st Century Learning Through Technology Integration." Co-Presenter with superintendent and school team.

The Perception of Teachers and Administrators towards the Effectiveness of the In-School Suspension Program and its Impact on Student Discipline and Learning in a Large Metro School District. Doctoral Dissertation-May, 2002.

### 2. OUTSIDE INTERESTS AND HOBBIES.

I enjoy spending time with my family.

Volunteering with community based organizations such as the Boys and Girls Club.

Fishing and yard work as a stress reliever.

Research related activities with legislative changes in education. Currently serving on NABSE legislative Committee.

3. COMMUNITY ACTIVITIES. List the community organizations with which you are affiliated and are regularly engaged in activities. List the specific role (s), i.e. office held, volunteer, etc. you have played in each organization.

Macon County Boys and Girls Club -Member

Macon County Board Of Health-Member.

Macon County Kiwanis Club-President and member.

Macon County Chamber of Commerce- Member

Berean Christian Church -Member

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3. COMMUNITY ACTIVITIES. List the community organizations with which you are affiliated and are regularly engaged in activities. List the specific role \(\s\), i.e. office held, volunteer, etc. you have played in each organization.

Omega Psi Phi Fraternity Tutoring Academy- Volunteer

HUDDLE Youth group-Volunteer

### Professional References

|  | Reference 1                   | Reference 2                                       |
|--|-------------------------------|---|
| <b>Name:</b>   | Ms. Roger Ann Davis           | Dr. Barbara Pulliam-Davis                         |
| <b>School/Org:</b>   | Macon County School System    | Greene County School System                       |
| <b>Current Position:</b>   | Board of Education-Vice Chair | Superintendent (Retired)                          |
| <b>What is the best phone number to contact this person?</b>         |                               |   |
| <b>Please list the cell phone if different from above.</b>           |                               |   |
| <b>Mailing Address:</b>  |                               |   |
| <b>Email (required to most efficiently process your application)</b> |                               |   |
| <b>Relationship to Candidate:</b>                                    | Supervisor                    | Former Supervisor                                 |
| <b>Years Known:</b>  | 3                             | 12 years  |
|  | Reference 3                   | Reference 4                                       |
| <b>Name:</b>   | Dr. Valya Lee                 | Mrs. Sylvia Hooker                                |
| <b>School/Org:</b>   | Liberty County Schools        | Center for Transformational Teaching and Learning |
| <b>Current Position:</b>   | Superintendent                | Consultant  |
| <b>What is the best phone number to contact this person?</b>         |                               |   |
| <b>Please list the cell phone if different from above.</b>           |                               |   |
| <b>Mailing Address:</b>  |                               |   |
| <b>Email (required to most efficiently process your application)</b> |                               |   |
| <b>Relationship to Candidate:</b>                                    | Former Supervisor             | Professional                                      |
| <b>Years Known:</b>  | 9 years                       | 6 years   |



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## Professional References cont.

|  | Reference 5              | Reference 6         |
|--|--------------------------|---------------------|
| <b>Name:</b>   | Dr. Fred Primm           | Ms. Regina McDuffie |
| <b>School/Org:</b>   | Bessemer School System   | Macon County        |
| <b>Current Position:</b>   | Superintendent (Retired) | County Manager      |
| <b>What is the best phone number to contact this person?</b>         |                          |                     |
| <b>Please list the cell phone if different from above.</b>           |                          |                     |
| <b>Mailing Address:</b>  |                          |                     |
| <b>Email (required to most efficiently process your application)</b> |                          |                     |
| <b>Relationship to Candidate:</b>                                    | Professional             | Professional        |
| <b>Years Known:</b>  | 5                        | 3                   |

## Additional Information

Provide any additional information that will help determine professional qualifications for the superintendent's role.

I believe an effective superintendent must be a good listener, an excellent collaborator, a brilliant problem solver, have excellent communication skills, and be a caring leader. A superintendent must listen to many points of view to effectively make good decisions. An effective superintendent also takes the time to collaborate and work with others building a cadre of leaders. An effective superintendent needs to know how to use data to make decisions, solve problems, and to base those decisions and solutions on scientifically researched methods and ideas, all to maximize success. Finally, an effective superintendent needs to know how to model what they expect others to do and clearly communicate the vision, mission and goals of the school district to all stakeholders. For example, if an administrator asks administrative staff and teachers to analyze data to decide which areas need additional strategies, that superintendent must also look at data for the desired skills that will help staff members become a better collaborative entity. Additionally, superintendents need to know how to build capacity with staff members and bring them to one common vision of keeping students first. In addition, a successful superintendent should be able to communicate and engage the community fully in school initiatives. These are the skills I possess and am willing to bring to Worth County Schools.

