

**Acton Boxborough Transitional School Committee
2013-2014 Superintendent Search**

MEMORANDUM

Date: Tuesday, January 14, 2014
To: Transitional School Committee Members
From: Brigid Bieber, Search Committee Chair
Andrew Shen, Superintendent Search Facilitator
Re: Announcement of Superintendent Finalists

We are pleased to announce the finalists for the Superintendent position in Acton-Boxborough, to begin July 1, 2014. Each finalist will visit the District for a series of forums and meetings with various stakeholders, and the date of their respective visits is listed next to their names.

Marie Altieri (visit to A-B: Tuesday, January 21, 2014, Community Forum at 7pm, RJG Library)

Marie Altieri is currently the Director of Personnel and Administrative Services for the Acton Public Schools and the Acton-Boxborough Regional Schools in Acton, MA. She has served in this position since 2007. Prior to her current role, she was a teacher at Hanscom Middle School in 2006. Ms. Altieri spent several years teaching courses for non-profit organizations and businesses in computer programming and software, beginning in 1986 as a teacher and course developer for Honeywell. From 1999 to 2006, Ms. Altieri served on the Acton and Acton-Boxborough School Committee(s), and on the Districts' Building Committee from 1998 to 2005. She earned a BS from Merrimack College, and is currently enrolled in a Masters program in Educational Policy, Planning and Administration at Boston University with anticipated completion in May, 2014.

Glenn Brand (visit to A-B: Thursday, January 16, 2014, Community Forum at 7pm, RJG Library)

Glenn Brand is currently the Assistant Superintendent for Administration & Finance for the Sharon Public Schools in Sharon, MA. He has served in this position since July, 2011. Prior to his current role, he was the Principal of Pollard Middle School in Needham, MA from 2006 to 2011, and the Principal of Wareham Middle School in Wareham, MA from 2004 to 2006. Mr. Brand began his career as a classroom teacher in both elementary and middle school grades in the Peel District in Ontario, Canada. He is currently on the Board of the Massachusetts Association for Supervision and Curriculum Development (MASCD). He earned a BA and B.Ed from the University of Western Ontario, and an M.Ed from the University of Toronto. He is currently enrolled in an Ed.D program through the University of Bath (United Kingdom) with anticipated completion in 2014.

Brett Kustigian (visit to A-B: Thursday, January 23, 2014, Community forum at 7pm, RJG Library)

Brett Kustigian is currently the Superintendent of Schools for the Quaboag Regional School District in Warren, MA. He has served in this position since 2009. Prior to his current role, he served as the Principal of Douglas High School in Douglas, MA from 2003 to 2009, and previously served as an Assistant Principal and Athletic Director for Douglas High School. Dr Kustigian began his career as a middle school science teacher in Connecticut and Massachusetts. Since 2012, he has served on the Board of Directors for the Massachusetts Association of Regional Schools. He earned both a BS in Biology and a Master of Arts in Teaching from Sacred Heart University, a CAGS from the University of Connecticut in Educational Leadership, and an Ed.D in Educational Policy and Leadership from the University of Massachusetts at Amherst.

On Saturday, January 25, the AB Transitional School Committee will hold a public meeting to interview each of the finalists. This meeting will run from 9:00 a.m. to approximately 3:00pm in the Junior High Library. After the interviews, the Committee will discuss the finalists and plan to vote a decision. All are welcome to attend.

Marie Altieri

Cover Letter

Dear Members of the Superintendent's Search Committee,

I am honored and excited to submit my application for Superintendent of the Acton-Boxborough Regional School District. As a seven year Central Office Administrator, a seven year member of the Acton and Acton-Boxborough Regional School Committees, and a twenty-four year member of the Acton community, you will find me uniquely qualified to lead AB through this critical transition as Acton, Boxborough, and Acton-Boxborough become a single PreK-12 school district.

I have had the privilege of working very closely with two excellent Superintendents. From Dr. Mills I learned how to be a strong instructional leader, keeping students and classrooms in the forefront of all of our work – "It's all about instruction." From Bill Ryan, I learned to lead with integrity, and that the answer to every issue that comes before the Superintendent is to always do the right thing. If we trust the process and bring the voices to the table, there will be an effective outcome.

My leadership style is one of developing relationships, building consensus, and problem solving. Whether I am working with a student, a teacher, a parent, or a community member, I need to do so with respect and compassion. When people come to the Superintendent, their issue is very important to them, and they deserved to be heard. I can't always say yes, but I can listen, investigate, and get back to them. I am a positive problem solver, always looking for a good solution. I have an ability to de-escalate many situations and I provide a calm leadership.

I spent the first half of my career concentrating on adult learning. This will serve me well as Superintendent as it has in my current position. The Superintendent needs to present and explain clearly to audiences on a regular basis. The Superintendent also has to meet regularly with individuals and small groups and bring those groups to consensus, finding solutions for some very difficult situations. Lastly, the Superintendent needs to inspire teachers, principals and administrators to provide a world class education to our students in an ever-changing environment. I believe each of these things are strengths for me as can be seen through my accomplishments in my current position.

As the Director of Personnel and Administrative Services, I have had a front row seat to leading our schools. This includes involvement with financial management, policy development, contract negotiations and crisis management. I work closely with Principals to support them in all facets of their school leadership. I have a full understanding of the role of the Superintendent. This experience, along with my history with the Acton and Boxborough Communities will allow me to step into this position without a large learning curve.

There is something very special here at AB. There is an incredible culture of commitment and success. This culture exists because everyone involved - the students, the teachers, the parents and community members are 100% committed to education. Everyone goes above and beyond and gives their best in everything that they do. It is incredibly important to preserve this culture of commitment and respect.

This is an important time in the history of our two towns as we move to a single Prek-12 school district. This transition needs to be handled in a very careful way, with attention paid to the culture of both communities. If it is done well, we will implement efficiencies while strengthening the academic community in all eight of our schools. As our administrative transition team has worked through the implementation details this year, I have been a strong voice for tempering the pace of change. Whoever becomes Superintendent will need to understand the complexities of the three separate school districts and the transition to a single school district. This cannot be underestimated.

As Superintendent, I will set goals to transition Acton and Boxborough into a truly unified school district. This will include providing opportunities all members of the school community to become familiar with all eight schools. I will bring forward budgets that provide resources while managing risks and valuing every dollar that we spend. We will use the Long Range Strategic Plan to guide us as we prepare our students for success in the twenty-first century global environment. I will make communication a strong goal, by creating a blog, writing regular updates through email, and by providing more information to the community through cable television. I will have a complete entry plan that will include meeting with individuals and groups to fully understand their goals and wishes for our communities. I look forward to speaking with you about these and other ideas for the future of the Acton-Boxborough Regional School District.

