

July 16, 2018

Adrian H. Cline  
Superintendent of Schools  
School District of Desoto County  
530 LaSolona Avenue  
Arcadia Florida 34266

Dear Superintendent Cline:

MGT is writing to provide greater detail about our External Operator contract with the School District of Desoto County.

*1. Dr. Baker's experience with turnaround schools.*

Dr. Stephen Baker has been an education professional for more than 35 years. He has served in every position from teaching to superintendent. He has provided leadership to a number of organizations dedicated to the planning and execution of school improvement including serving as the Chief Administrative Officer, Commission on Accreditation and School Improvement of the Southern Association of Colleges and Schools from 2003 through 2006, and as the Executive Director of the Commission on Elementary and Middle Schools of the Southern Association of Colleges and Schools from 1995 through 2003. He also served as the CEO/Chairman of the Board, National Study of School Evaluation from 2004 through 2006.

Dr. Baker facilitated, developed and provided training for *Developing Desired Results for Student Performance* through workshops and training in Florida and throughout 11 southern states, including school districts such as Jefferson Parish in Louisiana, Memphis City Schools in Tennessee, and school districts in Florida from the panhandle to Broward County.

Dr. Baker holds certification and has served as an instructor for both courses developed by Dr. W. Edwards Deming: *Quality, Productivity, and Competitive Position*; and *Management Today and Tomorrow: How It Must Change*. He earned his Ed.D. from the University of Virginia, in 1976, and his M.S. in Education and History from Radford University in 1968. He earned a B.A. in History from Roanoke College in 1964.

*2. How MGT is involved in selecting administrators and teachers for the school.*

MGT, led by Dr. Baker has been involved in all interviews that have taken place so far in the efforts to fill the vacancies at both the administrative and teacher level at Nocatee Elementary. On Friday, July 6<sup>th</sup>, 2018, both Stephen Baker and Martine Schmidt, MGT's Talent Management and Recruitment Director, attend the panel interviews that the District held for a new principal for the school.

After discussion, the team decided to hire internally moving the former Assistant Principal from West Elementary to the Nocatee Principal position. Mr. Jermaine Andrews's work at West Elementary resulted in the school's improvement from a low D to a strong C in the last school year. Dr. Baker met with Mr. Andrews the week he was on-site and believes he is an ideal candidate given both his experience and his willingness to support the MGT team in this endeavor.



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The Assistant Principal position has been filled with Ms. Victoria (Nikki) Meredith, who served as the Instructional Coach for both West and Memorial elementary schools.

Both individuals not only have the experience but also the commitment to the MGT team to ensure success.

*3. MGT's criteria for selecting administrators.*

MGT worked not only with the Job Description posted (attached here), but also asked candid questions about school turnaround experience and attitude towards the external operator services. The success of Nocatee will be determined by a leadership team all committed to the same goal.

If you would like more information or have any additional questions, please do not hesitate to contact me by telephone at 502.263.3223 or by email at [TBennett@mgtconsulting.com](mailto:TBennett@mgtconsulting.com). You may also contact Michelle Silva by telephone at 941.730.5202 or by email at [MSilva@mgtconsulting.com](mailto:MSilva@mgtconsulting.com). Thank you very much.

Respectfully,

Dr. Tony Bennett

Attachments: Stephen Baker, EdD, Resume

## SCHOOL DISTRICT OF DESOTO COUNTY

### PRINCIPAL, ELEMENTARY SCHOOL

#### JOB DESCRIPTION

#### QUALIFICATIONS:

- (1) Master's degree from an accredited educational institution.
- (2) Four (4) years teaching and administrative experience.
- (3) Satisfactory completion of the principal training program.
- (4) Valid Florida certification as School Principal.
- (5) Satisfactory criminal background check and drug screening.

#### KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of the current trends, research and best practices related to assignment. Knowledge of personnel procedures. Knowledge of the organization and operation of the district. Knowledge of federal, state and district rules, regulations and policies as they relate to job function. Knowledge of the hardware and software applications used throughout the district. Skill in human interaction and conflict resolution. Ability to handle constituents' problems, concerns and emotional distress with sensitivity and tact. Ability to read and interpret applicable laws, rules, policies and procedures. Ability to communicate both orally and in writing. Ability to plan, organize and establish priorities related to assignment. Ability to make presentations to a variety of audiences. Basic understanding and knowledge of the use of current technology. Ability to develop and manage budgets. Ability to carry out job responsibilities and handle sensitive information in a confidential manner. Ability to work independently and make decisions with minimum supervision. Ability to handle multiple tasks in a professional and courteous manner. Ability to handle highly stressful situations. Ability to delegate and monitor assignments. Ability to select, hire, evaluate, and reappoint personnel in accordance with collective bargaining agreements. Ability to understand the unique needs, growth problems and characteristics of elementary school students. Ability to use group dynamics within the context of cultural diversity.