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## Douglas County School District Specific

### Indicator 1: Education, Training and Licensure

Tell us how your education, training and experience have prepared you for the superintendent's role and why you are interested in this particular position.

My administrative experience has been with large urban and suburban schools with enrollments from 50,00 to 170,000 students, many of whom were eligible for free/reduced lunch, recognized as National Merit Scholars, and spoke as many as 100 languages. My experience as superintendent covers a rural school district with 1,600 students. Having had the opportunity to work in such diverse environments has helped in shaping my leadership skills, especially when it comes to problem finding and problem resolution. These experiences, though varied, have strengthened my skills in organizational change, problem solving, community engagement, and research based instruction in order to achieve academic performance increases for all students, minority students and high achieving students in particular, and my innovative and creative approaches to utilizing technology, as a tool for ensuring that all students gain access to high quality educational opportunities. More importantly, they prepared me for district change processes and understanding of how all of the departments in a district need to work in order to support student learning. I have a proven track record of student achievement success, as measured by standardized tests and students participating in dual enrollment courses in area technical schools and colleges' courses and programs.

### Indicator 2: Vision, Mission and Beliefs

Share how you will go about effectively listening to and representing the interests and concerns of students, staff, parents and community members in carrying out the mission of the district.

I am a strong believer in conducting engagement meetings with the community in Town Hall meetings, Parent Nights and/or parent training programs. This also includes meeting with staff and/or officials from local government and business owners. Most important is meeting with parents and district staff on an ongoing basis and helping them understand how we will proceed with addressing the needs of our students. Creating transparency and advocating on behalf of the needs of the school district is another responsibility that the superintendent has along with the Board of Education. Having served on the State Superintendent's Advisory Board, I have had the pleasure of being able to talk directly to the State Superintendent about those issues that surround students and families in the community. Working with key community stakeholders such as the faith based community members, Kiwanis, Rotary and chamber of commerce to create and maintain a culture of understanding of the continued direction of the school district.

### Indicator 3: Leading Learning

How would you ensure that our curriculum is viable, rigorous and aligned with appropriate performance standards? How should instructional strategies be coordinated with the curriculum to meet the unique needs of each child?

By conducting a thorough analysis of student achievement, professional learning, observation, and stakeholder feedback data and assessing the processes and procedures of the instructional program will provide a starting point to determine what needs are required to ensure that our students are college and career ready. I, along with the district leadership and local school teams will review district and school level data to identify areas of strength and areas in need of improvement. From this discussion we will create goals and initiatives that need to be implemented as a result. I would also utilize data from multiple assessments such as Georgia Milestones, Student Learning Objectives and formative assessments to adjust curriculum and instruction.

To support teachers that are new to the district and the profession as well as veteran teachers, we would implement a tiered teacher mentoring program, remembering that teacher support is based on years of experience and level of individual support needs. Our new teacher induction program will be aligned with the districts non-negotiable instructional practice, vision, and beliefs for student achievement. The program will be comprised of four phases creating two mentoring experiences for each semester, classroom visits (peer observations) and program evaluation.

It is my belief that professional learning should be meaningful, job-embedded and differentiated to help educators reach maximum potential and promote student achievement. Therefore, professional learning opportunities that are aligned to the district's purpose and directions would be available to all staff members. Use of observation, self-assessment, and professional learning tools used through surveys would aide the district in targeting professional learning. A five year professional learning plan would be developed to ensure that our teacher were not only content knowledgeable, but that they were strong with pedagogy. This would allow district and school level leaders to target professional learning for specific district, school, and individual needs.

If our teachers are prepared continuously with the proper training based on researched based strategies, then they will be able to

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How would you ensure that our curriculum is viable, rigorous and aligned with appropriate performance standards? How should instructional strategies be coordinated with the curriculum to meet the unique needs of each child?

properly assess and adjust their teaching strategies to address the needs of each child individually. To this end, we must follow a plan-do-act-check cycle.

