



MCPHERSON & JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT

11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814
FAX: 402-991-7168 ♦ EMAIL: MAIL@MACNJAKE.COM ♦ WEBSITE: WWW.MACNJAKE.COM

For Immediate Release

June 10, 2024

**Contact: Dr. Christy Sinner and Dr. Walt Cooper
McPherson & Jacobson, L.L.C.
402-991-7031/888-375-4814**

**Sargent School District Announces
Finalists for Superintendent Interviews**

The Sargent Board of Education is pleased to announce that they have selected three candidates to interview for their superintendent vacancy. The candidates selected for interviews are:

- Jacquelynn Crabtree - Coaldale, Colorado
- Andrea Davis - Florence Colorado
- Tonya Roswell - Anton, Colorado

Interviews are scheduled to be conducted on June 17, 2024. The board intends to make their selection by June 17, 2024.

Sargent School District retained the services of McPherson & Jacobson, L.L.C. to assist in conducting their search. The consultants reviewed, screened, and conducted extensive background checks on fourteen applicants. On June 10, 2024, the consultants presented the applicants to the Board of Education and provided them detailed background information on each applicant. The board selected three candidates as finalists.

**SARGENT SCHOOL DISTRICT
BOARD OF EDUCATION SPECIAL MEETING
Sargent High School
High School Library
7090 N. Road 2 E.
Monte Vista, Colorado 81144**

**AGENDA
Monday, June 17, 2024**

12:00	BOE Meeting Starts the public meeting
12:05	BOE - Interview Supt. Candidate - Jacquelynn Crabtree Meet and Greet with Community Andrea Davis and Tonya Roswell
1:25	BOE - Interview Supt. Candidate - Andrea Davis Meet and Greet with Community Jaquelynn Crabtree and Tonya Roswell
2:45	BOE - Interview Supt. Candidate - Tonya Roswell Meet and Greet with Community Jacquelynn Crabtree and Andrea Davis
4:00	BOE Executive Session

**Executive Director Search
Stakeholder Feedback Summary Report**

***Sargent School
District
Sargent, Colorado***

Submitted by Christy Sinner, Ph.D. and Walt Cooper, Ed.D.

June 2024





MCPHERSON JACOBSON, LLC

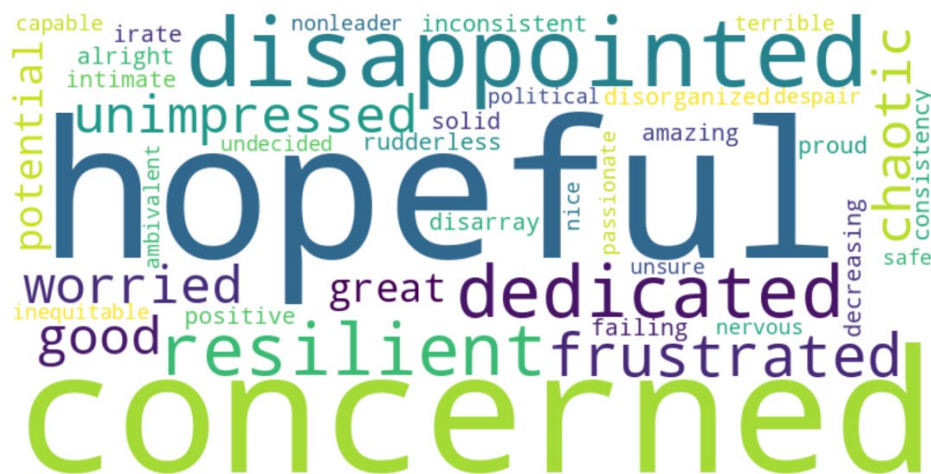
EXECUTIVE RECRUITMENT & DEVELOPMENT

Sargent School District
Superintendent Search
Stakeholder Feedback Report

This report summarizes stakeholder feedback in the Sargent School District Superintendent Search from 86 online survey submissions gathered between May 15 and May 27, 2024.

Stakeholders were presented with the opportunity to respond to a combination of multiple choice, rating scale, and constructed response questions. The cumulative results (all respondent groups combined) of answers to these questions are included in this summary.

1. When asked to identify the one group that most closely identified the respondent's connection to the school district, the largest group, as expected, of respondents self-identified as parents (70%). The balance of survey responses was made up of staff members (25%) and community members (5%).
2. Respondents were then asked, "What one word best describes how you feel about the Sargent School District?" Below is a word cloud depicting the frequency of responses:



Of the responses to this question (56 total responses), 39% indicated a favorable perception (good, proud, optimistic, community, hopeful, etc.) of the district while 54% responded with negative or disappointed descriptors. The remaining responses (7%) were neutral.