Thank you,

A handwritten signature in cursive script that reads "Marie Altieri". The ink is dark and the handwriting is fluid.

Marie Altieri

Professional Experience

Director of Personnel and Administrative Services – Acton Public Schools and Acton-Boxborough Regional Schools, Acton, MA June, 2007 – present

- Member of the Superintendent's Cabinet, developing policy, district-wide decision making, support School Committee, communication and community outreach.
- Manage Human Resources department including recruiting, hiring, benefits administration, supervision, and evaluation of 900 employees including 400 teachers for a school district serving 5,500 students in seven schools.
- Responsible for student registration in open enrollment district. Coordinate Kindergarten Orientation, including presentation to new families, lottery, and student placement.
- Actively involved in budgeting process and priority setting for seventy million dollar budgets to support instruction in two school districts.
- Support School Committee and represent administration in negotiations with three collective bargaining units.
- Led task force implementing new Massachusetts Educator Evaluation System through pilot and full implementation, including training evaluators. Focused new system on Administrators getting into classrooms and increasing conversations about teaching and learning.
- Led eight Principal hiring committees and represented the administration in the 2009 Superintendent search committee. Created new administrator orientation program.
- Worked with town and school combined Health Insurance Working Group and Health Insurance Trust to modify health plans, keeping health insurance costs flat for six years.
- Worked with Acton Leadership Group to maintain multi-year budget planning allowing town and school districts to provide excellent services during significant economic downturn.
- Work with Regional Transition Team to plan implementation of Acton-Boxborough's PreK-12 expanded Region, preserving culture in both communities.
- Supervised additional departments including food services and technology.
- Meet individually with teachers to plan retirement, maternity leaves, medical leaves, career planning, etc.
- Implemented several technology solutions for HR functions including Applitrack to process thousands of annual job applications, Aesop for all employees to report attendance and Teachpoint for the new teacher evaluation system.

Teacher – Hanscom Middle School, Lincoln Public Schools, Hanscom AFB, MA 2006 – 2007

- Technology Integration Teacher. Developed technology course curriculum and taught technology courses to 250 students in grades four through eight. Supported teachers in the integration of technology into the curriculum.

Teacher – Computer Programming and Software, Independent Contractor, 1994 – 2006

- Defined curriculum and wrote multi-media courseware in the subjects of C Programming, Shell Programming, Unix System Administration and Unix Users.
- Taught Courses for various clients including Boston University Corporate Education Center, MIT Lincoln Laboratories, Fidelity Investments, and Lucent Technologies.

Teacher – Northeastern University State of the Art Program, 1993 – 1999

- Taught evening courses in C Programming, Unix Systems Administration and Shell Programming. Received Instructor of the Year Award 1995.

Teacher and Course Developer – Honeywell Information Systems, 1986 - 1994

- Developed courses for department and taught technology courses for Honeywell customers and employees nationally and internationally.

Board and Community Work

School Committee – Acton Public and Acton-Boxborough Regional Schools 1999 – 2006
Chairperson for four years

- Presented School Budgets to Town Meeting for approval.
- Worked with State Legislators and testified before Joint Education Committee to secure legislation providing minimum state aid to all communities. Resulted in multi-million dollar increase in state funding for education to Acton and Acton-Boxborough.
- Trustee, Acton Health Insurance Trust
- Policy Subcommittee – Reviewed and updated all school district policies.

Building Committee 1998 – 2005

- Worked with team to develop plans, secure approval, and complete over ninety million dollars of construction for the expansion of the R. J. Grey Jr. High School, Acton-Boxborough Regional High School and the building of the new Parker Damon Building to house the Merriam and McCarthy-Towne Schools. Served as secretary, taking minutes.

Wheeler Recreation Pool Association President 2003 – 2005

- Worked with the board of directors to oversee operations, staff and budgeting for 120 family neighborhood association.
- Successfully planned and secured approval and funding for and implemented complete pool renovation project.

Acton Cooperative Preschool Secretary 1996 – 1998, Chairperson 1999

- Served as Secretary and Chairperson for parent-run cooperative preschool.
- Led process to hire new director when long time director retired.
- Worked with team to respond to issues with asbestos flooring, communicating to parents and staff throughout.

Education

Boston University Graduate School of Education, Boston, MA
Masters of Education in Policy, Planning, and Administration Anticipated May 2014 GPA 4.0

Harvard Extension School 2006 – 2007
Graduate Course work in Math Teaching and Technology Integration

Merrimack College, Bachelor of Science in Computer Science with a concentration in Mathematics and a Minor in Education 1985

Licensure

Massachusetts DESE License
Massachusetts DESE License

Superintendent/Assistant Superintendent 2010
Teaching Middle School Mathematics

Awards

Northeastern University State of the Art Program Instructor of the Year 1995
Massachusetts Association of School Committees All State School Committee 2006
Acton Democratic Town Committee Volunteer of the Year 2006
Honeywell Info Systems Instructor of the Year 1989, 1991



The Commonwealth of Massachusetts
Department of Elementary & Secondary Education
Educator's License

THIS IS TO CERTIFY THAT THE PERSON NAMED HEREON IS QUALIFIED UNDER THE PROVISIONS OF GENERAL LAWS, C. 15, S. 16, C. 69, S. 1H, C. 71, S. 38G, C. 71A, 71B AND/OR C. 74 AS AMENDED AND UNDER THE REGULATIONS PRESCRIBED BY THE BOARD OF ELEMENTARY AND SECONDARY EDUCATION, AND IS ELIGIBLE FOR APPOINTMENT IN THE PUBLIC SCHOOLS OF MASSACHUSETTS TO SERVE IN THE CAPACITY INDICATED. THE LICENSE IS VALID AS ISSUED UNLESS REVOKED FOR CAUSE.

Marie Altieri

Acton, MA 01720

Mitchell D. Chester
MITCHELL D. CHESTER
COMMISSIONER OF EDUCATION

Congratulations on completing the requirements for licensure.

You have worked diligently toward this goal and should be proud of your accomplishment.

It is people like you who help to enhance the quality of education in the Commonwealth. I wish you the best in your future endeavors.