Plan- Implement a school and district level curriculum team. This team would support the development of curriculum maps, pacing guides, unit and lesson plans, common formative and summative assessments.

Doâ implement curriculum maps, pacing guides, collaborative planning, and tuning protocols.

Check- Conduct school and district level focus walks, student achievement data analysis, student interviews to monitor the fidelity for which the curriculum is implemented. Conduct curriculum audits to ensure that the taught curriculum is aligned with the tested curriculum and students are given the opportunity and time to learn.

Act- revise adjust curriculum maps, pacing guides, unit and lesson plans, performance tasks and assessments as needed to ensure alignment with state standards.

## Indicator 4: Operations and Management of Organizational Systems

What experiences have you had in past roles in managing the key operational aspects of transportation, nutrition, budgeting, technology, etc? Share how these experiences have given you the key knowledge and skills needed for managing these functions at the superintendent's level.

Having served as a superintendent I have learned that the superintendent must have comprehensive knowledge of how a school district operates. This includes daily operations of goal setting for each department with monthly review of the evidence of meeting those goals operationally and financially. But most importantly, a deep knowledge of the instructional process and how each department in the district supports the local schools. I continuously train and monitor these positions as I tweaked the organizational structure of the district. Working in a small rural school district provided me with the experience because I had to restructure the departments as well as personnel to ensure we were meeting the goals agreed upon. I have led initiatives with implementing 1:1 iPad use for all staff and students through technology. Restructuring bus routes to meet the needs of the student body while changing and clarifying the roles of transportation and maintenance. Having to initiate an ESPLOST and manage the procedures and processes to update school facilities for our students. Working closely with the finance officer and following protocols to assess the overall budget and initiating a complete overhaul of the budgeting system to include reducing a \$1.8 million dollar deficit and creating a \$1.6 million dollar fund balance. This was a process that involved a very tedious process working across the different operational departments. I can say that I am fully abreast of how to manage and monitor all departments. I also served on the superintendent's cabinet as a principal in which I served as the liaison for the local principals. I participated in every aspect of district level decision making for the entire district.

## Indicator 5: Collaborating and Communicating with Multiple Stakeholders

The Douglas County Board and community expect their chosen candidate to have demonstrated the ability to collaborate with faculty and community members, respond to diverse community interests and needs and mobilize community resources. As superintendent, how will you successfully address each component?

My leadership style is that of a transformational/collaborative leader. I have always utilized the input of faculty and staff to work on specific initiatives to ensure true buy in from all. I have included community members on committees with instruction, budget, etc., providing an opportunity for stakeholders to be a part of the decision making process. Being a part of the community by being transparent with the parents and community members is a staple including visibility in the schools and community functions. Building trust with the community by doing what I say I am going to do. Responding to parents in a timely manner and sticking to the core values of the community.

## Indicator 6: Ethical Principles and Professionalism

What safeguards do you think should be in place to ensure that the values of democracy, equity, justice, community and diversity are held high in your district?

All safeguards should begin with Board Policy and then the Regulation that implements the policy. The policy should be used on those values we as a school district hold fast to and would want our students to know and understand in ways that will continue long after they graduate from our neighborhoods. For example, the review of Board of Education Policies for:

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What safeguards do you think should be in place to ensure that the values of democracy, equity, justice, community and diversity are held high in your district?

Democracy - the lost art of teaching civics in our schools presents the opportunity for our students learn about how democracy works in America; how important supporting our elected officials can be; what makes the government of the USA different from other governments in the world. This would fall under the Policy concerning Curriculum & Instruction. The policy needs to ensure that our students learn the values our community wants them to learn relative to Democracy.

Equity - equity is not about being equal, but it is about everyone - all of our students- having the opportunity to learn, to play sports, to become part of our community, and to be all we can be and are prepared to be and become. This would fall under the Policy concerning Curriculum & Instruction & Human Resources. The policy needs to ensure that our students learn the values our community wants them to learn relative to equity.