#### REPORTS TO:

Superintendent

#### JOB GOAL

To provide the leadership and vision necessary to design, develop, implement and evaluate a comprehensive program of instructional and support services which optimize available resources to establish and maintain a safe, caring and enriching environment to promote student success.

#### SUPERVISES:

Administrative, Instructional, and Support Personnel

**PRINCIPAL, ELEMENTARY SCHOOL (Continued)****PERFORMANCE RESPONSIBILITIES:****Instructional Program Leadership/Development**

- \*(1) Provide instructional leadership and supervision for student achievement.
- \*(2) Manage and administer the development, implementation and assessment of the instructional programs at the assigned school.
- \*(3) Utilize current research, outside resources, performance data and feedback from students, teachers, parents and the community to make decisions related to improvement of instruction and student performance.
- \*(4) Promote high student achievement.
- \*(5) Coordinate the School Advisory Council.
- \*(6) Coordinate program planning with district instructional staff.
- \*(7) Supervise the selection of instructional materials and equipment.
- \*(8) Supervise the assessment program for the school.
- \*(9) Align school initiatives with district, state and school goals.
- \*(10) Establish and coordinate procedures for students, teachers, parents and the community to evaluate curriculum.
- \*(11) Direct the development of the school's schedule and assign teachers according to identified needs.
- \*(12) Facilitate the horizontal and vertical articulation of curriculum within the school, as well as between the school and its feeder system.
- \*(13) Monitor the delivery of English Language Learner (ELL) services.
- \*(14) Monitor and coordinate the implementation of prekindergarten programs and services at designated sites.
- \*(15) Facilitate the development and implementation of the school technology plan.
- \*(16) Provide leadership in the effective use of technology in the classroom.
- \*(17) Provide students with opportunities to use technology to gather and share information with others.
- \*(18) Facilitate student access to the use of electronic resources.
- \*(19) Explore and evaluate new technologies and their educational impact.
- \*(20) Use technology to review student assessment data.
- \*(21) Assist classroom teachers with the effective use of technology.
- \*(22) Analyze and report the results of efforts to enhance student performance.

**Personnel Action Services**

- \*(23) Supervise the establishment and maintenance of individual professional development plans for each instructional employee.
- \*(24) Interview and select qualified personnel to be recommended for employment.
- \*(25) Supervise assigned personnel, conduct annual performance appraisals and make recommendations for appropriate employment action.
- \*(26) Implement and administer negotiated employee contracts at the school site.
- \*(27) Assign and supervise school personnel to special projects for the enhancement of student learning.
- \*(28) Establish job assignments for school-site administrators, teachers and support personnel.
- \*(29) Develop and administer duty rosters for certificated and noncertificated staff as required.
- \*(30) Manage and administer personnel development through training, inservice and other developmental activities.
- \*(31) Provide training opportunities and feedback to personnel at the assigned school.

**PRINCIPAL, ELEMENTARY SCHOOL (Continued)****School Operations/Delivery Systems**

- \*(32) Supervise the operation and management of all activities and functions at the assigned school.
- \*(33) Develop positive school/community relations and act as liaison between the school and community.
- \*(34) Access, analyze, interpret and use data in decision-making.
- \*(35) Establish procedures for an accreditation program and monitor accreditation standards at the assigned school.
- \*(36) Coordinate school maintenance and facility needs and monitor progress toward meeting those needs.
- \*(37) Monitor the custodial program at the school to ensure a clean, healthy and safe learning environment.
- \*(38) Supervise the orderly movement and safety of transportation services on school grounds.
- \*(39) Manage and supervise the school's financial resources including the preparation and disbursement of the school's budgets and internal accounts.
- \*(40) Establish and manage accurate student accounting and attendance procedures at the assigned school.
- \*(41) Conduct staff meetings to discuss policy changes, instructional programs, potential problems and resolution of existing problems.
- \*(42) Communicate, through proper channels, to keep the Superintendent informed of pending problems or events of an unusual nature.
- \*(43) Direct the establishment of adequate property inventory records and ensure the security of school property.
- \*(44) Implement the School Board policies, state statutes and federal regulations as they pertain to the assigned school.
- \*(45) Monitor the effective operation of the school food service program.
- \*(46) Supervise the preparation and maintenance of accurate and timely reports and records.
- \*(47) Provide a safe, positive and creative environment for optimum growth and development of all stakeholders.

