

New Haven Public Schools / Superintendent Online Application

Brown, Pamela - AppNo: 8980

Date Last Submitted for Job ID 968:
9/5/2017

Personal Data

Name: Brown DR Pamela C
(Last) (First) (Middle Initial)
Other name(s) under which transcripts, certificates, and former applications may be listed:
Other: Andrews Pamela C
(Last) (First) (Middle Initial)

Email Address: [REDACTED]

Postal Address

Permanent Address

Number & Street: [REDACTED]
City: Fontana
State: CA
Zip Code: 92336
Phone Number: [REDACTED]
Fax Number: [REDACTED]
Cell Number: [REDACTED]

Work Address

Number & Street: 9680 Citrus Avenue
City: Fontana
State: CA
Zip Code: 92334
Phone Number: 909 549-5511
Fax Number:

Where would you prefer to be contacted: Home

Current Personal Data

Current Employer:	Fontana Unified School District
Current Position:	Chief of Schools, Elementary
Years in Position:	3 years
Enrollment:	41,000
Number of Staff:	3,800
Annual Budget:	\$425,000,000
Current Gross Income:	\$174,000/year
Type of District/Organization:	K - 12
Most Recent Degree From:	Harvard University
Degree Earned:	Ed.D. in Administration, Planning & Social Policy

Administrative Experience

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Fontana Unified School District Chief of Schools, Elementary	Fontana, CA	07/14 Present	Mr. Randal Bassett, Superintendent [REDACTED]

Significant accomplishments in this position:

Since 2014, I have supervised all staff members in 29 elementary schools, opened an additional school in the fall of 2016, and accomplished the following:

1. Elementary schools have outpaced national norm growth in Reading, Language and Mathematics as well as statewide growth in English Language Arts and achieved an average student attendance rate of well above 96%.
2. I have collaborated across multiple departments to launch new Common Core-aligned instructional materials and assessments, research-based interventions, accelerated learning opportunities, and an Instructional Rounds process to continuously improve teaching and learning.
3. I have co-facilitated a districtwide Instructional Leadership Team initiative that promotes distributive leadership to transition to the new California Standards and improve student performance.

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Experience Continued

4. As the first phase of the District's new Pathways to Biliteracy initiative, I led the two-year project to develop the vision and plan for all aspects of the opening of its new Primary Years International Baccalaureate Candidate/Spanish-English Dual Language Immersion magnet program, Dolores Huerta International Academy.
5. I co-designed and am managing a more equitable system for resourcing and supporting the success of elementary schools.
6. I serve as the District's leader of the LEA Plan Goal Strategy Team for Family and Community Engagement. During the 2016-17 school year, the number of parents participating in parent education and engagement opportunities increased by more than 5,000; and two additional parent leadership groups were launched.
7. I serve on the Early Learning Committee to enhance primary years learning opportunities. This Committee is spearheading a full-day kindergarten pilot program in the 2017-18 school year.

Reason For Leaving: Desire to pursue a position as Superintendent/CEO of a school district

Last Annual Salary: \$174,000 Last Annual Gross: \$174,000 Enrollment: 41,000 District Type: K - 12

Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Buffalo Public Schools Superintendent/CEO	Buffalo, NY	07/12 06/14	Dr. Barbara Nevergold/Board President [REDACTED]

Significant accomplishments in this position:

During my tenure as Superintendent/CEO of the Buffalo Public Schools, I worked with stakeholders and accomplished the following:

1. With the assistance of more than 100 community, business and staff leaders, I facilitated the development and early implementation of a five-year strategic plan which focused on the vision of providing a world-class education to prepare all students for college and careers.
2. I led the development and management of turnaround projects for more than 20 schools, significantly increasing their resources through grant writing, engaging stakeholders in the redesign of each school's educational approach and increasing access to high-quality CTE, intervention and enrichment programs.
3. The District demonstrated an unprecedented rate of gaining New York State Education Department approval for School Improvement Grant applications for eligible Priority Schools (i.e. 17 of 18 applications submitted).
4. Common Core-aligned instructional materials and interim assessments were adopted and implemented, with extensive professional development provided for administrators and instructional staff.
5. Districtwide and parent access to relevant data was increased through the rollout of a new data dashboard and parent portal that provided real time updates on a variety of indicators.
6. BPS demonstrated the highest increase in the four-year high school graduation rate among the Big 5 School Districts in the state of New York (+9 percentage points).
7. The District's college enrollment rate among graduating seniors reached the highest level ever recorded(66%), outperforming the national average.
8. The number of schools designated as Effective and Highly Effective by the State, based on student academic performance, increased by 52%.
9. The dropout, suspension and chronic absenteeism rates were significantly reduced.

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Experience Continued

- 10. I supervised the completion of the final phase of a districtwide \$1.4 billion school renovation project.
- 11. I led the successful management of a \$1 billion annual budget.
- 12. For the first time in several years, the District's student enrollment increased.