3. Respondents were then asked via constructed response to answer the question, “What are three strengths of the district that superintendent candidates should know?” The most common themes emerging from these responses included:

- Tradition and Community:
 - Tradition - 4 mentions
 - Supportive community - 3 mentions
 - Community - 2 mentions
 - Strong community - 2 mentions
 - Close-knit community - 2 mentions
 - Community involvement - 2 mentions
 - Unity - 2 mentions
- Students:
 - Good students - 3 mentions
 - Great students - 2 mentions
- Class Size and School Environment:
 - Small class size - 2 mentions
 - Small classrooms - 2 mentions
 - Small school - 2 mentions
 - Rural - 2 mentions
- Support and Involvement:
 - Supportive parents - 2 mentions
 - Family support - 2 mentions
 - Motivated staff - 2 mentions
 - Dedicated staff - 2 mentions
 - Good teachers - 2 mentions
 - Great teaching staff - 2 mentions
- Other:
 - Resilient - 2 mentions
 - Leadership - 2 mention
 - Accountability - 2 mentions
 - Communication - 2 mentions

4. The next question asked for perceptions (4.0 rating scale) about several operational facets of the Sargent School District. These included (a) Student Achievement, (b) Communications, (c) Preparing Students for College and Career, (d) Relationships with Families, (e) Transparency, (f) Relationships with Staff Members, and (g) Financial Management. Below are the rank-order collective ratings of each item:

Student Achievement	2.63
Relationships with Families	2.45
Preparing Students for College and Career	2.45

Relationships with Staff Members	2.27
Communications	2.04
Transparency	1.73
Financial Management	1.55

5. Respondents were asked to select the three most critical issues from a list of 13 frequently identified issues in public education. The ranking of these critical issues (from most important to least important) indicated:

Staff Recruitment and Retention	51.79%
Financial Management	44.64%
Teacher Quality	41.07%
Academic Outcomes	30.36%
Communication	25.00%
College and Career Readiness	23.21%
Facilities and Grounds	21.43%
Family and Community Relations	17.86%
School Safety and Security	14.29%
Diversity and Engagement	7.14%
Social Emotional Learning	7.14%
Special Education Services	7.14%
Mental Health Services	5.36%

6. As a follow-up question, respondents were asked to identify any additional critical issues the next superintendent should make a priority. Three themes emerged as additional critical issues. They were:

- Legislative and policy changes
- A safe learning environment, including addressing bullying, discipline, and behavior issues impacting the entire school.
- Ensuring the chain of command is followed.

7. Respondents were asked to select the five most important characteristics the next superintendent should have from a list of 23 leadership characteristics. The ranking of these characteristics (from most important to least important) were:

Demonstrates high integrity and ethics and leads by example	55.36%
Places the needs of students above anything else	39.29%
Communicates effectively	37.50%
Stands firm behind decisions that may not be popular	35.71%
Promotes student participation in the arts, athletics, and extracurricular activities	26.79%
Thinks and acts strategically	23.21%
Engages and listens to stakeholders	23.21%

Uses data to make informed and transparent decisions	23.21%
Spends time in classrooms	23.21%
Resolves conflicts with dignity and grace	21.43%
Values educating the whole child	21.43%
Builds strong community relationships	19.64%
Delivers improved student outcomes	17.86%
Builds strong and diverse teams	16.07%
Takes responsibility and is accountable for their actions	16.07%
Maintains a vision focused on the future	16.07%
Possesses a background in public education	16.07%
Is committed to equitable access to learning for all students	12.50%
Fosters creativity, risk-taking, and innovation	10.71%
Promotes safety and security across the district	7.14%
Previous experience as a superintendent	7.14%
Values school autonomy	5.36%
Adapts effectively to changing circumstances	3.57%

8. Respondents were then asked via constructed response to identify any additional characteristics the next superintendent should have. Two themes emerged from these comments. They included:

- Availability and presence on campus
- Courage to stand up to board members and vocal parents

9. Respondents were next encouraged to identify the three best things about the Sargent School District community. The most frequent responses included:

- Community Involvement and Support: Willingness to help, parent support, community taking care of one another, family support.
- Community Values and Culture: Good family values, strong sense of tradition, conservative morals and values, history and generational connections, community is built on hard work.
- Educational Environment: Individual attention given to students, small class sizes, strong desire for academic and athletic success.
- Student and Parent Engagement: Dedication of teachers, students have high expectations of themselves, parents choose to take their children to Sargent.
- Community Characteristics: Small and intimate culture, rural, agriculture, diversity, small.