The Commonwealth of Massachusetts
Department of Elementary & Secondary Education
Educator's License

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Educator: Marie Altieri

Original Certification Date: 10/02/2006

Issuance No: 1334117

FIELD (LEVEL)

Mathematics (5-8)

Superintendent/Assistant Superintendent (All Levels)

NO ENTRIES BELOW THIS LINE

CATEGORY TYPE

ACADEMIC Preliminary

ACADEMIC Initial

ISSUED

10/02/06

01/04/10

EXPIRES

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** Valid for five(5) years of employment.

Mitchell D. Chester
MITCHELL D. CHESTER
COMMISSIONER OF EDUCATION

2014-2015 Superintendent Transition Ideas

Marie Altieri

Here are some preliminary ideas for transitioning to a new Superintendent...

1. Truly unify the Acton-Boxborough Regional School District

Dr. Mills and Dr. Bates, along with the School Committee and the Regional Study Committee, have built a strong foundation for our newly expanded single school district. We need to build on this foundation through full implementation, paying attention to the culture and needs in both towns and each school. The next several years will be critical to maintaining a successful region that keeps the highest academic excellence, provides efficiencies, and transitions into a cohesive, positive culture. Some steps will include:

- a. Providing opportunities for faculty and parents to learn about all eight schools.
- b. Building a strong collaborative team among the eight principals.
- c. Developing a strong partnership between Central Office and the Principals in support of high quality instruction that reaches all students.
- d. Scheduling a meeting of Principals and Central Office Administrators at each school that will include a tour and an overview of core values, mission, and curriculum.
- e. Offering an opportunity for each school to present to the School Committee.
- f. Create a district-wide space committee to review space needs, classroom planning, etc.
- g. As Superintendent, I would set a goal of spending 15% to 20% of my time in schools and classrooms. This is the best way for me to have the strongest understanding of our students' and teachers' experiences.

2. Implement new state and federal requirements in an authentic way that continues to honor what we already know and do well. We need an environment where teachers continue to be self-reflective, willing to modify instructional practices, and collaborate and support one another in all students' learning. We need to empower Principals to continue to give honest feedback and ratings and to support teachers in continuous improvement. We all have areas for growth and improvement.

My job as Superintendent will be to wade through the vast number of initiatives and requirements coming from the state and focus them on what matters most for kids. We need to moderate the changes in a way that allows teachers to keep their focus on the students in front of them every day.

Some examples of current initiatives:

- a. Common Core
- b. Piloting the new PARCC assessments, which will replace MCAS
- c. District Determined Measures which evaluate student growth over time
- d. Teacher Evaluation System using student growth and teachers ratings
- e. Develop tool to gather student feedback about teachers and continue to solicit staff feedback about administrators.
- f. English Language Learning Graduate Course for all educators
- g. Educator recertification requirements

3. Continue to meet the needs of all students

Our number of at risk students is growing at an alarming rate. Meanwhile, our average students and high achieving students range on a spectrum from very satisfied to struggling with issues. Our high risk students include an increased number of hospitalizations for mental health issues, high numbers of concussions, and students in classrooms who are really struggling. We need to provide individual support for each of these students, and concurrently we need to look at what is happening culturally and societally to cause this. We also need to look at our everyday students and our high achieving students. Not enough sleep is one issue that straddles all of our students. Over 70% of our students report sleeping fewer than seven hours on school nights. There may be some simple things that we can do to improve this. I would like to see students in grades 7-12 keep a log for a couple of weeks and go over it with their parents. We could limit the scheduling of activities so that they end by 9:00 on school nights, and visit overall homework loads, technology use, etc.

4. Increase Communication and Further Develop Relationships with leaders in Acton and Boxborough

- a. Create newsletter and blog to reach out to the community.
- b. Further utilize cable TV to bring our schools to the community. Each school could produce a video which shares their core values and priorities. This will be a way for the community to learn more about each school.
- c. Schedule monthly Superintendent drop-in hours in the evening and coffees in the mornings for parents and citizens who may want to discuss concerns.
- d. Schedule regular meetings with the Acton Town Manager and the Boxborough Town Administrator. Begin attending meetings in both towns this spring to become more familiar with budgets and priorities. These meetings would include Selectmen, Finance Committees, Acton Leadership Group, Boxborough Leadership Forum and both Town Meetings.
- e. Meet with other town groups, including the Council on Aging, PTO Leadership, Clergy Group, Lions Club, United Way, etc. to further understand their goals and any concerns for our schools.
- f. In Dr. Mills' first six months he had "listening sessions" where he invited any members of the community who wanted to come in and meet with him to schedule a 15 minute block of time. I would follow in his footsteps and offer these meetings to make sure that I am hearing from members of the community who might have ideas to share.
- g. I would like to administer satisfaction surveys of staff members, students, parents and community members. I would include some of the questions that we used in the demographic survey that we distributed five years ago. Our community is changing rapidly, and we need to make sure that we are responsive to their needs.

GLENN A. BRAND

Franklin, MA 02038

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Acton-Boxborough Regional Superintendent Search
c/o Future Management Systems
900 Cummings Center, Suite 214-U
Beverly, MA 01915

November 7, 2013

Dear Members of the Superintendent Search Committee,

Please accept this letter and enclosed documentation as my formal application for the position of Superintendent of the Acton-Boxborough Regional School District.

I currently serve as the Assistant Superintendent for Administration and Finance for the Sharon Public Schools in Sharon, Massachusetts. My prior experience includes almost eleven years of building administration experience and seven years of teaching experience in a variety of educational settings. Based upon the profile that you have identified for your next superintendent of schools, I am certain that I possess the experience, qualifications and values that make me an excellent candidate for this position.

As assistant superintendent, I assist in overseeing the overall operation of the district which carries both administrative and financial responsibilities for five school buildings, 3500 students and an operating budget of approximately 37 million dollars. My responsibilities include overseeing personnel development, facilities management, and food and transportation services. I also help to lead the district in the development of policy and programs and coordinate the work of the district's central office and building principals to bring about positive educational experiences that challenge and motivate students, faculty and staff.

My fiscal responsibilities include managing all aspects of our operating budget while fostering a strong and positive relationship with the budget subcommittee to plan for all our capital and operating needs. With this, I also serve as the liaison and spokesperson for the district and report on fiscal affairs to the community as well as to multiple committees at both the town and state level.

Specific highlights of my tenure include the planning and implementation of Massachusetts' new educator evaluation system as well as my leadership role in the development of the district's five-year strategic plan. I also have extensive experience in collective bargaining for all employee groups and am currently in negotiations with the Teacher's Association.