Reason For Leaving: Resignation and relocation to California

Last Annual Salary: 217,500.00 Last Annual Gross: 232,500.00 Enrollment: 34,000 District Type: K - 12

Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Center for Educational Leadership and Technology Senior Research and Planning Associate	Charlotte, NC	08/11 06/12	Rick Rozzelle/President [REDACTED]
<p>Significant accomplishments in this position: I provided advice and technical support to executive officers of state education agencies, school districts and other organizations in performance management, strategic planning, leadership development, instructional improvement, safety, and innovative program development. Some of my clients included the Illinois State Board of Education, North Carolina Department of Public Instruction, DeKalb County Public Schools, and Hawaii Department of Education.</p> <p>Reason For Leaving: Acceptance of a position as Superintendent of Buffalo Public Schools Last Annual Salary: N/A Last Annual Gross: N/A Enrollment: N/A District Type:</p>			

School District of Philadelphia Assistant Superintendent/Chief Academic Officer	Philadelphia, PA	07/08 07/11	Dr. Arlene Ackerman/Former CEO (Deceased)
<p>Significant accomplishments in this position: While leading a region of 30-32 schools each year, my staff, the community and I achieved the following:</p> <ol style="list-style-type: none"> 1. My region demonstrated the highest increase in K-2 Reading performance among all 9 regions. 2. My region consistently outpaced the District averages in increasing Reading and Math proficiency rates for all students, English Language Learners (ELLs), Students With Disabilities (SWDs), Economically Disadvantaged (ED), and minority students. 3. My region demonstrated higher student and teacher attendance rates than the District averages. 4. The numbers of our students scoring at the advanced level on State Reading and Math tests, and taking 8th grade Algebra increased. 5. Our schools outpaced the District in reducing serious incidents and student suspensions, decreasing them by at least 20% per year. 6. All projects were completed on time and under budget. <p>While serving as Chief Academic Officer, I led the district of 271 schools to achieve the following:</p> <ol style="list-style-type: none"> 1. The number of schools meeting all AYP targets increased by 33%, for an unprecedented total of 158 schools. 2. The District exceeded state standards for districtwide academic gains. 3. Unprecedented academic gains were achieved among the 63 high schools, including 7 and 8 percentage point increases on State English Language Arts and Math tests, respectively. 			

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Experience Continued

4. The number of students taking 8th Grade Algebra, Advanced Placement and International Baccalaureate courses increased.
5. I served on the negotiating team that collaborated with the Philadelphia Federation of Teachers to adopt more rigorous teaching standards and evaluation processes for the 2009 Collective Bargaining Agreement.
6. I led the data-informed design, opening and management of four regional professional development centers to serve all employees.
7. I assisted in the design, selection criteria, introduction to staff and community, and implementation of the district's school turnaround process, resulting in very positive academic and safety gains for the 13 identified schools the following year.
8. I assisted in the development and introduction to the community and staff of a new Facilities Master Plan.
9. I led all academic grant writing efforts and managed numerous partnerships, yielding millions of additional dollars and other resources for the District.
10. I developed and managed a budget of \$1.5 billion and completed all projects on time and under budget.

Reason For Leaving: Opportunity to become executive consultant for districts and state education agencies
 Last Annual Salary: \$157,000 Last Annual Gross: \$157,000 Enrollment: 165,000 District Type: K - 12

Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Richmond City Public Schools Chief of Staff/USP Intern	Richmond, VA	07/07 06/08	Dr. Deborah Jewell-Sherman/Former RCPS Superintendent [REDACTED]

Significant accomplishments in this position:
 While serving as Chief of Staff/Harvard Urban Superintendents Program Intern, I led the District's major reform initiative called "The New Direction to Schools of Excellence", working closely with the Superintendent, cabinet and School Board to develop the framework, garner community and staff support, craft the strategic plan, and develop the budget. The following are some results of this work:

1. I assisted in leading 86% of schools to meet all AYP targets.
2. At a very challenging political and economic juncture, I was able to work with the Superintendent, cabinet members and School Board to generate support among parents, employee groups, business leaders, community members, and staff members for school innovation initiatives.
3. I led the rollout of Spanish Immersion and Core Knowledge Academy programs in four schools.
3. I built community partnerships to support the expansion of International Baccalaureate and after-school athletics programs.
4. I completed all projects on time and under budget.

Reason For Leaving: Completion of Urban Superintendents Program Internship and relocation to Philadelphia
 Last Annual Salary: \$130,000 Last Annual Gross: \$130,000 Enrollment: 25,000 District Type: K - 12

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Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Harvard University John E. Stevens Fellow and University Supervisor of Principal Interns	Cambridge, MA	08/06 06/07	Dr. Robert Peterkin/Director and Professor, Urban Superintendents Program [REDACTED]
<p>Significant accomplishments in this position: The following are the major accomplishments:</p> <ol style="list-style-type: none"> 1. I completed coursework for the Urban Superintendents Doctoral Program. 2. I supervised and coached Master's degree candidates who were completing their principal internships in nearby districts. <p>Reason For Leaving: Completion of an internship required for doctoral coursework Last Annual Salary: Tuition/Stipend Last Annual Gross: Tuition/Stipend Enrollment: Varied District Type: K - 12</p>			
Charlotte-Mecklenburg Schools Principal	Charlotte, NC	02/94 06/06	Dr. James Pughsley/Superintendent [REDACTED]
<p>Significant accomplishments in this position: The following are my major accomplishments while serving as principal of three schools that offered innovative learning environments:</p> <ol style="list-style-type: none"> 1. As principal of Bruns Avenue Academy of Creative Learning (2002-2006), while serving a 92% low-income and 94% minority student population, I led staff and parents in using the Balanced Scorecard model of performance management; established partnerships with local businesses and non-profit organizations to enhance students' learning opportunities (e.g. access to athletics, health care and the performing arts) and significantly increased Reading and Math State test scores, resulting in the school's exit from School Improvement. 2. As principal of Oaklawn School of Math, Science & Technology (2000-2002), while serving a 62% low-income and 80% minority student population, I led the school to increase the composite percentage of students demonstrating mastery on State Reading and Math Tests to 78.1%, garnered parental involvement and community partnerships to support academics and enrichment, utilized a data-driven collaborative planning model, and facilitated the staff and students' transitions to alternate facilities to prepare for the renovation of the building. 3. As principal of Reid Park International Academy (1994-2000), I opened and led this new, countywide Pre-International Baccalaureate and French Immersion magnet school to be held in high regard across the county; guided the development of the bilingual curriculum, assessments and instructional models; and established international partnerships to recruit and select bilingual staff members and to support the enhancement of programs and services for students, parents and staff members. 4. Completed all projects on time and under budget. <p>Reason For Leaving: Pursuit of doctoral degree in Harvard University's Urban Superintendents Program Last Annual Salary: \$107,000 Last Annual Gross: \$107,000 Enrollment: 130,000 District Type: K - 12</p>			