Justice - creates the ability for the Board to ensure that employees and students are treated fairly and justly; it also means having respect for those in your community with guarantees of being treated fairly and justly and expecting that those who commit offenses against us will be punished in a fair and just way; usually within the boundaries of our rules and laws. This would fall under the Policy concerning Discipline, Communications, and Human Resources. The policy needs to ensure that our students & staff will learn and know what our rules are concerning work and learning in our school system and our school community. Further that they also will know that inherently they will always be safe and believe that they will be greatly and fairly treated. The policy needs to ensure that our students learn the values our community wants them to learn relative to equity.

Community - means being supportive of the ideals and core values expected and exhibited by our parents, students and business owners of how we want to live in our school community. Building positive relationships with all stakeholders and establishing a trust between the school district and the community. This would fall under the Policy concerning Community Relations. The policy needs to ensure that our students learn the values that our community holds for their education and the community needs to know that we want to continue to communicate with them about what is going on in the schools, and that the board and the superintendent want to provide various ways to hear from them.

Diversity - valuing and understanding that there are differences in our world that have to do with those who populate our world, our county and our cities; differences that concern race, ethnicity, religion etc. This would fall under the Policy concerning Curriculum & Instruction and Human Resources. The policy needs to ensure that our students learn the values we hold for diversity and those values our community wants them to learn relative to Diversity.

It is also possible that following more extensive review of the policies in the district handbook and on e-Board, we will find other places that these topics will comfortably fit. The Board's strength lies in its ability to establish and develop policies that work for "their" district, their community members and their students.

### Indicator 7: The Education System

The Douglas County Board expects you to provide leadership for the board to aid their understanding of the "team governance model" and the separation of authority of the board and superintendent. What is your understanding of the role of the board versus the role of the superintendent? How would you establish and maintain this clarity in roles while ensuring that both entities work together as a true governance team?

Much of what a superintendent does involves working directly with district staff and teachers as well as community leaders. School superintendents must be effective leaders who work well with other people and understand the value of building relationships. A superintendent must be adept at establishing working relationships with many interest groups inside and outside the school and within the community itself to maximize their effectiveness.

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The Douglas County Board expects you to provide leadership for the board to aid their understanding of the "team governance model" and the separation of authority of the board and superintendent. What is your understanding of the role of the board versus the role of the superintendent? How would you establish and maintain this clarity in roles while ensuring that both entities work together as a true governance team?

The superintendent is responsible for managing the day-to-day operations of the district, and only the board can identify the expectations for the district through its policies through a team work approach.

Roles of the board and superintendent need to be clarified through discussions of the expectations and responsibilities for various tasks. If there is disagreement about the process or responsibilities, we should take the time to discuss each participant's perception of what has taken place in the past and what he or she thinks should take place in the future. This can be accomplished by establishing retreats, board work sessions in which we review the procedures of how we will communicate and establish procedures and norms of how we will address concerns and issues. Also, sending board members updates on how the school district is performing while also providing information on the latest research as it pertains to the goals of the school district.

The school board and superintendent should treat each other with respect at all times. The actions of the school board and superintendent should provide the public with confidence that the district is being run professionally and in a manner that is consistent with the students' educational needs and the community's desires and aspirations.

Specific training sessions, review and revising of processes should happen at least two to four times a year. This would also allow the board and myself to learn about each other and gain a better understanding of each other to develop as a team.

### Indicator 8: Personal Qualities

**Judgment** - If a parent group contacts you with complaints about a particular principal's failure to address their concerns, how would you handle the situation?

It is important for a superintendent to be an effective listener in order to address the concerns of students, staff and community. My first step is to always listen to the concerns of our parents and stakeholder. I would also find out if they took the opportunity to meet with the principal to express their concerns. I would then ask that they give me an opportunity to look into the matter with time to get back with them. To resolve the situation I would have the principal to meet with the parents and myself to ensure that the principal has an opportunity to possibly address the concerns if this has not already occurred. The next step is to find a solution based on the information provided by both parties. Restoring trust with the parents is vital to continuing to build a positive relationship. I also want to make sure that we have followed our policy and procedures and made the right decision for students.

**Values** 0 Share some examples of things in life that you value most and that determine how you live your life - both personally and professionally.

I have found that by being honest, forthright, and true to my core values and beliefs is the best way to honor the work that we do on behalf of the students. I am a father to three children and a husband to a wonderful woman of 23 years who has supported my work since I became a school administrator. While one of my children is presently in college, the other two who are at home, continue to provide me with a sense of what our students need on a daily basis. Family is important to me and yet what I want for my own family is what I want for the children whom I serve.