Prior to my tenure in Sharon, I served as the Principal of the Pollard Middle School in Needham, Massachusetts. During my five-years as principal, the school had a peak enrollment of 1100 students and close to 150 staff members. As principal, I successfully managed a school building and renovation project that culminated in the opening of a second middle school, implemented standards-based instruction,

implemented an instructional technology design and engineering class for students and established the foundation for a pilot 1:1 program.

As an educational leader, I believe it is important to provide leadership throughout the broader profession and community. I currently serve as board member and Treasurer of both the *Massachusetts Association of School Personnel Association* (MASPA) and the *Massachusetts Association of Supervision Curriculum & Development* (MASCD). I am also a member of the *Massachusetts Association of School Superintendent's Legislative Committee* and I sit on the local Foxborough YMCA's *Board of Managers*. I place great value on establishing close ties with local and state agencies and look forward to continuing this commitment upon moving into the superintendent's role.

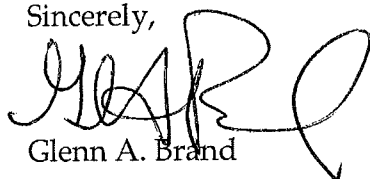
The qualities and characteristics of my leadership style fosters trust and collaboration and aligns well with high performance and service necessary for the role of superintendent. I possess strong interpersonal skills and recognize the importance of nurturing and building positive relationships with supportive teams. I hold high standards for others and myself and pursue these standards with honesty and integrity in the workplace and in the community. I am an effective communicator and believe in the critical importance of leveraging multiple mediums to convey timely information. And, I possess strong organizational and management skills that allows for the effective leadership of both people and resources.

I very much am looking to make a long-term commitment to a district and community that is prepared and willing to help shape and lead the future of public education in Massachusetts. I am aware that your district represents one that places tremendous importance on education, is committed to innovation and creativity in its programs and services, and maintains strong connections within the communities of Acton and Boxborough in an effort to pursue student excellence and improvement.

In closing, I am sensitive to the fact that this upcoming transition will be an important one for your community. A successful transition to a new superintendent will necessitate commitment and dedication with the highest regard placed on fostering meaningful relationships with the staff, students and families, building trust with all constituents and collectively ensuring that the Acton-Boxborough Regional School District builds on its current successes and strengths. To accomplish this important task, it will be important for me as the incoming superintendent to help guide your community in honoring your past, respecting the present, and collectively pursuing a future that is exciting for the students, staff and community as a whole.

I believe that my background, preparation and experiences make me an exceptional candidate and I look forward to the opportunity to meet with members of your search committee to further explore my candidacy as your next superintendent.

Sincerely,

A handwritten signature in black ink, appearing to read 'G. Brand', with a large, stylized flourish extending from the end of the signature.

Glenn A. Brand

GLENN A. BRAND

Home:

Cell: _____

❖ E-Mail:

CANDIDACY OVERVIEW

- Twenty years of experience in public education in Ontario & Massachusetts
- Leadership experience as a building and district administrator
- Classroom teaching experience at the elementary and middle school level at multiple grades
- A demonstrated ability to connect, engage and involve all stakeholders in the district and community
- Proven record of collaborative leadership in an environment of high academic achievement and performance
- Broad understanding and knowledge of effective teaching, learning and best practice
- Experience in leading school building and renovation projects
- Bachelor of Education (B.Ed.) & Master of Education (M.Ed.) degrees; currently enrolled in a international Ed.D. program (anticipated completion in 2014)

PROFESSIONAL EXPERIENCE

Assistant Superintendent for Administration & Finance

Sharon Public Schools, MA

July 2011- Present

Assist the Superintendent in directing the development, implementation, oversight and evaluation of the district's budget and administrative affairs.

Major duties:

Serve as the public face in matters pertaining to the district's \$36 million budget ♦ Attend all School Committee and Budget and Policy Sub-Committee meetings ♦ Serve as a member of the Administrative Cabinet ♦ Assist the Superintendent & School Committee in the formulation of policy regarding long-range goal setting ♦ Assist the Superintendent with labor/employee relations, Human Resources and Business Management ♦ Manage grant writing; assist in the development of long-range district improvement plans and goals for the school system.

Key Accomplishments & Responsibilities:

- Coordinator of the Sharon High School and Heights Elementary school feasibility studies;
- Served as a member of the negotiating team for all bargaining units;
- Member of the district's Educator Evaluations Subcommittee with the charge of implementing the new state evaluation system;
- Site-coordinator for the Coordinated Program Review (C.P.R.) by the state;
- Coordinator of the district's Wellness Policy review;
- Coordinator of the district's Bullying & Harassment intervention and prevention plan;
- Oversee the safety and emergency planning and preparation for the district;
- Member of the district's Technology Task Force;
- Member, Strategic Planning Committee.

Principal, Pollard Middle School

Needham Public Schools, MA

July 2006 – June 2011

Served as the chief administrator and instructional leader of the school in developing and implementing policies, programs, curriculum and instructional activities and the operational budget of the school. From 2006 2009 the Pollard Middle School represented the only middle school in the town and included 1100 students and 140 staff. Beginning in the 2009-10 school year Pollard included 800 seventh and eighth grade students.

PROFESSIONAL EXPERIENCE – CON'T

Principal, Pollard Middle School – Con't

Major Duties:

Provided building leadership and coordination for a team of nine administrators including assistant principals, curriculum directors and special education ♦ Provided the instructional leadership for hiring staff, supervision and evaluation of 120 staff ♦ Managed the school's strategic plan for instructional technology including hardware acquisition, technology integration and related staff training; responsible for the school's technology infrastructure including data analysis, data management (i.e. SIMS, EPIMS) and the school's internal & external web presence ♦ Oversaw the school-based budget and staff responsible for the school's financial system ♦ Served as a member of the Superintendent's School Leadership Team ♦ Used data to monitor and promote student growth ♦ Planned, developed and implement professional development for the entire professional community.

Key Accomplishments & Responsibilities:

- Led the program and planning component of the High Rock Building & Renovation Project which included transitioning from a three grade middle school to two separate schools;
- Led and oversaw all curriculum and coordinated curriculum mapping including the launch of the online ATLAS curriculum database program;
- Led all aspects of the planning, development and implementation of a school-wide student advisory program;
- Worked in conjunction with the district instructional coordinator to plan, develop and implement two new full-time instructional leadership positions for STEM and the Humanities;
- Directed the planning and implementation of a Technology & Engineering course for students;
- Served as the building representative on the Pollard Middle School roof replacement building project;
- Assisted the Parent-Teacher Organization in the development of an annual parent workshop symposium;
- Served as a member of the planning team that led to the launch of a pilot 1:1 technology initiative for students.