JACQUELYNN KAY CRABTREE

June 1, 2024

Superintendent

Leadership Skills

- ✓ Effective leader that exhibits democratic servant leadership skills to promote and honor collaboration and communication in a rural environment
- ✓ Successful management of a district/school budget focused on fiscal stewardship
- ✓ Effectively empowers students and teachers through respect, recognition, and the appreciation of all their contributions
- ✓ Committed to developing a community of educators focusing on quality education and opportunities for all students to be productive, successful, safe, happy, learners that demonstrate career and college readiness skills
- ✓ High integrity and moral code that inspires trust and confidence
- ✓ Strong leader in accordance with district, state, and federally mandated laws
- ✓ Appreciates diversity in my team members, students, school, and community while being inclusive of everyone with consideration, courtesy, and compassion to all stakeholders
- ✓ Passionate educator and life-long learner developing a relevant, responsive learning environment

Education & Credentials

Superintendent's Program * Adams State University* Alamosa, Colorado * May 2016

Master of Arts in Educational Leadership * Adams State College * Alamosa, Colorado
K-12 Principal Endorsement * December 2008

Endorsement in Elementary Education * University of Southern Colorado * Pueblo, CO
Reading Minor * June 1999

Bachelor of Science in Psychology * University of Southern Colorado * Pueblo,
Colorado

Biology Minor * May 1994

Associate of Arts * Rich Mountain Community College * Mena, Arkansas * June 1988

Colorado K-12 School Administrator Certification, November 2027

Colorado K-12 School Principal Licensure, October 2027

Colorado Elementary Teacher Licensure, February 2028

Personal & Professional Affiliations

- Lions Club Organization, years of service 2009-2024, Vice President, 2012-2017, Colorado Youth Cancer State Representative, 2020-2022
- CASE, CASSA, AASA, and ASCD

Activities & Honors

Leadership:

- ◆ CASE-CASSA Southern Region Director, 2019-2021, 2022-2024
- ◆ Colorado Rural Schools Alliance 2018-2024
- ◆ Commissioner of Ed's Rural Education Council, 2020-2021
- ◆ Juvenile Service Planning Committee, 2016-2021
- ◆ CDE SB 19-190 Committee, 2019-2020
- ◆ Facilitator for CU-Denver Aspire Classes, 2018-2019
- ◆ CDE P-3 Cadre, 2015-2018, CAESP P-3 Contact, 2015-2018, and NAESP P-3 Presentation in Washington DC, June 2016
- ◆ Accountability Committee, 2008-2024, Co-Chair 2012-2018
- ◆ MTSS and RtI Child Study Team, 2005-2024
- ◆ CAESP Region 5b Director, 2013-2018
- ◆ SCBOCES Curriculum Development, 2012-2014

Honors:

- ◆ CDE Rural Budget Committee/Mark Rydberg, 2023-2024
- ◆ Rural Superintendent Academy, 2022-2023
- ◆ Salida School District Accredited with Distinction, 2021-2022
- ◆ Holly School District Growth from Priority Improvement to Accredited, 2018-2021
- ◆ 2017 Healthy Schools Champions Excellence Award
- ◆ Governor's Distinguished Improvement Award, 2015-2016
- ◆ Cotopaxi School Accredited with Distinction, 2012-2013 and 2014-2015
- ◆ SCTEA 2010 Inspirational Teacher Award
- ◆ CCIRA, Outstanding Service Award 2001

Leadership & Teaching Experience

Superintendent

July 2022 – July

2024

Custer County School District C-1, Westcliffe, Colorado

Director of Academic Affairs

July 2021 – June

2022

Salida School District R-32-J, Salida, Colorado

Superintendent

July 2018 – June

2021

Holly School District RE-3, Holly, Colorado

Principal

2018

Cotopaxi Consolidated Schools, Cotopaxi, Colorado

September 2012 – June

**Title 1 Director, District Grant Coordinator,
& K-12 Reading and Math Interventionist**

Cotopaxi Consolidated Schools, Cotopaxi, Colorado

August 2005 – September 2012

2nd Grade Teacher & Summer School Reading Teacher

Cotopaxi Consolidated Schools, Cotopaxi, Colorado

August 1999 – August 2005

Jacquelyn Crabtree
Sargent School District RE-33J, Monte Vista, CO - Superintendent (331)



COVER LETTER

Cover Letter

Please type your personalized cover letter here.

Cover Letter



Sargent School District
7090 North County Road 2
Monte Vista, CO 81144

June 1, 2024

Dear School Board Members and Advisory Committee,

I am writing to express my enthusiastic interest in the superintendent position at Sargent School District. The district's commitment to student success, opportunities, and future prospects resonates deeply with my own educational values and beliefs. As a visionary superintendent with extensive experience in instructional leadership within small, rural education, I am eager to contribute my skills and experience to a community that prioritizes these ideals. I welcome the opportunity to discuss how I can become a dynamic team member and future superintendent in your district.

For the past two years, I have served as the superintendent of Custer County School District C-1. During my tenure, I have focused on promoting high achievement and growth for all students. I have been instrumental in helping our school recover from the fiscal and psychological impacts of the pandemic, ensuring we maintain our status as an Accredited district. This success has been achieved through a clear vision, instructional focus, and close collaboration with principals, counselors, teachers, staff, students, and the community.