**Student Support Services**

- \*(48) Establish school guidelines and enforce district guidelines for proper student conduct with implementation of disciplinary procedures and policies that ensure a safe and orderly environment.
- \*(49) Facilitate a program of family and community involvement.
- \*(50) Supervise the student support program and services to ensure that individual student educational and developmental needs are met.
- \*(51) Establish procedures to be used in the event of school crisis and/or civil disobedience and provide leadership in the event of such happenings.
- \*(52) Coordinate the supervision of all extracurricular programs at the assigned school.
- \*(53) Approve all school-sponsored activities and maintain a calendar of all school events.
- \*(54) Maintain visibility and accessibility on the school campus.
- \*(55) Attend school-related activities and events.

**Personal/Professional Employee Qualities**

- \*(56) Participate in county-wide management meetings and other meetings and activities appropriate for professional development.

**PRINCIPAL, ELEMENTARY SCHOOL (Continued)**

- \*(57) Communicate effectively, both orally and in writing, with parents, students, teachers and the community.
- \*(58) Model effective listening and positive interaction skills.
- \*(59) Model and maintain high standards of professional conduct.
- \*(60) Set high goals and standards for self, others and the organization.
- \*(61) Keep abreast of trends and changes in educational programs and procedures.
- \*(62) Participate in developing the strategic plan, school calendar, staffing plan and other district-level activities as required.

**Leadership**

- \*(63) Provide leadership in the school improvement process, implementation of the school improvement plan and the School Advisory Council.
- \*(64) Promote the vision and mission of the district.
- \*(65) Establish a vision and mission for the school in collaboration with key stakeholders.
- \*(66) Exercise proactive leadership in promoting the vision and mission of the district.
- \*(67) Use appropriate interpersonal styles and methods to guide individuals and groups to task accomplishment.
- \*(68) Access district and community resources to meet school needs.
- \*(69) Anticipate problems and difficult situations and plan appropriately to handle them.
- \*(70) Act quickly to stop possible breaches of safety, ineffective procedures and/or interference with operations.
- \*(71) Provide recognition and celebration for staff, student and school accomplishment.
- \*(72) Build teams to accomplish plans, goals and priorities.
- \*(73) Promote and market the school and its priorities.
- \*(74) Serve as a member of the Superintendent's cabinet.

**Student Growth and Achievement**

- \*(75) Ensure that student growth and achievement are continuous and appropriate schoolwide.
  - \*(76) Establish and maintain a positive collaborative relationship with the students' families to increase student achievement.
- Perform other tasks consistent with the goals and objectives of this position.

\*Essential Performance Responsibilities

**PHYSICAL REQUIREMENTS:**

Medium Work: Exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently and/or up to 10 pounds of force as needed to move objects.  
May be required to restrain a physically active individual as a temporary safety measure.

Job Description Supplement 10

**TERMS OF EMPLOYMENT:**

Salary and benefits shall be paid consistent with the district's approved compensation plan.  
Length of the work year and hours of employment shall be those established by the district.

**PRINCIPAL, ELEMENTARY SCHOOL (Continued)**

**EVALUATION:**

Performance of this job will be evaluated in accordance with provisions of the Board's policy on evaluation of personnel.

# Jermaine L. Andrews

22325 Columbus Avenue • Port Charlotte, Florida 33954 • 863.677.5259  
[preacha84@yahoo.com](mailto:preacha84@yahoo.com)

## **PROFILE**

A passionate, skilled, and talented educational leader with successful experiences serving students, teachers, parents, and the community. In addition, a proven track record of building and maintaining relationships within the school and district community, increasing student academic and behavior performance, and collaborating with internal and external stakeholders.

## **STRENGTHS**

- Ability to manage multiple assignments, projects, and tasks
- Assertive, proactive, and visible within the school community
- Detail-oriented, interpersonal, and organizational skills
- Effective verbal and written communication skills
- Experience in educational achievement, outreach, and services
- Mission-driven when working independently or within a team
- Proficient technology skills

## **EDUCATION**

### **University of West Florida • Pensacola, Florida**

- *Master of Education*, April 2016
  - Educational Leadership

### **Clarks Summit University (formerly Baptist Bible College) • Clarks Summit, Pennsylvania**

- *Master of Arts*, December 2014
  - Organizational Leadership

### **Florida Southern College • Lakeland, Florida**

- *Bachelor of Science*, December 2008
  - Elementary Education

## **CERTIFICATIONS**

### **Florida Department of Education • July 2014-June 2019**

- Educational Leadership (All Levels)
- Elementary Education (K-6)
- English Speakers of Other Languages (ESOL) Endorsement
- Exceptional Student Education (K-12)