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Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Creighton School District Director of Second Language Acquisition Programs	Phoenix, AZ	08/91 02/94	Dr. Donna Cranswick/Associate Superintendent No longer in District
<p>Significant accomplishments in this position: The following are some major accomplishments:</p> <ol style="list-style-type: none"> 1. I provided leadership and professional development for District-wide staff members and parents to ensure quality and compliance of bilingual, multicultural education, English-as-a-Second Language (ESL), and world language programs. 2. I led strategic planning and secured grant funding to enhance second language acquisition programs. 3. I recruited, selected and further developed bilingual, ESL and world language teachers. 4. I led a task force in the development of K-8 Spanish summative assessments in each core subject area. <p>Reason For Leaving: Acceptance of position as principal of new magnet school in Charlotte Last Annual Salary: \$60,000 Last Annual Gross: \$60,000 Enrollment: 8,000 District Type: Elementary</p>			
San Francisco Unified School District Bilingual/Cross-cultural Specialist	San Francisco, CA	12/87 08/91	Dr. Mary Jew/Assistant Director of Bilingual Programs No longer in District
<p>Significant accomplishments in this position: These are some major accomplishments:</p> <ol style="list-style-type: none"> 1. I provided leadership and professional development for staff members in 12 schools to ensure quality and compliance of Spanish-English and Chinese-English bilingual, ESL, and multicultural education programs. 2. I served as a liaison between the District's Bilingual Education and Title I Departments. 3. I served as a leader of State Program Quality Review Teams to assess the performance of schools, make recommendations for improvement, and submit reports to the State Education Department. <p>Reason For Leaving: Acceptance of promotion in Creighton School District (Phoenix, AZ) Last Annual Salary: \$45,000 Last Annual Gross: \$45,000 Enrollment: 55,000 District Type: K - 12</p>			

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Professional Experience

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Clark County School District Bilingual Teacher (Spanish-English)	Las Vegas, NV	09/86 12/87	Dr. Gary Hafen/Principal Retired
<p>Significant Accomplishments at this position: I planned and provided Spanish and English instruction in all subject areas for native English and Spanish speakers in grade three at Halle Hewetson Elementary School.</p> <p>Reason For Leaving: Relocation to San Francisco (CA) by husband's employer Last Annual Salary: \$40,000 Last Annual Gross: \$40,000</p>			
Los Angeles Unified School District Bilingual Teacher (Spanish-English)	Los Angeles, CA	01/78 06/84	Dr. Edith Vaage/Principal Retired
<p>Significant Accomplishments at this position: I planned and provided Spanish and English instruction in all subject areas for native English and Spanish speakers in grades K-5 at Miles Avenue and Tenth Street Elementary Schools.</p> <p>Reason For Leaving: Marriage and relocation to Sioux Falls (SD) by husband's employer Last Annual Salary: \$30,000 Last Annual Gross: \$30,000</p>			
University of Southern California Teaching Assistant/Graduate Student	Los Angeles, CA	08/76 01/78	Dr. Aurora Rosello/Professor Retired
<p>Significant Accomplishments at this position: I taught Spanish to undergraduate students while taking graduate courses toward the completion of a Master's Degree in Spanish.</p> <p>Reason For Leaving: Acceptance of position as a bilingual teacher with the Los Angeles Unified School District Last Annual Salary: Tuition/Stipend Last Annual Gross: Tuition/Stipend</p>			

Other Experience

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor
Dain Bosworth, Inc. Securities Broker	Sioux Falls, SD	06/84 07/85	Thomas Dempster, Managing Partner No longer with firm
<p>Significant accomplishments in this position: I earned licenses in several states, developed a client base for the sale and management of all types of securities, and maintained a financial portfolio for each client.</p> <p>Reason For Leaving: Relocation to Las Vegas (NV) by husband's employer Last Annual Salary: \$40,000 Last Annual Gross: \$40,000</p>			

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Education

High School Attended: Compton Senior High School, Compton, CA

Colleges, Universities and Technical Schools Attended:

Name and location	Major	Degree	Date Conferred
Harvard University Cambridge, MA	Admin., Planning & Social Policy	Ed.D.	05/10
Harvard University Cambridge, MA	Education Policy & Management	Ed.M.	06/07
San Francisco State University San Francisco, CA	Educational Administration	M.A.	06/91
University of Southern California Los Angeles, CA	Teacher Education/Spanish	License	06/81
Stanford University Stanford, CA	Spanish	B.A.	06/76

List honors, awards or distinctions:

Salutatorian, Compton High School class of 1,000 students
Full Academic Scholarship, Stanford University
Ed Alum Scholarship, University of Southern California
Recognition of Outstanding Growth in Student Achievement, Charlotte-Mecklenburg Schools
John E. Stevens Trust Fellowship, Harvard University
Certificate of Recognition, School Board of Richmond City Public Schools
Business First Top 40 Most Influential Western New Yorkers
Utopian Euphoria Lifetime Achievement Award
Certificate of Congratulations, New York State Senate
Certificate of Recognition, Office of the State Comptroller (NY)

Please list your professional memberships - please indicate leadership roles you may have had with any of them.