My extensive experience has given me a profound understanding of the unique opportunities and challenges faced by small, rural communities. I have successfully navigated these complexities, leveraging limited resources to maximize student achievement and community engagement. My active participation in organizations such as the Colorado Rural Alliance and the Commissioner's Rural Council highlights my commitment to advocating for the needs of rural districts.

Throughout my career, I have demonstrated a consistent ability to create, articulate, and inspire a shared vision among all stakeholders. At Custer County School District, I fostered a collaborative environment where teachers, staff, students, and community members worked together towards common goals. My efforts have led to a cohesive, motivated community committed to student success.

I am dedicated to the principle of continuous improvement, always seeking ways to enhance educational practices and outcomes. My focus on data-driven decision-making and professional development has driven significant improvements in student performance and district operations. I actively seek feedback and use it to inform ongoing improvements.

Empathy and emotional intelligence are at the core of my leadership style. I believe in leading with integrity, always prioritizing the well-being of students, staff, and the community. My transparent and ethical approach has earned me the trust and respect of those I work with, enabling effective collaboration and positive outcomes.

Effective communication is vital to my role as a superintendent. I actively engage with students, staff, parents,

and community members, listening to their concerns and ideas. My involvement in local organizations like the Cotopaxi Lions Club and Wet Mountain Valley Rotary, as well as my regular presence at community events, ensures that I am accessible and responsive to the needs of the community. This engagement fosters a strong, supportive network that is essential for the success of our schools.

I am excited about the opportunity to bring my passion, integrity, and dedication to Sargent School District. My goal is to continue fostering strong connections between the state, community, and district, ensuring that our collective efforts result in the best possible outcomes for our students. I am confident that my experience and commitment make me a valuable candidate for the superintendent position, and I look forward to the possibility of contributing to Sargent's future.

Thank you for considering my application. I am eager to discuss how my background, skills, and vision align with the needs and goals of Sargent School District.

Sincerely,

Jackie Crabtree

PERSONAL DATA

Personal Data

How did you hear about this position?	McPherson & Jacobson website	Title	XX
First Name	XX	Middle Initial	X
Last Name	XX	Suffix	
Email	XXXXXXXXXXXXXXXXXXXX	Primary Phone	XXXXXXXXXX
Alternate Phone	XXXXXXXXXX		

PERSONAL INFORMATION

Present Address

Street	XXXXXXXXXXXXXXXXXXXX	City	XXXXXX
State	XXXX	Zip Code/Postal Code	XXXXXX

Permanent Address

(If different from Present Address)

Street		City	
State		Zip Code/Postal Code	

Work Authorization

Are you legally able to work in the U.S.? **Yes**

EDUCATION

Undergraduate Institution #1

Type of School	Community College	Name of School	Other: Rich Mountain Community College
City	Mena	State	Arkansas
Attended From (mm/yyyy)		Attended To (mm/yyyy)	
Graduation Date (mm/yyyy)	06/1988	Degree	Other: Associate of Arts
Subject	Other: General Studies		

Undergraduate Institution #2

Type of School	College/University	Name of School	Other: University of Southern Colorado
City	Pueblo	State	Colorado
Attended From (mm/yyyy)		Attended To (mm/yyyy)	
Graduation Date (mm/yyyy)	05/1994	Degree	Bachelor of Science
Subject	Other: Psychology		
<u>Undergraduate Institution #3</u>			
Type of School	College/University	Name of School	Other: University of Southern Colorado
City	Pueblo	State	Colorado
Attended From (mm/yyyy)		Attended To (mm/yyyy)	06/1999
Graduation Date (mm/yyyy)		Degree	
Subject	Other: Elementary Education and Reading Minor		
<u>Graduate Institution #1</u>			
Name of School	Other: Adams State University	City/State	Alamosa
Graduation Date (mm/yyyy)	12/2008	Degree	Master of Arts
<u>Graduate Institution #2</u>			
Name of School	Other: Adams State University	City/State	Alamosa
Graduation Date (mm/yyyy)	05/2016	Degree	Other: Superintendent's Program
<u>Major/Course of Study</u>			
Undergraduate	Psychology	Master's	Educational Leadership
Specialist's		Doctorate	
Publications		Activities/Honors	

EXPERIENCE

Current Employment

Employer Name	Custer County School District C-1	From (mm/yyyy)	07/2022
To (mm/yyyy)	06/2024	Assignment	Superintendent
Reason For Leaving	Being a superintendent requires the right fit for the position, and I am looking for the right match	Supervisor Name	Jake Shy
Supervisor Phone Number	719-429-0846	Supervisor Email	ajbarcattlecompany@yahoo.com
Employer City	Westcliffe	Employer State	Colorado
May we Contact this Employer	Yes		