I am a true believer in building relationships through trust and understanding that my integrity to my profession is of the utmost importance. These are values that I was raised on. Also, my experience with serving my country in the Marine Corp has been a great part in enhancing my values of family, community, respect and trust.

**Customer Focus** - Describe a situation where you decided to implement a significant change but one or more constituency group did not support it. How did you proceed and describe the outcome?

We completed an assessment of the technology needs and how we would utilize school improvement funding to pay for the additional upgrades which included a 1:1 iPad initiative for all students and teachers. We were met with opposition by a staunch group of citizens who felt that the way they learned with chalk boards was better and that spending the amount of money on technology was not most fiscally responsible thing to do. We started off with community meetings with parents, utilize surveys, but we also created committees

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**Customer Focus** - Describe a situation where you decided to implement a significant change but one or more constituency group did not support it. How did you proceed and describe the outcome?

and asked some of the people who opposed the technology transition to participate in meetings which were entrenched in research based information. We allowed students to lead some of the group discussions with parents and community members. We included our local clergy and started a campaign of how this would provide the necessary tools for our students grow into model students who would be prepared to compete in a global society. The group that opposed this initiative did come around once they observed how much this meant to our students and the advantages it gave them.

**Global/Future Perspective** - How do you stay current and involved in educational issues on the state and federal levels? How is this valuable to your school district?

I am a member of the State of Georgia Superintendent's Advisory Council in which I am exposed to educational initiatives such as the Every Student Succeeds Act (ESSA) where each state is responsible for submitting a plan to the Federal Department of Education. I am also a member of the legislative committee with the National Alliance of Black School Educators where we focus on the latest educational issues happening at the state and federal levels. I also participate with organizations such as American Association of School Administrators, Urban Superintendents Association of America, Georgia School Superintendents Association and the National Association of Supervision and Curriculum Development, etc. This organizations provide me with the opportunity keep up with the latest in leading educational research and provided me with an advantage to focus on revising plans with the mission of my school district.

**Organizational Ability** - If asked, how would your staff describe you? What positions would be critical on our executive staff team? What kinds of people would you want on your team?

I am a leader who understands how to embrace the complex work and who knows how to include people in the decision making process as well as a leader who focuses on student achievement. The curriculum position, financial position and technology position are three positions that are critical to the executive team because our focus should always be how we are implementing and monitoring student achievement to move the needle. Financially, with the changes and demands on school districts it is imperative that there is a continued focus with how the district finances are being utilized. Technology is vital to providing our students and staff with the tools to ensure we are keeping up with how our students learning with the global focus of technology.

**FIT for the Position/Community** - Why have you applied to be superintendent in Douglas County? Why do you believe you will be successful here? Are you willing to relocate to Douglas County and become a part of our community?

I am an experienced superintendent, one who focuses on students and instruction. I understand the importance of stakeholder participation and engaging the community in support of the public schools. My passion for children is demonstrated by my work with staff and the programs that I have designed that specifically offer innovative opportunities for student learning. I would like to be that leader in a community that has the perseverance and the determination to remain undeterred in the work that must be done to keep the promises made to parents, students and its community. I am willing to relocate to such a proud community.

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## Personal Affirmation

\* 1. Have you ever been dismissed, suspended or terminated from any professional, educational or management employment position? No

1a. If you answered yes to Question 1, please provide the date and name and address of the employer, and stated reason for the adverse action here.

\* 2. Have you ever resigned or been given an opportunity to resign, withdraw an employment application, or not offered reemployment as a result of charges, or a disagreement or misunderstanding with an employer? No

2a. If you answered yes to Question 2, state the date(s), name and address of the employer(s) and a reasonably full statement of the basis and circumstances here:

\* 3. Do you understand that because of the nature of the position for which you are applying, that the school district-employer may require a background check, including a search of fingerprint, criminal records and credit history? Yes

\* 4. Do you agree and consent for such background search and investigation to be conducted, and agree to hold the school district and Georgia School Boards Association and all officials, representatives and employees of the foregoing harmless from all claims for libel, slander, invasion of privacy, intentional infliction of emotional distress and similar claims? Yes

4a. If you answered no to Question 4, please explain.