Principal, Wareham Middle School

Wareham Public Schools, MA

2004-2006

Assistant Principal, Mattacheese Middle School

Dennis-Yarmouth Regional School District, MA

2002-2004

Assistant Principal, Hillside Senior Public School

The Peel District School Board, Ontario, Canada

2001-2002

Classroom Teacher, Grade 3, 4, 6, 7, 8

The Peel District School Board, Ontario, Canada

1994-2001

EDUCATION

- *Ed.D. (Enrolled) - The University of Bath. Bath, United Kingdom (Anticipated 2014).*
- *M.Ed. - The University of Toronto. Toronto, Ontario, Canada (1998).*
- *B.Ed. - The University of Western Ontario. London, Ontario, Canada (1994).*
- *B.A. - The University of Western Ontario. London, Ontario, Canada (1993).*

CERTIFICATION & TRAINING

- **Superintendent/Assistant Superintendent (Professional)**
Massachusetts Department of Elementary & Secondary Education
 - **Principal/Assistant Principal (Professional 5-9)**
Massachusetts Department of Elementary & Secondary Education
 - **Executive Leadership Program**
The University of Connecticut, Neag School of Education
 - **Principal's Qualification Program - Ontario (Part I & II)**
The University of Toronto
-

PROFESSIONAL ASSOCIATIONS & COMMITTEES

Associations:

- *Massachusetts Association of School Superintendents (M.A.S.S.)*
- *Massachusetts Association of School Business Officials (M.A.S.B.O.)*
- *Massachusetts Association of School Personnel Administrators (M.A.S.P.A.)*
- *Massachusetts Association of Supervision Curriculum & Development (M.A.S.C.D.)*
- *American Association of School Administrators (A.A.S.A.)*
- *Association for Supervision Curriculum & Development (A.S.C.D.)*

Committees:

- *M.A.S.P.A. Officer – Treasurer*
 - *M.A.S.C.D. Board Member – Treasurer*
 - *Global Studies-21st Century Skills Committee - M.A.S.S.*
 - *Legislative Committee - M.A.S.S.*
 - *YMCA (Hockomock Area) – Branch Board of Managers*
-

SELECT PROFESSIONAL DEVELOPMENT

District Determined Measures of Student Learning, Growth & Achievement
South Shore Educational Collaborative (February, 2013)

Ten Things School Leaders Need to Do to Implement the Common Core State Standards
ASCD Webinar (January, 2013)

Working with School Committees: Partnership for Results
M.A.S.S. Academy (September, 2012)

Leaders in the Age of Accountability (I,II,III)
M.A.S.S. Leadership Academy: Supporting (July, 2012)

Chapter 70 Aid Workshop
M.A.S.S. (January, 2012)

Human Resource Issues Facing the Superintendent: How to Effectively & Efficiently Manage the Time Consuming & Challenging Responsibilities
M.A.S.S. Academy (November, 2010)

Communication: Building a Stakeholder Trust & Support & Effectively Engaging Parents and Staff
M.A.S.S. Academy (October, 2010)

Empowering Multicultural Initiatives Emi Course for Administrators
EDCO Collaborative (Summer 2009)

GLENN A. BRAND
CANDIDATE, SUPERINTENDENT OF SCHOOLS

SUPPLEMENTARY INFORMATION ON EDUCATIONAL BACKGROUND

• **Ed.D. Program (Enrolled & Dissertation anticipated 2014)**

The University of Bath (U.K.), School of Education
<http://www.bath.ac.uk/education/>

About the University of Bath - the University of Bath is located in Bath, United Kingdom and, according to *The Sunday Times University Guide*, Bath is ranked as the third best University in the United Kingdom.

The decision to pursue an overseas degree revolved around a number of factors including the opportunity to study educational leadership within a global context. Research degree programs throughout the U.K. are often designed to support independent learning over geographical distances. This is the case with the program at the *University of Bath* as each course required 'on-campus' presence for intensive instruction. This face-to-face interaction is followed by support provided by an individual faculty advisor to oversee the completion of the necessary coursework in the student's home country.

• **Master of Education (M.Ed.)**

Ontario Institute for Studies in Education at the University of Toronto
<http://www.oise.utoronto.ca/oise/Home/index.html>

About O.I.S.E. - the Ontario Institute for Studies in Education of the University of Toronto is an international leader in the research, teaching and study of education. The focus of the institute has been centered around the teaching of teachers, research, graduate studies, and in educational policy and has impacted practice around the world.

• **Bachelor of Education (B.Ed.)**

The University of Western Ontario
<http://www.edu.uwo.ca/programs/preservice-education/bachelor-education.html>

• **Bachelor of Arts (B.A.)**

The University of Western Ontario
<http://www.uwo.ca>

About the University of Western Ontario - the University of Western Ontario is ranked as one of Canada's top universities. It is located in London, Ontario, Canada and is a public research university known for its research programs and quality of educational experience for students.

CERTIFICATION & TRAINING

• **Executive Leadership Program**

The University of Connecticut, Neag School of Education

<http://edlr.education.uconn.edu/programs/executive-leadership/exclead/overview/>

About the Executive Leadership Program - a one-year program designed to provide aspiring individuals outstanding preparation for assuming the school superintendency and other central

office positions. Graduates of this program possess the knowledge necessary for successfully meeting the challenges of the 21st century superintendency.

- **Principal's Qualification Program - Ontario (Part I & II)**

The University of Toronto

http://www.oise.utoronto.ca/aq/Principals_Qualification_Program.html

About the P.Q.P. Program - the *Principal's Qualification Program* (P.Q.P.) is designed to educate future principals to lead and manage efficiently in contexts characterized by change and complexity. Part I is an introductory program that includes course work and the development of a practicum proposal. Part II provides the opportunity for candidates to explore, in more depth, the theoretical and operational aspects of the principalship including issues such as leadership and program planning.