Harvard University Urban Superintendents Program Network (2006-Present)

Stanford University Alumni Association (2014-Present)

Harvard University Alumni Association (2010-Present)

Board of Directors, Council of the Great City Schools (2012-14)

AASA (2007-Present)

Advisory Board Member, Columbia University Education Leadership Program (2013-14)

Please list your community and civic memberships and participation.

Member, FUSD Superintendent's Community Cabinet(2014-Present)

Leader, FUSD Goal Strategy Team for Family and Community Engagement (2016-17)

Member, San Bernardino County Schools Task Force for African American Student Achievement (2015-17)

Member, Board of Trustees, Medaille College, NY (2013-14)

Member, Community Leadership Council, Say Yes Buffalo, NY (2012-14)

Member, Home and School Association of Academic Division 9, Philadelphia (2010-11)

Member, ArtsRising Steering Committee, Philadelphia (2009-10)

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Please list your community and civic memberships and participation. (continued)

Member, Executive Leadership Committee - Philadelphia Mayor's Policy Advisory Council (2009-10)

Board Member, Widener Foundation (2008-10)

Please list any publications you may have, including your doctoral and/or master's dissertations, if appropriate.

"Leading to High Performance: A Case Study of the Role of the Balanced Scorecard in Improving Urban Secondary Schools"

Please list major presentations made to national, state or regional audiences.

Speaker, Inauguration of Buffalo Public Schools Science Week, 2014

Speaker, NY State Senate Standing Committee on Education, 2013

Speaker, Quarterly Say Yes to Education Buffalo Community Leadership Council Meetings, (2012-14)

Keynote Speaker, Medaille College Commencement Ceremony, 2013

Facilitator, Council of the Great City Schools Conference, 2013

Presenter, "School District of Philadelphia Imagine 2014 Strategic Plan Overview" - AASA Conference, 2010

Speaker, National Curriculum Improvement Conference, 2010

Presenter, "School District of Philadelphia Empowerment Schools Initiative" - Council of the Great City Schools Conference, 2009

Presenter, "Leading to High Performance: A Case Study of the Role of the Balanced Scorecard in Improving Urban Secondary Schools" - Harvard University Urban Superintendents Program Seminars, 2008 and 2009

Presenter, "Leading to High Performance: A Case Study of the Role of the Balanced Scorecard in Improving Urban Secondary Schools" - Harvard University Alumni of Color Conference, 2007

Please list significant workshops or conferences which you would like to highlight.

The Summit on Professional Learning Communities at Work (Solution Tree)

International Baccalaureate Conference

CABE Conference

ATDLE Conference

Council of the Great City Schools Conference

Aspen Institute

Urban Superintendents Program Seminar, Harvard University

School Leadership Institute, Harvard University

AASA Conference

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Certifications

Do you hold the appropriate certificate for this position? **Yes**

Type	State	Certificate Number	Expiration Date	Active?
Preliminary Administrative Services Credential	CA	140186074	8/1/2019	Yes
Multiple Subject Teaching Credential	CA	140127232	8/1/2019	Yes
Bilingual Certificate of Competence: Spanish	CA	36645	N/A	Yes

Please list all of the endorsements and/or verifications documented on your teaching/administrative certificate(s):

Administrator and Teacher

Open Ended Questions

For New Haven Public Schools / Superintendent:

1. Please share why you are interested in this position and your unique qualifications for it.

I am interested in being Superintendent of the New Haven Public Schools for the following reasons:

- * I share its vision of ensuring that "all kids can learn, achieve and rise to a bright future".
- * I embrace its purpose of providing "an excellent education that extends beyond graduation and prepares students to be the next generation of leaders, innovators and problem-solvers".

My unique qualifications for the position include the following:

- * I have a strong commitment to providing a world-class education to all children in a diverse urban school district such as New Haven Public Schools.
- * I am a career educator with experience as a teacher, principal, bilingual/cross-cultural specialist, cabinet member, and superintendent.
- * I have extensive experience leading the successful implementation of many of the strategies included in School Change 2.0: (1) building a culture of high expectations of employees and students, (2) developing coordinated systems of support, Response to Intervention programs, (3) strengthening parent engagement opportunities, (4) reducing racial, ethnic and economic isolation by designing and managing 21st century School Choice Programs, and (5) the equitable allocation of resources among District Schools.
- * I have a track record of success working collaboratively with citywide representation to develop, implement, and monitor plans to accomplish these things in diverse urban settings.
- * In every school and district in which I have served, I have led the acceleration of improvement of outcomes related to student achievement, college and career preparation, social-emotional development, facilities, and resource access and alignment.

For New Haven Public Schools / Superintendent:

2. Please list the five accomplishments in your professional career of which you take the greatest satisfaction and why you do so.