\* 5. Have you ever had an adverse action (i.e. warning, reprimand, suspension, revocation, denial, voluntary surrender, disbarment) taken against a professional certificate, license or permit issued by any state agency? No

5a. If you answered yes to Question 5, please explain.

\* 6. Are you currently the subject of any investigation involving a violation of a profession's laws, rules, standards or Code of Ethics by any state agency? No

6a. If you answered yes to Question 6, please explain.

\* 8. Have you ever received a less than honorable discharge from any branch of the armed services? No

8a. If you answered yes to Question 8, explain here. Then, upload Form DD214 at item 8b.

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## Personal Affirmation continued

8b. If you answered yes to Question 8, upload Form DD214 here. File size maximum is 2 MB.

\* 9. Have you ever left an employment position (been asked to resign or retire, been dismissed, terminated, suspended, non-renewed or otherwise) while under investigation OR under circumstances that were not solely voluntary? No

9a. If you answered yes to Question 9, please explain.

\* 10. Are you currently the subject of an investigation involving sexual misconduct or physical harm to a child? No

10a. If you answered yes to Question 10, please explain.

\* 11. Are you the subject of a pending investigation involving a criminal act? No

11a. If you answered yes to Question 11, please explain.

\* 12. For any felony or any crime involving moral turpitude, have you ever: Pled guilty; Entered a plea of nolo contendere; Been found guilty; Pled guilty to a lesser offense; Been granted first offender treatment without adjudication of guilt; Participated in a pre-trial diversion program; Been found not guilty by reason of insanity; or, Been placed under a court order whereby an adjudication or sentence was withheld? No

12a. If you answered yes to Question 12, please explain.

13. Have you ever been convicted, or pled to a lesser offense for any sexual offense? No

13a. If you answered yes to Question 13, please explain.

14. Have you been convicted of a drug offense (felony or misdemeanor) while holding any professional certificate, license, or permit? No

14a. If you answered yes to Question 14, explain.

\* 15. Do you have a relative(s) on the Board of Education or relative(s) employed after July 1, 2009 as a school district administrator in the district for which you are making application? No

15a. If you answered yes to Question 15, explain.

Upload additional supporting documents here.



# Georgia School Boards Association Online Application

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## Personal Affirmation continued

### STATEMENT OF AFFIRMATION

I affirm that all information is true and correct. I understand that the information contained in this application will be used to assess my qualifications for the position of Superintendent and hereby give my permission that any or all of the attached materials may be shared with individuals authorized to evaluate my credentials. Type your full name in the box below and click the button to digitally sign.

|          |   |
|----------|---|
| <b>X</b> | <b>Signed: D. Ray Hill</b><br><small>Stamped: 12/11/2016 6:43:05 PM; 76.17.32.164; Applicant - #510 - Donna Hill;</small> |
|----------|---|

\* Date

03/09/2017 12:00 am

DR. DONNA RAY HILL  
**REFERENCES**

Dr. Barbara Pulliam-Davis (Retired)  
Superintendent Greene County Schools  
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Dr. Valya Lee  
Superintendent Liberty County Schools

Regina M. McDuffie, County Manager ,Macon County

Mrs. Roger Ann Davis-Board Member  
Macon County School System

# D. RAY HILL, ED.D.

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## CAREER OBJECTIVE

Experienced superintendent seeking a position in a progressive school system where I can utilize my proven leadership skills in improving student achievement, program innovation, design and implementation, and engaging the community in order to enhance educational experiences for all children.

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## EXPERIENCE

### BRP Associates, LLC, Stockbridge, Georgia

(2017-Present)

#### Educational Consultant:

- Provide leadership coaching to Superintendents and District leaders
- Provide school boards and other educational organizations consultation on evaluating areas for improvement in curricula, classrooms, and technology usage and student activities.