**The Commonwealth of Massachusetts
Department of Elementary & Secondary Education
Educator's License**

THIS IS TO CERTIFY THAT THE PERSON NAMED HEREON IS QUALIFIED UNDER THE PROVISIONS OF GENERAL LAWS, C. 15, §. 15, C. 69, §. 1H, C. 71, §. 38G, C. 71A, 71B AND/OR C. 74 AS AMENDED AND UNDER THE REGULATIONS PRESCRIBED BY THE BOARD OF ELEMENTARY AND SECONDARY EDUCATION, AND IS ELIGIBLE FOR APPOINTMENT IN THE PUBLIC SCHOOLS OF MASSACHUSETTS TO SERVE IN THE CAPACITY INDICATED. THE LICENSE IS VALID AS ISSUED UNLESS REVOKED FOR CAUSE.

STERLING PRINTING 781-481-1234

Glenn Brand

FRANKLIN, MA 02043

Mitchell D. Chester
Mitchell D. Chester
COMMISSIONER OF EDUCATION

You have worked diligently toward
this goal and should be proud of
your accomplishment.

It is people like you who help to
enhance the quality of education
in the Commonwealth. I wish you
the best in your future endeavors.



**The Commonwealth of Massachusetts
Department of Elementary & Secondary Education
Educator's License**

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STERLING PRINTING 781-481-1234

Educator: Glenn Brand

Original Certification Date: 06/13/2004
0905000

FIELD(LEVEL)	CATEGORY	TYPE	ISSUED	EXPIRES
Principal/Assistant Principal (PreK-6)	ACADEMIC	Initial	03/02/10	**
Principal/Assistant Principal (5-9)	ACADEMIC	Professional	01/07/10	01/06/15
Superintendent/Assistant Superintendent (All Levels)	ACADEMIC	Professional	03/02/10	03/01/15

Mitchell D. Chester
Mitchell D. Chester
COMMISSIONER OF EDUCATION

** Valid for five(5) years of employment.

Biography - Glenn Brand

Glenn has enjoyed almost twenty years of successful service in public education as a classroom teacher, building and central office administrator. His career began in 1994 with the Peel District School Board located just outside of Toronto, Ontario where he started as middle school classroom teacher. Over the next six and a half years Glenn taught every grade third through eight teaching a wide-range of subjects at both the elementary and middle school level.

In 2001, Glenn's leadership skills were acknowledged through his appointment as an assistant principal with the Peel Board. He served as an assistant principal for the next three and a half years in both Ontario and then Massachusetts in the Dennis-Yarmouth Regional School District after relocating to the state in 2002.

In 2004 Glenn was appointed as the principal of the Wareham Middle School where he served for two years before he and his family relocated to be closer to extended family. During his time in Wareham he had the opportunity to help lead the restructuring of numerous aspects of the school including developing a co-teaching model to support the inclusion of special education students in the regular program and creating a school-within-a school model to help enhance student-teacher connections.

From 2006 - 2011 Glenn became the principal of the Pollard Middle School in the Needham Public Schools. During his tenure he helped coordinate the implementation of standards based education, common and formative assessments and curriculum mapping. Glenn also played an instrumental role in leading the High Rock School building and renovation project. He also spearheaded the planning, design and implementation of an advisory-advisee program and helped lead the implementation of the district's first engineering program for middle school students.

In 2011 Glenn became the Assistant Superintendent for Administration and Finance in the Sharon Public Schools. His primary responsibilities include overseeing the financial and administrative affairs of the district including a budget of close to \$37 million. He has been directly involved with the negotiation of all bargaining unit contracts, led the district's safety and emergency planning and serves as a member of the new educator evaluation task force. Currently, a key responsibility of Glenn's includes coordinating a building assessment and feasibility study for two of the five schools in the district.

Throughout Glenn's career he has been committed to building strong, positive and productive relationships within the communities he serves. As a teacher-leader in the Peel Board he served as the liaison between the board and *Peel Multi-Cultural Council* in an effort to support students and families of culturally diverse backgrounds. He also oversaw a heritage language program that provided extended instruction to 1000 K-8 students engaged in learning their heritage language of Mandarin. In Needham he was actively involved with the PTO in developing the first parent community forum and, more recently, is leading the district's wellness review committee in Sharon. Glenn is currently a member of the *Board of Managers* of the Hockomock Area YMCA and serves as a board member of both the *Massachusetts Association for Supervision and Curriculum Development* and the *Massachusetts Association of School Personnel Administrators*.

As a leader Glenn is optimistic, forward thinking and partnership orientated. He is a strong and effective communicator and believes passionately in the continual role that public education can play in the future lives of young people. He firmly believes in the need to foster and cultivate a school system around meaningful relationships, trust and compassion.

In an effort to pursue a global educational experience Glenn enrolled in the Ed.D. program in educational leadership at the *University of Bath* in the United Kingdom and is in the final stages of preparing to submit his dissertation. He holds a M.Ed. degree in school administration from the *University of Toronto* and undergraduate degrees from *The University of Western Ontario*. He also completed school superintendent and principal preparation programs from *The University of Connecticut* and the *University of Toronto* respectively.

Glenn currently lives in Franklin, MA with his wife and children (9) and (6). He enjoys travel, cooking, music, hockey, skiing and exploring the New England area with his family.

November 22, 2013

~~NOV~~

Beth Saunders
Acton-Boxborough Regional School District Superintendent Search
Future Management Systems, Inc.
900 Cummings Center, Suite 214U
Beverly, MA 01910

Dear Superintendent Search Committee,

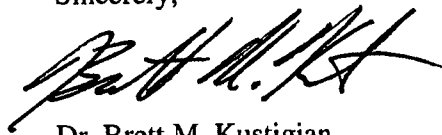
Please accept the enclosed materials in support of my application to become the next Superintendent of the Acton-Boxborough Regional School District. I trust that you will find in these materials evidence that I possess the skills and knowledge that the Acton-Boxborough Regional School District is looking for. Given the background which I bring to this candidacy, both in experience and education, there is a strong correspondence to the qualifications which you are seeking.

I have enclosed all necessary materials as required in your application process. Please note that my letters of recommendation do not include letters from my current school committee. If I am chosen as a semi-finalist, I can provide current letters from members of the Quaboag Regional School Committee. Until such time, I respectfully request that my application remain confidential.

I am confident that my integrity, enthusiasm, high moral character, creativity, work ethic, interpersonal skills, superior communication skills, vision, strong financial skills, and dedication to providing all students an exemplary education will enable me to bring something special to the Acton-Boxborough Regional School District.

I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Brett M. Kustigian", written in a cursive style.