### **Crisis Prevention Institute • September 2016-September 2018**

- Nonviolent Crisis Prevention

## **EXPERIENCE**

### **Desoto County Schools • Arcadia, Florida • September 2017-Present**

*West Elementary School – Assistant Principal (September 2017-Present)*

- Analyzes and monitors assessment data to ensure student growth and achievement is consistent and ongoing.



- Assists in the development, implementation, coordination, organization, management, and evaluation of the education program (i.e., tutoring, curriculum, scheduling, testing, etc.).
- Collaborates with district Academic/RtI (Response to Intervention) Coaches and school ESE Staffing Specialist to determine interventions/goals necessary for Tier I, II, and III as well as IEP eligibility.
- Conducts teacher performance evaluations and provides feedback and recommendations.
- Creates and routinely modifies school schedules, including but limited to: class lists, lunch, special activities, and special area classes.
- Consults with teachers in the development of their Individual Development Plan (IPDP).
- Develops and implements academic and non-academic initiatives to increase and support districtwide academic intervention and dropout prevention (Dropout Prevention Task Force).
- Enforces district guidelines and procedures related to discipline and attendance (Administrative Discipline Matrix Committee member and Attendance Committee member).
- Establishes and maintains a positive collaborative relationship with students and parents to increase achievement and success.
- Explores and evaluates new technologies and their educational impact on students and teachers (Technology Committee member).
- Interprets and implements the Student Progression Plan for students in grades K-5.
- Interviews, selects, and supervises school personnel.
- Provides assistance in the formation and implementation of school policies and regulations.
- Regularly meets with school principal to inform of special situations/circumstances or possible opportunities for school improvement.
- Represents school as Title I Liaison and documents and adheres to district Title I requirements.

**Sarasota County Schools • Sarasota, Florida • August 2014-September 2017**

*Atwater Elementary School – Dean, Student Behavior Intervention/Admin Support (August 2015-September 2017)*

- Assists school administrators in creating a school environment that is conducive for student learning.
- Attends CARE/SWST meetings to analyze data and improve the academic and behavior performance of students.
- Collaborated with the Assistant Principal in developing the Master Schedule for SY 2016-2017.
- Conducts student behavior observations for data collection and to determine interventions/goals necessary for FBA/BIP and IEP.
- Demonstrates cooperative and professional communication and interactions with parents/guardians related to student progress.
- Facilitates weekly social skills groups for students with social/emotional behavior goals based on FBA/BIP and IEP.
- Investigates incidents and ensures that due process procedures are followed prior to recommending disciplinary actions.
- Monitored student attendance and served as fourth grade administrative liaison for student attendance improvement and intervention for SY 2015-2016.
- Provides students with strategies to maintain appropriate standards of behavior, respect, responsibility, and safety for self and others.
- Works collaboratively and constructively with school administrators and colleagues to accomplish student academic, behavior, and social goals.

*Atwater Elementary School – Teacher, Fourth Grade (August 2014-June 2015)*

- Developed assessments for the academic growth and continuous development of students.
- Established short-term and long-term goals based on student learning needs.
- Facilitated student learning through differentiated and relevant instructional techniques and strategies.
- Implemented services and accommodations for students with a 504, FBA/BIP, and/or IEP.
- Planned and prepared lessons to achieve the objective of the curriculum and to promote the use of higher order and extended thinking skills.

**Polk County Public Schools • Bartow, Florida • September 2007-September 2013**

*Jesse Keen Elementary School – Teacher, Kindergarten, First, and Fifth Grade (August 2009-September 2013)*

- Administered district, state, and national testing including FAIR, FCAT, and FLKRS.
- Collaborated with the grade level team to coordinate curriculum instruction.
- Conducted ongoing progress monitoring using various testing and data models.
- Developed and maintained curriculum to assure adherence to state standards.
- Implemented instructional strategies and learning experiences based on individual learning styles.
- Maintained grades and tracked the academic progress of students based on learning goals and promotion requirements.

*Boswell Keen Elementary School – Paraeducator, ESE/EBD (September 2007-June 2009)*

- Assisted classroom teacher by making reports, maintaining student records, preparing/distributing teaching materials, and scoring tests.
- Performed regular routines such as attendance, schedules, and student administrative records.
- Provided individual/small group instruction to reinforce learning objectives and satisfy IEP goals.