Professional Experience #2

Employer Name	Salida School District R-32-J	From (mm/yyyy)	07/2021
To (mm/yyyy)	06/2022	Assignment	Director of Academic Affairs
Reason For Leaving	Opportunity for Superintendent Position in Rural District	Supervisor Name	David Blackburn

Supervisor Phone Number **719-530-5203**

Supervisor Email **dblackburn@salidaschools.org**

Employer City **Salida**

Employer State **Colorado**

May we Contact this Employer **Yes**

Professional Experience #3

Employer Name **Holly School District RE-3**
To (mm/yyyy) **06/2021**
Reason For Leaving **Opportunity to be closer to family - I was over 4-1/2 away from anyone during the pandemic**

From (mm/yyyy) **07/2018**
Assignment **Superintendent**
Supervisor Name **Neil Fletcher**

Supervisor Phone Number **719-688-3475**

Supervisor Email

Employer City **Holly**

Employer State **Colorado**

May we Contact this Employer **Yes**

Professional Experience #4

Employer Name **Cotopaxi Consolidated Schools RE-3**
To (mm/yyyy) **06/2018**

From (mm/yyyy) **08/1999**
Assignment **Principal (6 yrs.), K-12 Title 1 Director & Interventionist in Rdg & Math (7 yrs.), 2nd Grade (6 yrs.)**

Reason For Leaving **Promoted to Superintendent**

Supervisor Name **Randy Bohlander**

Supervisor Phone Number **719-529-1291**

Supervisor Email

Employer City **Cotopaxi**

Employer State **Colorado**

May we Contact this Employer **Yes**

Experience Summary

Years of administrative experience **11.5**

DISCLOSURES

Disclosures

Contract Status Are you currently under contract? **Yes**

If Yes, When does it expire? **06/30/2024**

Superintendent Certification

Do you have a Superintendent Endorsement for the state represented by the position listed on this Application Form?

Yes

Background Check

I understand that if I am selected as a finalist for this position, I will need to complete a background check.

Yes

Birkman Personality Questionnaire

I understand that if I am selected as a finalist for this position, I may be required to complete a Birkman International Questionnaire. The results of the questionnaire will be shared with the consultants and the school

district.

Yes

REFERENCES

[REDACTED]

Title

Address

State

Email

From

Reference Letter

[REDACTED]

Title

Address

State

Country

Email

From

Reference Letter

[REDACTED]

Title

Address

State

Email

From

Reference Letter

[REDACTED]

Title

Address

State

Country

Email

From

Reference Letter

[REDACTED]

Title

Address

State

Email

From

Reference Letter

[REDACTED]

ATTACHMENTS

Resume

Legal Information

N/A

Have you ever been placed on leave by your employer for any alleged misconduct?

If yes, explain.

N/A

I authorize my listed references, current and past employers and educational institutions, and anyone else who has information about my work history, education qualification, or fitness to provide such information to the school district for which I have completed an employment application. I release the school district and all persons providing this information to the school district, from any liability whatsoever for obtaining and providing that information, regardless of the results.

Yes

Indicate you have read and agree to these terms by placing both your INITIALS and DATE in the text box.

JKC 06/03/24

SARGENT SCHOOL DISTRICT RE-33J, COLORADO - CRITERIA

Sargent School District RE-33J, Colorado - Criteria

Please describe your strengths and abilities as they relate to the listed criteria.

The Sargent School District RE-33J Board of Education in Monte Vista, Colorado, is seeking a highly qualified Superintendent. The Board of Education seeks an experienced educational leader who:

- Understands and embraces the opportunities and challenges inherent in small, rural communities*
- Effectively creates, motivates, and inspires all stakeholders to achieve a common vision*
- Possesses strong problem-solving skills and decision-making abilities*
- Is committed to continuous improvement*
- Has demonstrated success in serving as a mentor leading systemic and cultural change*
- Demonstrates empathy, emotional intelligence, and integrity*
- Actively engages, listens, and effectively communicates with staff, parents, and community*

As a superintendent with extensive experience in small, rural education, I have developed a deep understanding of the unique opportunities and challenges faced by such communities. In my current role at Custer County School District, I have successfully navigated these complexities, leveraging limited resources to achieve significant educational outcomes. My active involvement in organizations like the Colorado Rural Alliance and the Commissioner's Rural Council demonstrates my commitment to advocating for rural districts and ensuring their voices are heard.

Visionary leadership is at the heart of my approach. I have a proven track record of creating, articulating, and inspiring a shared vision among all stakeholders. At Custer County School District, I fostered a collaborative environment where teachers, staff, students, and community members united around common goals. My ability to motivate and inspire has led to a cohesive, engaged community dedicated to student success and continuous improvement.