Dr. Brett M. Kustigian

BRETT M. KUSTIGIAN

EDUCATION

- | | |
|------|--|
| 2013 | Ed.D., Educational Policy and Leadership
University of Massachusetts, Amherst, MA |
| 2001 | Certificate of Advanced Graduate Studies, Educational Leadership
University of Connecticut, Storrs, CT |
| 1998 | Master of Arts in Teaching, Concentration in Technology
Sacred Heart University, Fairfield, CT |
| 1996 | Bachelor of Science in Biology, Minor in Education
Sacred Heart University, Fairfield, CT |

MASSACHUSETTS LICENSURE

- | | |
|--------------|--|
| Professional | Superintendent/Assistant Superintendent (All Levels) |
| Professional | Principal/Assistant Principal (9-12) |
| Professional | Principal/Assistant Principal (5-9) |
| Professional | General Science (5-9) |

EXPERIENCE AS SUPERINTENDENT

- | | |
|---------------|--|
| 2009 –Present | Superintendent of Schools
Quaboag Regional School District, Warren, MA |
|---------------|--|
- Planned, coordinated, and implemented a district-wide technology upgrade funded through a debt exclusion. As a result, Quaboag students are now provided access to state-of-the-art technology (i-Pads, laptops, and Smart-boards) in all classrooms across the district.
 - Developed and implemented a comprehensive grant funded K-12 STEM (science, technology, engineering, and math) innovation zone.
 - Initiated an Early College Innovation High School providing college credit and certificate programs in biotechnology and engineering for high school students.
 - Implemented two Innovation STEAM (Science, Technology, Engineering, Arts, and Mathematics) focused elementary schools. Studying the engineering process now starts in kindergarten.
 - Recognized as a Best High School in Massachusetts and ranked nationally by US News (Silver Award in 2012). Quaboag was one of two Massachusetts high schools west of Worcester, MA to receive this honor.
 - Awarded 2012 Commendation School at West Brookfield Elementary School.
 - Implemented lump sum payment of Quaboag Regional Middle High School capital debt through the Massachusetts School Building Authority. This resulted in a savings of 4.2 million dollars over ten years.
 - Transformed Quaboag into a top performing school district earning high profile visits from former Lieutenant Governor Tim Murray (2011), MA Secretary of Education Paul Reville (2011) and Secretary Matthew Malone (2013), and the Commissioner of Elementary and Secondary Education Mitchell Chester (2012).

- Expanded advanced placement program and offerings. Quaboag high school's 2012 advanced placement scores demonstrate one of the highest rates of growth in Massachusetts.
- Negotiated the Massachusetts model for the new teacher evaluation instrument with the Quaboag Education Association ahead of the timelines established by the Massachusetts Department of Elementary and Secondary Education.
- Redesigned staff professional development to incorporate professional learning communities through the implementation of K-12 vertical teams, horizontal instructional study groups, and building based instructional rounds. This research based plan is grounded in the theory of distributed leadership.
- Negotiated a Power Purchase Agreement to bring solar arrays to all schools in the QRSD. Estimated energy saving to the QRSD exceeds 1 million dollars over the next twenty years. In addition to saving money and going green, Quaboag is creating renewable energy curriculum aligned with the Common Core.
- Presented at the 2012 National Joint Labor/Management Conference to show others positive gains in joint labor/management relations. The relationship between the school committee and the union has greatly improved under my leadership.
- Improved school partnerships to include: Cambridge Innovation Center, Massachusetts Math and Science Initiative, Massachusetts Academy of Sciences, Worcester Polytechnic Institute, Massachusetts Life Sciences Center, Boston Museum of Science, Massachusetts Biotechnology Education Foundation, Ecotarium, and Quinsigamond Community College.
- Established a reputation as an extremely competent Superintendent reflected in near perfect evaluation scores from the Quaboag School Committee.
- Developed financially sound, responsible budgets allowing the Quaboag Regional School District to move forward while securing alternative funding through grants and other initiatives.
- Developed long range and immediate goals to reverse the negative effect of a declining school population for Quaboag resulting in an increase in school choice revenue, expanded opportunities for Quaboag students and a first-class reputation as an innovative school district.
- Initiated a comprehensive safety program in partnership with local law enforcement.
- Hired and retained a high performing administrative team.
- Expanded the athletic program at Quaboag High School to include: varsity and junior varsity football, winter and spring track, and cross country.
- Expanded the music, chorus, and drama programs at Quaboag High School.

PRIOR WORK EXPERIENCE

2004 –2009	Principal Douglas High School, Douglas, MA
2003-2004	Acting Principal Douglas High School, Douglas, MA
2001-2003	Assistant Principal Douglas High School, Douglas, MA
2003-2004	Athletic Director Douglas High School, Douglas, MA
2000-2001	Science Teacher Charlton Middle School, Charlton, MA
1997-2000	Science Teacher Tolland Middle School, Tolland, CT

1996-1997 **Graduate Intern**
Windsor Locks Middle School, Windsor Locks, CT

RELEVANT EXPERIENCE

2009-Present Quaboag Regional School District Budget Subcommittee
2009-Present Quaboag Regional School District Policy Subcommittee
2009-Present Quaboag Regional School District Building Subcommittee
2009-Present Quaboag Regional School District Personnel Subcommittee
2009-Present Quaboag Regional School District Strategic Planning Committee
2009-Present Quaboag Regional School District Professional Development Committee
2010-Present Quaboag Regional School District Innovation Planning Committee
2005-2008 Douglas Public Schools Strategic Planning Committee
2005-2008 Douglas Public Schools Budget Subcommittee
2005 Douglas Public School Superintendent Search Committee
2001-2008 Douglas Public Schools Professional Development Committee
2001-2008 Douglas High School Council

AWARDS/MEMBERSHIPS/PRESENTATIONS

2009-Present Massachusetts Association Regional Schools (MARS), Board of Directors 2012-2014
2009-Present Massachusetts Association of School Superintendents (MASS), Member
2009-Present Southern Worcester County Superintendents Association, Member
2009-Present Southern Worcester County Education Collaborative, Board of Directors 2009-2014
2009-Present Worcester County Superintendents Association, Member
2010-Present Massachusetts Math and Science Initiative
2001-Present New England Association of Schools and Colleges, member
2013 University of Massachusetts (Amherst) Dissertation Fellowship
2013 MASS Insight Education School Turnaround Group Discussion
2013 USDA's Healthier School Challenge District Award
2013 Massachusetts STEM Summit, Presenter
2012 US News Silver Award (Quaboag High School)
2012 Massachusetts Commendation School (West Brookfield Elementary School)
2012 US DOE/Ford Foundation, National Joint Labor Management Conference, Presenter
2012 STEAM Innovation School (West Brookfield Elementary School)
2012 STEAM Innovation School (Warren Elementary School)
2011 Massachusetts Solar Energy Award for Excellence
2011 US DOE/Ford Foundation, National Joint Labor Management Conference
2011 STEM Innovation School (Quaboag High School)
2011 STEM Innovation School (Quaboag Middle School)
2011 American Association of Administrators College and Career Readiness, Presenter
2001-2009 National Association of Secondary School Principals, Member
2001-2009 Massachusetts Association of Secondary School Administrators, Member
2001-2009 Central Massachusetts Principals Association, President 2007-2008
2007 USMC Tun Tavern Scholarship (Worcester, MA) to pursue Doctorate
2000 Recipient of Promising Practitioner Award, New England League of Middle Schools
2000 Recipient of Connecticut's Celebration of Excellence Teaching Award