My core beliefs are fundamental to everything that drives my professional work. Those beliefs are that all children can and must have a world-class education, great leadership and teaching are the keys to school success, victory is won in the classroom, and parents and community members are our partners.

Consistent with this, throughout my career, my priority has been to prepare all students to convert their dreams and aspirations into reality by inspiring stakeholders to embrace and support the vision while managing school and district operations in a way that is ethical, collaborative and accountable. By keeping a laser-like focus on these core beliefs and priority, I have been able to lead schools and districts to accomplish the following:

1. As Interim Chief Academic Officer (Philadelphia), managing a budget of \$1.5 billion, I led the administration and staff of 271 schools in curricular, instructional, assessment, and intervention improvement that resulted in significant academic growth, especially among the 105 Empowerment Schools (i.e. those in Corrective Action). In a single year, I managed ongoing academic operations as well as 29 initiatives, including but not limited to developing a strategic plan for English Language Learners, Gifted and Talented and Special Education students; opening four regional professional development centers to serve all district employees, creating new standards and appraisal systems for teachers and principals, personalizing the high school experience by reducing the ratio of students to counselors and implementing Individual Learning Plans for students, redesigning the curriculum, and turning around low-performing

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Question Continued

schools.

2. As Superintendent of the Northwest Region (Philadelphia), I served 16,000 low-income, predominantly African American students in 32 schools (Pre-K-12). Within one year, our region had the highest number of schools that achieved AYP of any of the 10 regions (70% compared to 59% the previous year), including 80% of our Corrective Action schools, the highest rate of teacher attendance, an 18% decrease in serious incidents, and a 24% decrease in violent incidents.

3. As Chief of Staff in Richmond Public Schools (VA), I led the development, community engagement, strategic planning, and implementation processes of a districtwide reform initiative called "The New Direction to Schools of Excellence". Through strong instructional leadership, extensive experience with innovative programs, effective community collaboration, and managerial skills, we initiated Spanish Immersion and Core Knowledge Academy programs in four schools, expanded access to the Middle Years International Baccalaureate program and middle school athletics, and began to pilot a personalized education plan for high school students and Environmental Education.

4. As principal of three schools in Charlotte-Mecklenburg Schools (NC), I established a culture of efficacy, developed and maintained community partnerships (local, national and international) and led my staff to create innovative, 21st century programs to prepare our students for today's global society, including French Immersion, Pre-International Baccalaureate and Multiple Intelligences. In two predominately low-income African American schools and one with a very diverse population, our efforts resulted in an increase of the percentage of students who demonstrated mastery on North Carolina Reading and Math End-of-Grade Tests that significantly outpaced that of other schools in the District and the State of North Carolina.

5. As Chief of Elementary Schools in the Fontana Unified School District (CA), while leading 30 elementary schools, I have worked collaboratively with others to launch and train Instructional Leadership Teams that promote distributive leadership in schools, implement an Accelerated Math curriculum for 6th grade students, facilitate the use of online formative assessments to monitor student progress throughout the school year, support the use of new Common Core-aligned curriculum materials, and assist with the planning for K-12 Pathways to Biliteracy. As the beginning of the first of these Pathways, I led the planning for the District's first magnet school, which opened in the fall of 2016, offering a Primary Years International Baccalaureate Candidate/Spanish-English Dual Language Immersion Program.

Language Skills

Do you know any language other than English? Yes

Language(s): Spanish
Oral Level: Fluent
Written Level: Fluent

Professional References

	Reference 1	Reference 2
Name:	Dr. Leslie A. Boozer	Dr. Barbara A. Seals Nevergold
School/Org:	Dublin Unified School District	Buffalo Public Schools
Current Position:	Superintendent (Former Supt. of Fontana Unified School District 2013-16)	President, Board of Education
Home Phone:	[REDACTED]	[REDACTED]
Cell Phone:	[REDACTED]	[REDACTED]
Work Phone:	[REDACTED]	[REDACTED]
Mailing Address:	Dublin Unified School District 7471 Larkdale Avenue Dublin, CA 94568	984 Parkside Avenue Buffalo, NY 14216
Email:	[REDACTED]	[REDACTED]
Relationship to Candidate:	Former Supervisor	Former Supervisor
Years Known:	11	5 years

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Professional References cont.

	Reference 3	Reference 4
Name:	Mr. Randal Bassett	Dr. Deborah Jewell-Sherman
School/Org:	Fontana Unified School District	Harvard University
Current Position:	Superintendent	Director, Urban Superintendents Program/Education Leadership
Home Phone:		
Cell Phone:	[REDACTED]	
Work Phone:		(617) 495-0960
Mailing Address:	Fontana Unified School District 9680 Citrus Avenue, Bldg. 1 Fontana, CA 92334	Harvard Graduate School of Education 6 Appian Way - Gutman #438 Cambridge, MA 02138
Email:	[REDACTED]	[REDACTED]
Relationship to Candidate:	Supervisor	Former Supervisor (2007-08) when she was Supt. of Richmond Public Schools
Years Known:	3	10

General Information

List any additional information which will support your candidacy.

I have superintendent level certification in California, New York, Pennsylvania, and New Jersey. I plan to apply for any additional required certification for the position of superintendent. Also, I can provide additional letters of recommendation upon request.

Are you presently under contract? No
 When does contract expire?
 Have you ever failed to have your contract renewed, be rehired, been asked to resign a position, or resigned to avoid termination? No
 If yes, explain.
 Have you ever had a credential or certificate revoked, suspended or annulled in any state, territory or foreign country? No
 If yes, explain.
 Where did you hear of our vacancy?