My tenure as superintendent has required me to tackle complex issues with strategic problem-solving and effective decision-making. I have demonstrated my ability to make informed decisions that positively impact the district, particularly during challenging times such as the COVID-19 pandemic. My focus on data driven decision-making ensures that our strategies are effective and aligned with our educational goals.

I am deeply committed to the principle of continuous improvement. I believe that education is an evolving field and strive to enhance our practices and outcomes continually. Through ongoing professional development, data analysis, and feedback mechanisms, I have driven significant improvements in student performance and district operations, ensuring that we adapt and grow to meet the needs of our students and community.

As a mentor, I have successfully guided numerous educators into leadership roles, fostering a culture of growth and excellence. My leadership has been instrumental in implementing systemic and cultural changes that have strengthened our educational framework. These changes have been pivotal in maintaining our district's status as an Accredited district and have positioned us for ongoing success.

Empathy, emotional intelligence, and integrity are central to my leadership style. I lead with a focus on the well-being of students, staff, and the community, prioritizing transparency and ethical behavior. This approach has earned me the trust and respect of those I work with, enabling effective collaboration and positive outcomes. My ability to connect with individuals on a personal level ensures that I understand their needs and can address them effectively.

Effective communication and active engagement are vital components of my leadership. I consistently engage with staff, parents, and community members, listening to their concerns and ideas. My involvement in local organizations such as the Cotopaxi Lions Club and Wet Mountain Valley Rotary, along with my regular presence at community events, ensures that I remain accessible and responsive. This engagement fosters a strong, supportive network essential for the success of our schools.

DISCLAIMERS AND AFFIRMATION

District Policy

McPherson & Jacobson, L.L.C. and the client we represent are an Equal Opportunity Employer. McPherson & Jacobson, L.L.C. ensures equal employment opportunities regardless of race, creed, gender, color, national origin, religion, age, sexual orientation, or disability. McPherson & Jacobson, L.L.C. has a policy of active recruitment of qualified minority applicants. Any individual needing assistance in making application for any opening should contact McPherson & Jacobson, L.L.C.

Application Confirmation Statement

I certify that the information provided herein is true and complete to the best of my knowledge. Applicant hereby waives his/her right to confidentiality with regard to his/her work record or criminal record and consents to and authorizes the release of information from current and former employers and/or law enforcement personnel upon inquiry under this application.

I agree to the terms **Affirm**
above

Initials **JKC**

Affirmation Date **06/03/2024**

ANDREA NESTEBY DAVIS

SUMMARY

Experienced educational leader with over 8 years of success creating innovative programs, fostering inclusive school cultures, and building collaborative relationships. Committed to continuous improvement through data-driven decision making, systemic change initiatives, and providing equitable learning pathways for all students. Passionate about empowering staff, engaging families/communities, and ensuring high-quality education.

EXPERIENCE

Cañon City High School, Cañon City, CO

Assistant Principal, August 2020 - Present

Teacher on Special Assignment (TOSA), July 2016 - July 2019

- Interim director for CCSD's Career and Technical Education (CTE) processes. Providing management and reporting to include Perkins grant administration, CTA reimbursement, work-based learning, oversight of the CTE department and pathways development at the secondary level.
- Lead for the design, development, and implementation of the non-traditional, competency based, Tiger Open Pathway (TOP) program, which won the 2018-2019 Colorado Association of School Boards' Student Achievement Award.
- Secondary school assessment coordinator ensuring smooth administration and compliance with state and College Board regulations.
- District lead on CCSD's collaboration with CDE, local community service providers, and agencies for the Sequencing of Services pilot and secondary transition action - improving postsecondary outcomes for students served through an IEP and 504 plan.
- Administration lead for the design, development and direct oversight of Greater Heights, an 18-21 community based transition and work-based learning program for exceptional students with significant support needs.
- The secondary 504 coordinator and lead on the MTSS team, collaborating with teachers, counselors, and parents to implement interventions and monitor student progress.
- Lead on student-led Youth Advisory Council and No Place for Hate programming - promoting a welcoming and inclusive student culture while also serving as a member of the district civility council responsible for developing the school district equity policy.
- Certified in PBL World Gold Standard Project Based Learning and on the secondary team providing annual PBL training to incoming district staff.
- Instructional evaluator providing oversight and coaching of instructors within all assigned content area departments.

LICENSURE & EDUCATION

Professional License Endorsements: School Principal (K-12), CTE Director, English Language Arts 7-12, Social Studies 7-12, Special Education – K-21 Generalist, Elementary Education K-6, CTE - Alternative Cooperative Education (ACE), Early Childhood Education, and Early Childhood Director - Large Center

Master of Education, Special Education, Regis University, Denver, Colorado

Bachelor of Arts, Behavior Science, Metropolitan State University of Denver, Denver, Colorado

Andrea Davis
Sargent School District RE-33J, Monte Vista, CO - Superintendent (331)



COVER LETTER

Cover Letter

Please type your personalized cover letter here.