### Macon County School System, Oglethorpe, Georgia

(2014-2017)

#### Superintendent:

- Initiated community meetings to establish transparency with individual townships within the county;
- Implemented Superintendent's Student Advisory Committee; *Coffee with the Superintendent* - Quarterly meetings with the community to allow all to express their concerns directly to the superintendent.
- Re-established relationships with governmental agencies to create collaborative partnerships with local leaders for at-risk students.
- Organized and **Passed ESPLOST** for \$18 M for school facilities; one that had a 93% pass rate which was the highest community supported rate in the state of Georgia for that season.
- **Reduced a \$1.8 million deficit** and balanced the district budget with two years of unqualified audits.
- Implemented calling system, as well as student's information system, district wide to improve communication with parents and stakeholders.
- Revision of vision and mission and strategic plan to reflect the community and board of education's expectations based on state requirements.
- Revision of curriculum to meet the needs of the students of Macon County including a **new curriculum for Pre-Kindergarten**.
- **Implemented Blending learning model for K thru Sixth grade (LLI)**.
- Implemented coaching protocol and hired instructional coaches for complete overhaul of district curriculum.
- Implemented Violin program at elementary school for K- 2 students.
- Implemented Technology plan to rebuild the infrastructure to provide appropriate technology instructionally.
- Implemented elementary **Robotics** after school program.
- Increased **Graduation Rate from 68% to 88% in two years**.
- Created a partnership with the State of Georgia REACH program to provide scholarships for students.
- Implemented an Online Academy with middle and high school.

### Greene County School System, Greensboro, Georgia

(2011-

#### 2014) Principal:

- Direct instructional leadership, curriculum planning, and building administration; create and sustain plans for fiscal resources and a school culture that supports students and the learning process.

- Change culture and climate of building to promote strong values within the school that reflected a broader mission of the appreciation and value of education and work thereafter; oversaw the vision and capital outlay for a \$3.7 million newly constructed football/soccer and track & field stadium for the community.
- Implementation of a \$4.5 million School Improvement Grant (SIG); created a common vision for innovative school upgrades, administration, and student achievement with school staff.
- Implemented new strategies for instruction to enhance student achievement by focusing on Core Subjects mastery for teachers; drove major advancements in technology; led the 1:1 iPad initiative, enabling each student electronic access to textbooks, research and general information.
- Received state recognition for Most Improved Physical Science Scores in the State of Georgia.
- Implementation of the Gateway to Educational Achievement and Reengagement (GEAR) program resulted in a 10% increase in graduation rates over a three-year period. Improved instruction, school climate and culture and accountability assisted in this effort.
- Launched the Pre-college AP programs for grades 10–12, and Middle Years International Baccalaureate Program for grades 9 and 10.
- Cultivated and developed relationships with Technical Colleges and 4-Year Universities that resulted in Dual Enrollment program implementation for the first time in the history of the Greene County School District; working with the superintendent, college visitation programs for grades 11 and 12 were implemented and increased higher educational awareness.
- Launched Career Technical and Agricultural Education pathways for students in grades 9–12 that added courses in Applied Arts and Sciences, and Entrepreneurial Business; students were able to graduate with a career track completion certification, i.e.; nursing, culinary arts, small engine repair, college course, etc.

**Clayton County Public Schools, Jonesboro, Georgia  
2011) Principal**

(2007-

- Supervised a staff of 125 certified and 58 classified staff and a student body of 1700 students; responsible for all instructional and managerial processes to ensure that program activities and financial resources, estimated enrollment, personnel and other fiscal needs aligned to budget estimates.
- Implemented Read 180/Connection Remediation Program to improve the reading scores of students who were behind in reading.
- Managed \$300, 000 and \$250,000 in Title One and School Improvement Grants for middle and high school improvement; resulting in a 10% measurable increase in reading and math at the middle school level and a 10% increase in math at the high school level.
- Introduced Saturday writing workshops for academically challenged students.
- Reduced truancy rate, improved student attendance; decreased disciplinary referrals and high-school dropout rates by employing the Hunter’s Ridge Outreach Program.
- Implemented International Baccalaureate (IB) Diploma Program and (MYP) Middle Years Program
- Recognized by the Georgia Department of Education for increased math scores on the GHS GT.