Referrals

How did you hear about employment with us?

Ed Week Online	HYA Website	
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Legal Information

1. Are you eligible to work in the United States? Yes
2. Have you ever been convicted of a felony or misdemeanor involving a sex offense or a controlled substance? No
If yes, explain, giving dates:
3. Have you ever had any indicated finding of child abuse filed in your name? No
If yes, explain, giving dates:
4. Have you ever been convicted of any crime? No
If yes, explain, giving dates:

Confirmation

I authorize the organization(s) to which I am applying and Hazard, Young, Attea & Associates, Ltd. to contact my references or any other references deemed necessary to ascertain the merits of my candidacy for this position. I authorize references to discuss my application and/or release information concerning me, and agree to hold them, the District, and the consultants harmless for providing and/or utilizing any information requested and/or provided.

I also request that my application and interest in the administrative position remain as confidential as possible under the applicable laws of the state. I understand that my candidacy may become a matter of public record when I am presented to the Board. I further understand that elements of my resume may be available to the public and the news media at such time. However, I request that reasonable effort be taken to maintain the confidentiality of this application and other documents and information which accompany my application for the position for which I am applying. (Note: In some states, such as Florida, there can be no confidential written correspondence. Please call HYA if interested in one of these positions.)

If you answer "yes" to any of the above questions, you must submit official copies of court records including disposition of the case(s).

I hereby affirm that there are no misrepresentations, omissions or falsifications in the foregoing statements and answers, and that the entries made by me are true, complete and correct to the best of my knowledge and belief. I acknowledge that any misrepresentations, omissions or falsifications might be grounds for dismissal if employed for this position.

Pamela C. Brown
(agreed online)

Barbara A. Seals Nevergold, PhD

June 1, 2017

ECRA Group Inc.
1475 East Woodfield Rd., 14th Floor
Schaumburg, IL 60173

To Whom It May Concern:

I am pleased to write this letter of recommendation for Dr. Pamela C. Brown for Superintendent. I have been a member of the Buffalo Board of Education since January 2012. I participated in the recruitment of Dr. Brown as Superintendent of the Buffalo Public School District in the Spring of 2012 and served as President of the Board during the 2013-2014 school year, a significant period of Dr. Brown's tenure. I am the current President of the Board for the 2016-2017 school year. I am very pleased that I had the opportunity to work with this extraordinary educator.

Looking back over Dr. Brown's tenure in Buffalo, I think that it's important to acknowledge that her introduction to the District was accompanied by numerous challenges. She was sworn in as Superintendent in July 2012, allowing little time for an orientation to this complex, dynamic position. The District was in academic, financial and political distress. Our challenges included the following: a four-year graduation rate of 48%, a college enrollment rate of 57%; 44 of 58 schools ranked among the 5-10% lowest performing in the State of New York, only one student subgroup meeting Adequate Yearly Progress (AYP) targets, an annual budget deficit of \$15-30 million, annually declining student enrollment, a history of limited success in getting School Improvement Grant applications approved, and stalled negotiations with unions on a state-required teacher and principal evaluation system linked to student academic performance. The latter threatened to deprive the District of \$59 million of State funding in 2012-13 and tens of millions more in 2013-14.

Dr. Brown embraced these challenges in a manner that undergirds her professional and educational beliefs; that is a "can-do, whatever it takes" attitude. She widely articulated her vision of providing a world-class education for every child, culminating in on-time high school graduation and college and career readiness. Dr. Brown worked with the Board and education stakeholders to ensure community engagement and support for District initiatives. Positive change resulted from this on-going work, including extensive community contribution to the development of a District Strategic Plan. Meeting with over 100 stakeholders representing diverse constituent groups, Dr. Brown led the development of a 5-year District Strategic Plan, the first for the District in a number of years.

The implementation of the SAY Yes Buffalo Partnership created enthusiasm, positive expectations and strategies for our graduating students and additional resources for all students and their

Barbara A. Seals Nevergold, PhD

families. She actively engaged and outreached to constituent groups, e.g. business, community based, faith based foundation, political and others whose involvement and contributions to our schools is essential to our vitality. In keeping with her commitment to meet with parents, she conducted on-going community forums throughout the District on a monthly basis. She developed numerous presentations to describe her plan for the District and spoke widely to various constituent groups throughout the city. Her fluency in Spanish and French and cultural competence was an asset in reaching parent groups of English Language Learners in a District that has been declared the most linguistically diverse in the State.

In addition to the Strategic Plan, Dr. Brown worked with Board, staff and community members to develop a District Comprehensive Improvement Plan, both approved by the Board. The plans included measures to transform the District into a high performing organization by reorganizing the central office to be more supportive of schools, making hiring processes and evaluations more rigorous; aligning the curriculum, instruction and professional development to the Common Core Learning Standards; increasing access to and use of data, enhancing intervention and acceleration strategies, increasing parent and community engagement, and developing a culture of excellence and accountability.

By the end of her first year as Superintendent, the State Education Department designated 44 of our 53 eligible schools as “Effective” or “Highly Effective” based on student academic growth. Many more student groups made Adequate Yearly Progress on elementary State tests in English Language Arts, Mathematics and Science. A highly significant result is that the high school graduation rate increased from 48% in 2012 to 56% in 2013. This positive outcome reflects the groundwork laid by Dr. Brown during her tenure has had long-term results. There has been a 12 percentage point increase between 2012 and the graduating class of 2015 with 61% of our students graduating that year. Another measure of positive growth can be found, during that same period, in the 10 percentage point increase of graduating students enrolling in two and four-year colleges; from 57% to 67%. When reviewed against national and state statistics for comparable student groups, Buffalo schools show a reverse in a trend of lower college enrollments.