*Massachusetts Department of
Elementary & Secondary Education*

UNOFFICIAL LICENSE INFORMATION**Brett Kustigian**

Charlton, MA 01507

This license information was generated by the educator from the Department's electronic licensure file, ELAR. It should not be taken as proof of current licensure or as an official record. The Department advises that verification of this information via ELAR is always necessary.

Educator: Brett M Kustigian

License #:

MEPID:

Original Certification Date: 03/30/2001

FIELD(LEVEL)	CATEGORY	APPLICATION TYPE	ISSUE DATE	EXPIRATION DATE
General Science (5-9)	ACADEMIC	Professional	09/09/03	09/06/13
*Principal/Assistant Principal (5-9)	ACADEMIC	Professional	09/26/01	09/24/11
Principal/Assistant Principal (9-12)	ACADEMIC	Professional	01/03/05	01/01/15
Superintendent/Assistant Superintendent (All Levels)	ACADEMIC	Professional	11/07/12	11/06/17
* Primary Area				

Please contact the Department of Elementary and Secondary Education customer service at 781-338-6600, if your license information above is incorrect or incomplete.



Brett M. Kustigian

Work History

2009-Present	Superintendent	Quaboag Regional School District, Warren, MA
2004-2009	Principal	Douglas High School, Douglas, MA
2003-2004	Acting Principal	
2001-2003	Assistant Principal	
2003-2004	Athletic Director	
2000-2001	Science Teacher	Dudley/Charlton Regional School District, Charlton, MA
1997-2000	Science Teacher	Tolland Middle School, Tolland, CT
1996-1997	Graduate Intern	Windsor Locks Middle School, Windsor Locks, CT

Education

2013	Ed.D., Educational Policy and Leadership University of Massachusetts, Amherst, MA
2001	Certificate of Advanced Graduate Studies, Educational Leadership University of Connecticut, Storrs, CT
1998	Master of Arts in Teaching, Concentration in Technology Sacred Heart University, Fairfield, CT
1996	Bachelor of Science in Biology, Minor in Education Sacred Heart University, Fairfield, CT

What is the most important aspect of a superintendent's job?

The single most important space in any school district is the classroom. The classroom is where any successful school district's mission and purpose are fulfilled, where the daily interactions between students and teachers yield the kinds of social, emotional, and academic growth that students must have to realize their full potential. Successful superintendents work very hard to support the classroom environment so that teachers have the time and resources they need to be successful

Why is Brett Kustigian the best person for the superintendent of schools position?

I have the leadership skills, education, and experience necessary to not only meet the lofty expectations of the Acton-Boxborough Regional School District, but to exceed them. I am a student-centered leader with a solid record of success as a superintendent in a regional school district. This success comes from my strong work ethic, my moral character, and my ability to bring diverse people together for a common purpose. Most importantly, I am the best person to be your next superintendent because the values and mission of the Acton-Boxborough school community, as outlined in the strategic plan, align perfectly with my own.

What would be your first task as superintendent?

My first task as superintendent will be to meet with as many stakeholder groups as possible. I am a very effective communicator, both in speech and in writing. Equally important, I am an effective listener who values the wisdom, experience, and perspective of each member of the school community. My people skills — skills absolutely essential for long-term success as a superintendent — are perhaps my strongest skills. My first task will be to listen closely to the school community in order to understand and honor the work of the past, establish priorities, and develop a plan of action for the future.

What do you see as the greatest challenge facing the school district?

The school district's greatest challenge in the short term is maintaining a united sense of purpose and a shared vision as a new superintendent leads the Acton-Boxborough School District into full regionalization. The next superintendent must ensure that this transition is seamless and positive while ensuring academic excellence, safeguarding the social, emotional, and physical well-being of all students, welcoming and respecting diversity, and making informed decisions based on current data. I am very well-suited to meeting this challenge. My mission-driven leadership style and my previous success in leading two diverse communities toward a common purpose make me the ideal choice.

What qualities will you bring to help make the full regionalization a success?

My track record of success as a regional superintendent, combined with my intricate knowledge of regional agreements, make me the ideal candidate to ensure that the full regionalization of Acton and Boxborough is a complete success. I currently serve as a member of the Board of Directors for the Massachusetts Association of Regional Schools, a position that has connected me with experts in regionalization across the Commonwealth. I have a deep understanding of best practices in regions and my education and experience make me uniquely equipped to lead a seamless transition and continue the longstanding tradition of excellence in Acton-Boxborough.

What is your philosophy of leadership and can you narrow it down to three words?

I am hardworking, honest, and forward thinking. Working hard has been my trademark throughout my career and I am prepared to devote the long hours necessary to be successful in Acton-Boxborough. I also believe that successful leaders are transparent and value integrity. There is no substitute for honesty and I pride myself in being open and always willing to communicate frankly to all members of the school community. Finally, the ability to think ahead and prepare for the future is a third trait that defines my leadership style. Successful superintendents must be forward-thinking, able to not only manage the increasing commitments and burdens that come with state and federal mandates, but lead the district to realize its full potential in the 21st century.

Is there anything else that adds to your ability to become a successful superintendent?

In addition to my current role as superintendent, I have experience as a classroom teacher, an assistant principal, a principal, and an athletic director. I have an understanding of and a deep appreciation for educators who work tirelessly to support our students. In addition, my role as a parent of three elementary students provides me a unique perspective, a perspective that I believe separates me from other candidates. This perspective informs and further drives my mission to provide a world-class education for students. I understand and acknowledge the vantage points of parents, teachers, and professional staff, allowing me to make, "*Decisions in the best interests of our students.*"