**PRIOR EXPERIENCE**

|                            |   |             |
|----------------------------|---|-------------|
| <b>Assistant Principal</b> | North Gwinnett High, Gwinnett County Schools, Suwanee, GA<br>Shiloh High School, Gwinnett County Schools, Snellville, GA  | (2001-2007) |
| <b>Assistant Principal</b> | Towers High School, DeKalb County Schools, Decatur, GA<br>Terry Mill Elementary, DeKalb County Schools, Decatur, GA<br>McNair High School, DeKalb County Schools, Decatur, GA | (1996-2001) |

|                      |   |             |
|----------------------|---|-------------|
| <b>Band Director</b> | Southwest DeKalb High School, DeKalb County Schools, Decatur, GA<br>Dougherty Middle School, Dougherty County Schools, Albany, GA | (1992-1996) |
| <b>Military</b>      | United States Marine Corp. Reserves<br>Veteran, Desert Shield/Desert Storm, United States Marine Corp                             | (1987-1992) |

### CREDENTIALS

- **Doctor of Education:** Educational Leadership, Clark Atlanta University, 2002
- **Master of Arts:** Educational Leadership, Clark Atlanta University, 1995
- **Certification in Administration/Supervision:** State of Georgia, 1995
- **Division Superintendent License:** Virginia 2017
- **Bachelor of Science:** Education, Florida A&M University, 1992

### RELATED EXPERIENCES

- NABSE Superintendents Academy
- GSSA Georgia Budget and Planning Institute
- Instructional Class Keys Coaches Training
- Georgia Leadership Institute of School Improvement Pilot Leadership Program (GLISI - Part II)
- Georgia Leadership Institute of School Improvement Summit and Base Camp
- International Baccalaureate Coordinator Training
- Georgia Leadership Institute for Educational Leaders
- International Baccalaureate Administrator Training
- Superintendent's Cross-Functional Team (CFTE Committee)
- Professional Learning Communities Training
- High Schools That Work / SREB Training
- Gwinnett County Compensation Task Force Committee
- Founder, Young Men and Women with Values and Principles
- Member SACS - State Accreditation Team (Georgia)

### PROFESSIONAL AFFILIATIONS

- Macon County Kiwanis Club
- Macon County Board of Health
- Macon County Chamber of Commerce
- Macon County Boys and Girls Club
- Georgia School Superintendents Association (GSSA)
- Urban Superintendents Association of America (USAA)
- American Association of School Administrators (AASA)
- Professional Association of Georgia Educators (PAGE)
- Georgia Association for Supervision and Curriculum Development (GASCD)
- Georgia Association of Educational Leaders (GAEL)
- National Association for Supervision and Curriculum Development (NASCD)
- National Staff Development Council (NSDC)
- National Alliance of Black School Educators (NABSE)
- Greene and Putnam County Rotary Club

## PRESENTATIONS AND PUBLICATIONS

**NABSE** (National Alliance of Black School Educators) 43<sup>rd</sup> Annual Conference-November 2015; "*The "Other" Next Generation Assessments: Every Kid May Not Go to College, But Every Kid Will Need a Job.*" Co-Presenter with retired superintendent and school team.

**NABSE** (National Alliance of Black School Educators) National Conference; Featured Speaker for the Aspiring Superintendent's Academy Luncheon. June, 2015.

**NDPC** (National Dropout Prevention Center) National Youth at Risk Forum –February 2014; "*Getting in Their Way;*" Presenter.

**Georgia State Conference.** Center for Educational Transformation and Excellence. November, 2013. "*School and District Transformation - A K-12 STEM Focused District;*" Co-Presenter with superintendent and district team. February 2012.

**NABSE** (National Alliance of Black School Educators) National Conference; November 2012; "*Improving 21<sup>st</sup> Century Learning through Leadership Integration;*" Co-Presenter with superintendent and school team.

The Perception of Teachers and Administrators towards the Effectiveness of the In-School Suspension Program and its Impact on Student Discipline and Learning in a Large Metro School District. *Doctoral Dissertation-May, 2002*

## RECOGNITIONS AND AWARDS

- Recognized by the Georgia Department of Education for increased math scores on the GHSGT 2009.
- High School recognized for the highest increase in high school Physical Science test scores in the state of Georgia - 2013 & 2014.
- Recognition: *Outstanding Contributions to the Education Profession.* Center for Educational Transformation and Excellence. 2014.
- **Member - Georgia State Superintendent's Advisory Council - 2015-2017.**
- Passage of ESPLOST (\$18M Referendum) for improvement and renovations of school district schools.
- Graduation of first Associate degree (AA) and high school diploma student from the Greene County High School in June 2014.
- Honorary member of the Future Farmers of America (FFA).
- Recognized by the Clayton County Youth Football League (Dallas Cowboys) for supporting local youth Football team.
- Volunteer of HUDDLE (Community Service Organization) for young men and women.