### **ACCOMPLISHMENTS**

#### **■ Atwater Elementary School**

- *Visionary/Coordinator – Targeting and Inspiring Excellence Program (August 2016-September 2017)*
  - All-inclusive mentorship program of boys in the fourth and fifth grade.
  - Designed to inspire boys to make positive choices that will impact and influence their academic excellence as well as aid in their social and emotional growth.
  - Explores topics such as academic achievement, leadership, manners, positive behavior, respect, and self-worth.
  - Implemented an administrator-approved dress code that includes: bowtie/necktie, dress shirt, and slacks/khaki pants.
  - Personal mentor of two boys in fourth grade.
  - Results and data-driven improvement in the academic, attendance, and disciplinary performance of students in the T.I.E. program.
- *Coordinator – 2<sup>nd</sup> Annual Black History Program (March 2017)*
- *Coordinator – 1<sup>st</sup> Annual Black History Program (March 2016)*

### **ENGAGEMENT**

#### **■ Atwater Elementary School**

- *Administrative Planning Team – A-Team (August 2015-September 2017)*
- *School Decision-Making Team – SDMT (August 2015-September 2017)*

- *School Advisory Council – SAC (August 2014-September 2017)*
  - Vice President for SY 2016-2017
  - Member for SY 2015-2016
  - Fourth Grade Representative for SY 2014-2015
- **Sarasota County Schools**
  - *Exploring Careers in Educational Leadership – ExCEL (SY 2015-2016)*
  - *Leadership Academy – Leadership Development (Accepted into the SY 2017-2019 Cohort)*

# Victoria Nicole Meredith

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6644 SW River St., Arcadia, FL 34269 | 863-990-3242 | victoria.meredith@desotoschools.com

## Education

### **M. ED. | MAY 2005 | UNIVERSITY OF SOUTH FLORIDA**

- Major: Educational Leadership

### **B.S. | MAY 1993 | UNIVERSITY OF SOUTH FLORIDA**

- Major: Elementary Education

## Skills & Abilities

- Clinical Education Facilitator
- Microsoft Innovative Educator
- Eureka Math Trainor- Story of Units, Preparation and Customization
- District Curriculum Mapping Facilitator
- MTSS Trainor for DeSoto County
- Office 365 Trainor for DeSoto County
- Targeted Selection Trained

## Experience

### **ASSISTANT PRINCIPAL | NOCATEE ELEMENTARY SCHOOL | JULY 2018-PRESENT**

- MTSS Tier 3 Specialist, supervise textbook inventories, assist in development of technology plan, assist in FSA testing program, assist in developing master schedule and personnel assignments and duties, assist in the development of Individual Professional Development Plans (IPDP) as required, assist in interview and selection process of personnel, assist in evaluation of personnel

### **DISTRICT INSTRUCTIONAL COACH | SCHOOL DISTRICT OF DESOTO COUNTY | 2017-2018**

- Disaggregated data; assisted teachers in planning and implementing interventions, small groups and lessons; modeled lessons in classrooms; conducted observations and walk-throughs for feedback purposes; conducted data meetings with administrators and teachers; trained teachers in MTSS, Eureka Math, and Office 365; trained directors in Office 365; assisted in building classes for 2018-2019 school year

### **INSTRUCTIONAL COACH, 3-5 | NOCATEE ELEMENTARY SCHOOL | 2014-2017**

- Disaggregated data; assisted teachers in lesson planning; modeled lessons in classrooms; trained teachers in Number Talks; assisted in planning and implementing Reading Nights, Math Nights, and Science Day; conducted retention panels; conducted Tier 2 meetings and fidelity checks; assisted in planning school-wide awards and celebrations; established Math Bash competitions for grades 1-5

### **TEACHER | WEST ELEMENTARY SCHOOL | 2002-2014, 1999-2000**

- Taught grades 4 and 5- all subjects; led professional development in math

**CURRICULUM, INSTRUCTION, & ASSESSMENT SPECIALIST | SCHOOL DISTRICT OF DESOTO COUNTY | 2000-2002**

- Teacher on Special Assignment; led professional development in math; assisted in curriculum mapping of SSS; Bias Committee for FCAT; assisted in developing benchmark assessments

**TEACHER | HILLSBOROUGH COUNTY SCHOOLS | 1994-1997**

- Taught grade 6- math, science, geography; presented SSS Goal 3 Standards for Social Studies; sponsor Grade 6 Math League