Finally, another tangible example of the positive outcomes of Dr. Brown’s tenure with the BPS can be found in significant changes of the accountability status of several schools, identified by the State Education Department in 2015-16 for Receivership. Twenty-five of our schools were designated for Receivership; however, ten of those schools were removed from Receivership this summer (2016). The removal resulted from academic achievement gains made by those schools over the previous two-year period. In one instance an elementary school moved from Priority status to a School in Good Standing. I am sure that Dr. Brown will credit staff, students and parents for their work to achieve such success. However, I also believe in crediting positive, visionary leadership.

Barbara A. Seals Nevergold, PhD

In order to close the budget gap, Dr. Brown instituted strategic cost-cutting measures and worked with School Board members, staff and advocates to secure legislative support for long-awaited additional funding from the State of New York. Consequently, in April of 2014, the State Legislature approved a significant budget increase for our District. These actions greatly alleviated the District's financial condition, leaving us with a Four-Year Plan that was more fiscally sound. Within six months of taking office, Dr. Brown negotiated a teacher and principal evaluation plan with the Buffalo Teachers Federation and Buffalo Council of Supervisors and Administrators, which was approved by the State Education Department. In addition, 89% of Priority schools for which Dr. Brown submitted School Improvement Grant applications had grants awarded and millions of additional grant dollars were awarded to the District to fund key initiatives.

In summary, Dr. Brown holds herself to a high standard. She has a keen sense of accountability and responsibility. Dr. Brown is a professional, who has maintained ultimate professional demeanor in the face of numerous professional and personal challenges. She has a calm demeanor but she is forthright and direct in her communication style. Dr. Brown has the ability to make the difficult, unpopular decisions that had to be made to move our District forward. In Buffalo, she demonstrated that her vision and plan of action are based on research, assessment and bottom line, whatever is in the best interest of the children. Without hesitation, I recommend Dr. Brown for the position of Superintendent. Her dedication, knowledge, expertise and track record of success will serve the students and the community well. If you have questions, please don't hesitate to call me at [REDACTED]

Sincerely,



Barbara A. Seals Nevergold, PhD
President, Board of Education
Buffalo Public Schools



Fontana Unified School District

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November 30, 2016

To Whom It May Concern:

It is an honor and a pleasure to write a letter of reference for Pamela Brown for the position of Superintendent of Schools in your school district.

I have had the pleasure of working with Dr. Brown over the past three years as she held the role of Chief of Schools, Elementary Education. Dr. Brown's background as an educator, leader, and collaborative partner has made her a tremendous asset to our leadership team.

During her tenure in Fontana, Dr. Brown has taken a leadership role in redefining our elementary education program. This effort has been implemented with significant community, staff, and leadership involvement. Dr. Brown has been instrumental in the development of strategic districtwide initiatives including district Instructional Leadership Teams, family and community engagement efforts, and Common Core State Standards implementation.

Dr. Brown successfully manages a division of thirty schools providing instructional leadership including coaching and support, accountability, and operational support. She is responsible for the implementation and advocacy of activities at all elementary schools. She has been able to provide this leadership by developing an outstanding leadership team.

Dr. Brown's involvement in Fontana has gone far beyond the traditional scope of elementary education. She was the architect of the instructional program at Dolores Huerta International Academy, our Primary Years International Baccalaureate Candidate/Spanish-English Dual Language Immersion Program. This school has become our district's highest demand school with waiting lists in the hundreds.

Most importantly, Dr. Brown is an individual of high integrity. She always places the needs of students first. Dr. Brown can be counted on to view issues from a perspective of what is best for students and their families.

I highly recommend Dr. Pamela Brown for the position of Superintendent of Schools. She is a tireless advocate for meeting the needs of children. I am confident that her passion coupled with her track record of educational success will be an invaluable asset to your organization.

Sincerely,

Randal S. Bassett
Interim Superintendent of Schools
Fontana Unified School District

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HARVARD GRADUATE SCHOOL OF EDUCATION

Deborah Jewell-Sherman, Director and Professor of Practice
Urban Superintendents Program

November 28, 2016

ECRA Group Inc.
1475 E. Woodfield Rd., 14th Floor
Schaumburg, IL 60173

Dear Search Consultants:

It is with great enthusiasm that I write this letter of recommendation for Dr. Pamela Brown as she is being considered for the position of Superintendent of Schools. Having served as a superintendent in Richmond, Virginia, and currently as the director of a superintendent preparatory doctoral program at Harvard University, I am aware of both the challenges facing America's public schools and the skills, abilities and commitment required of successful school superintendents. Without equivocation, I can attest that Pamela's demonstrated leadership and her aspirational goals for the youth under her watch are unmatched and unwavering.