Cover Letter

McPherson & Jacobson, L.L.C.
11725 Arbor Street, Suite 220
Omaha, NE 68144
888-375-4814

May 30, 2024

Dear Sargent School District RE-33J Board of Education,

I am excited to submit my application for the Superintendent position at Sargent School District RE-33J. With over eight years of experience as an educational leader, I am confident in my ability to embrace the opportunities and challenges inherent in leading a small, rural district.

Throughout my career, I have demonstrated success in creating, motivating, and inspiring stakeholders to achieve a common vision of student-centered, innovative programs. As the lead for the award-winning Tiger Open Pathway (TOP) program at Cañon City High School, I spearheaded this non-traditional, competency-based model. Additionally, I served as the interim CTE director, overseeing Perkins grant administration and work-based learning programs. My role as the secondary assessment coordinator highlights my strong problem-solving and decision-making abilities in ensuring compliance with state regulations and analyzing student performance data.

Fostering an inclusive school culture is a top priority for me. I designed and oversaw Greater Heights, a community-based transition program for exceptional students. I also led the Youth Advisory Council and No Place for Hate initiatives to promote a welcoming environment. My involvement in developing the district equity policy underscores my commitment to continuous improvement and systemic change.

Collaboration and relationship building are essential for effective leadership, and I have a proven track record in this area. As the 504 coordinator and MTSS team lead, I collaborated with teachers, counselors, and parents on interventions and progress monitoring. I partnered with the Colorado Department of Education and agencies for the Sequencing of Services pilot, improving postsecondary outcomes for students with IEPs and 504 plans. I deeply value providing equitable, innovative learning opportunities within an inclusive school and district environment.

With endorsements in School Principal (K-12), CTE Director, and multiple subjects, I have a comprehensive understanding of educational administration and instruction. I hold a Master's in Special Education and am certified in Project Based Learning, having provided PBL training to incoming secondary instructional staff. My career has revolved around a passion for high-quality education and creating multiple pathways for student success.

I am eager to bring my leadership skills, innovative mindset, and unwavering commitment to student achievement to Sargent School District RE-33J. I am confident that my background and vision will complement your team's efforts to create an exceptional educational experience for all students. Thank you for your consideration, and I look forward to the opportunity to discuss how I can contribute to your district's success.

Sincerely,

Andrea "Ande" Davis



PERSONAL DATA

Personal Data

How did you hear about this position?	"Word of Mouth"	Title	
First Name		Middle Initial	
Last Name		Suffix	
Email		Primary Phone	
Alternate Phone			

PERSONAL INFORMATION

Present Address

Street		City	
		Zip Code/Postal Code	

Permanent Address

(If different from Present Address)

Street	City
State	Zip Code/Postal Code

Work Authorization

Are you legally able to work in the U.S.? **Yes**

EDUCATION

Undergraduate Institution #1

Type of School	College/University	Name of School	Other: Metropolitan State University of Denver
City	Denver	State	Colorado
Attended From (mm/yyyy)	01/2007	Attended To (mm/yyyy)	05/2009
Graduation Date (mm/yyyy)	05/2009	Degree	Bachelor of Arts
Subject	Other: Behavior Science, Sociology		

Undergraduate Institution #2

Type of School	Community College	Name of School	Other: Front Range Community College
City	Westminster	State	Colorado
Attended From (mm/yyyy)	01/2004	Attended To (mm/yyyy)	12/2006
Graduation Date (mm/yyyy)	12/2006	Degree	Other:
Subject	Other: Transfer		

Undergraduate Institution #3

Type of School	Name of School
City	State

Attended From
(mm/yyyy)
Graduation Date
(mm/yyyy)
Subject

Attended To
(mm/yyyy)
Degree

Graduate Institution #1

Name of School **Other: Regis University**
Graduation Date **05/2012**
(mm/yyyy)

City/State **Denver**
Degree **Master of Arts**

Graduate Institution #2

Name of School
Graduation Date
(mm/yyyy)

City/State
Degree

Major/Course of Study

Undergraduate **Behavior Science / Sociology**
Specialist's
Publications

Master's **Special Education**
Doctorate
Activities/Honors

EXPERIENCE

Current Employment

Employer Name **Canon City High School,
Canon City Schools,
Fremont RE-1**
To (mm/yyyy) **06/2024**
Reason For Leaving **Seeking leadership
positions out of current
school district**
Supervisor Phone
Number
Employer City **Canon City**
May we Contact
this Employer **Yes**

From (mm/yyyy) **07/2016**
Assignment **Assistant Principal**
Supervisor Name **Bill Summers**
Supervisor Email **william.summers@canoncityschools.org**
Employer State **Colorado**