I had the privilege of first meeting Dr. Brown when she was a doctoral student at Harvard University. Her level of scholarship and her prior leadership in the Charlotte-Mecklenburg Public Schools enabled her to stand head and shoulders above her exceptionally capable and qualified colleagues. It was with great pleasure that I accepted Pamela as an intern in the Richmond Public Schools (RPS) and it was in this role that I truly experienced the power of her vision, her leadership, her ability to network with community members and her capacity to deliver a systemic change initiative. This six-month intense internship experience, which is one of the requirements for the doctoral degree in this program, necessitated that she lead a change project that would enhance her learning while providing significant benefit to the district. The project Pamela led was the "New Direction to Schools of Excellence" Initiative, proposed by the School Board and me. Having achieved a high level of competence in most of our schools, one of the challenges before RPS was to move the district to a level of excellence as measured by educational offerings that addressed the needs of the "whole child" and encouraged more families to see the public schools as a premiere option for their children.

During the first week of her internship, Dr. Brown and I worked in concert with the School Board and the Leadership Team at a retreat at the University of Virginia during which we all came to consensus about the new direction, the goals, accountability measures and implementation plans for new thematic focuses in a number of our schools. Her prior knowledge of the Balanced Scorecard as a management tool and her ability to outline clear options fortified the presentations we made to the School Board and helped to galvanize the

many stakeholders who were part of the system-wide plan. She was very successful in working with all School Board members, with school and central office administrators across departmental silos, and with teachers and members of the Education Association on the design of the initiative.

One of the primary stakeholder groups was our parents and Dr. Brown engaged them throughout the planning process by meeting on numerous occasions in schools and community locations to share the vision and components, to seek parental input on design and implementation, and to answer questions and concerns. I watched on countless occasions as she masterfully addressed skeptical groups and helped them see the benefits of this new initiative for themselves, their children and the larger community. At the conclusion of her six-month internship, the School Board enthusiastically accepted my recommendation that she remain as my Chief of Staff to conclude the planning of this initiative.

The exemplary skills Pamela demonstrated in Richmond, VA secured her next position as Regional Superintendent in the Philadelphia (Pennsylvania) School District. Dr. Arlene Ackerman, who was the Superintendent and CEO of the district at the time, recognized the outstanding success Pamela achieved in her regional district and had her step into the Chief Academic Officer role. To no one's surprise, Pamela's leadership contributed to the academic gains that soon became evident.

Since that time, Pamela has served as an educational leadership consultant, as Chief of Elementary Schools in Fontana Unified School District and as Superintendent of the Buffalo Public Schools, where she led the District to increased high school graduation and college enrollment rates, greater access to high quality career and technical education programs and the successful completion of a districtwide school renovation project. Pamela has demonstrated that she has the wisdom, the compassion, the courage, and the tenacity to pursue excellence in teaching and learning and in outcomes for the students, staff and communities she has so expertly served. It is my earnest hope that a student-centered school district will have the opportunity to experience the kind of progress that she has generated in so many other public school settings.

Again, I commend Dr. Brown's candidacy to you without any hesitation. The life changing impact of her leadership will be evidenced in short order and the young people of a very fortunate school district truly will be the beneficiaries.

Sincerely,



Deborah Jewell-Sherman, Ed.D.

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June 1, 2017

SUPERINTENDENT

Leslie Boozer, Ed.D., J.D.

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To Whom It May Concern:

It is my pleasure to recommend Dr. Pamela Brown for a position as Superintendent of Schools. I have known Dr. Brown for over ten years, three of which she has served in the role of Chief of Schools, Elementary in the Fontana Unified School District (FUSD). While Dr. Brown's experience and leadership are exemplary, I have been particularly impressed with her deep instructional knowledge and positive attitude during her time in Fontana. Dr. Brown has the unique ability to see both sides of any issue and is truly collaborative and mindful in her decisions and leadership.

Dr. Brown is an extraordinary educator. Her extensive resume demonstrates her ability to lead large, urban school systems and achieve results for all children. In Fontana, she has worked tirelessly to raise student achievement for every child in our elementary schools. Partnering across departments, Dr. Brown has led the complex design and opening of a district-wide magnet Dual Immersion, Pre-IB elementary school. As part of this monumental effort, Dr. Brown led multiple parent workshops, in both English and Spanish, to introduce our families to the concepts of dual immersion and the International Baccalaureate program. She has also worked with our union partners to lead informational workshops for our staff. Dr. Brown is committed to ensure the success of this new program and partnering with a variety of stakeholders to educate and partner to design the school.

With her vast amount of curricular knowledge, Dr. Brown is an instructional leader and very involved in the day-to-day success of our schools. She has led instructional rounds, a variety of professional development, and the implementation of the new Common Core State Standards and assessment system in the 29 schools she directly supervises. I am confident that she will devote herself to your district with a high degree of diligence, professionalism, and excellence. She is quickly able to transition into a new leadership role and actively engage with all members of your community. She is a quality learner and has shown the ability to digest large volumes of information and make the best decisions for the district. Dr. Brown has demonstrated dedication, leadership skills and the willingness to listen and partner.

Dr. Brown has also been effective in her efforts to motivate employees and have them work as a team in order to ensure that FUSD maintains a safe and learning environment for our students. I particularly appreciate Dr. Brown's willingness to take on difficult challenges and remain positive in any situation brought forth. She is very organized and diligent in executing her duties as the Chief of Schools and was a valued member of my leadership team. With these qualities, I believe that she would be a perfect candidate for the superintendency and that any school district would be fortunate to have a leader with her vast amount of knowledge, experience, and leadership acumen.

I highly recommend Dr. Brown to lead your district. She has been an inspiration and a role model to the administration and others in the Fontana Unified School District. If you have any questions and/or concerns, please feel free to contact me at [REDACTED].

Sincerely,

Dr. Leslie Boozer, Superintendent
Dublin Unified School District