Professional Experience #2

Employer Name **Westminster Public Schools,
Adams 50**
To (mm/yyyy) **06/2016**
Reason For Leaving **Moved to Fremont County,
Colorado**
Supervisor Phone
Number
Employer City **Westminster**
May we Contact this
Employer **Yes**

From (mm/yyyy) **07/2013**
Assignment **Teacher, Special Education and
Secondary Language Arts**
Supervisor Name **Kiffany Kiewet**
Supervisor Email
Employer State **Colorado**

Professional Experience #3

Employer Name
To (mm/yyyy)
Reason For Leaving
Supervisor Phone

From (mm/yyyy)
Assignment
Supervisor Name
Supervisor Email

Number

Employer City

Employer State

May we Contact this Employer **Yes**

Professional Experience #4

Employer Name

From (mm/yyyy)

To (mm/yyyy)

Assignment

Reason For Leaving

Supervisor Name

Supervisor Phone Number

Supervisor Email

Employer City

Employer State

May we Contact this Employer

Experience Summary

Years of administrative experience **8**

DISCLOSURES

Disclosures

Contract Status

Are you currently under contract? **Yes**

If Yes, When does it expire? **06/2024**

Superintendent Certification

Do you have a Superintendent Endorsement for the state represented by the position listed on this Application Form?

No

Background Check

I understand that if I am selected as a finalist for this position, I will need to complete a background check.

Yes

Birkman Personality Questionnaire

I understand that if I am selected as a finalist for this position, I may be required to complete a Birkman International Questionnaire. The results of the questionnaire will be shared with the consultants and the school district.

Yes

REFERENCES

Title

Address

State

Zip

Phone

To

Title

Relationship

Address [REDACTED] *City* [REDACTED]
State [REDACTED] *Zip* [REDACTED]
Country [REDACTED]
Email [REDACTED] *Phone* [REDACTED]
From [REDACTED] *To* [REDACTED]
Reference Letter [REDACTED]

[REDACTED]
Title [REDACTED] *Relationship* [REDACTED]
Address [REDACTED] *City* [REDACTED]
State [REDACTED] *Zip* [REDACTED]
Country [REDACTED]
Email [REDACTED] *Phone* [REDACTED]
From [REDACTED] *To* [REDACTED]
Reference Letter [REDACTED]

[REDACTED]
Title [REDACTED] *Relationship* [REDACTED]
Address [REDACTED] *City* [REDACTED]
State [REDACTED] *Zip* [REDACTED]
Country [REDACTED]
Email [REDACTED] *Phone* [REDACTED]
From [REDACTED] *To* [REDACTED]
Reference Letter [REDACTED]

[REDACTED]
Title [REDACTED] *Relationship* [REDACTED]
Address [REDACTED] *City* [REDACTED]
State [REDACTED] *Zip* [REDACTED]
Country [REDACTED]
Email [REDACTED] *Phone* [REDACTED]
From [REDACTED] *To* [REDACTED]
Reference Letter [REDACTED]

ATTACHMENTS

Attachments

Resume [REDACTED]
Transcript [REDACTED]
Other [REDACTED]

BACKGROUND INFORMATION

Legal Information

Please Note: A conviction will not necessarily bar you from employment. Facts, such as date of occurrence and rehabilitation will be considered. This information will be used only for job-related purposes and only to the extent permitted by applicable law.

Have you ever been **No**

*convicted of a
violation of law other
than a minor traffic
violation?*

If yes, please explain

Have you been **No**
*convicted of any
offense for physical
or sexual abuse of a
child?*

If yes, please explain

Have you ever been involuntarily terminated or asked to resign, or resigned in lieu of termination from the employment of another school district?

No

If yes, please give the name of the district, the date and the reason for the resignation or termination

Background

Have you ever been **No**
*placed on leave by
your employer for
any alleged
misconduct?*

If yes, explain.

I authorize my listed references, current and past employers and educational institutions, and anyone else who has information about my work history, education qualification, or fitness to provide such information to the school district for which I have completed an employment application. I release the school district and all persons providing this information to the school district, from any liability whatsoever for obtaining and providing that information, regardless of the results.

Yes

Indicate you have read and agree to these terms by placing both your INITIALS and DATE in the text box.

ALD 5/29/2024

SARGENT SCHOOL DISTRICT RE-33J, COLORADO - CRITERIA

Sargent School District RE-33J, Colorado - Criteria

*Please describe your
strengths and
abilities as they relate
to the listed criteria.*

The Sargent School District RE-33J Board of Education in Monte Vista, Colorado, is seeking a highly qualified Superintendent. The Board of Education seeks an experienced educational leader who:

- Understands and embraces the opportunities and challenges inherent in small, rural communities*
- Effectively creates, motivates, and inspires all stakeholders to achieve a common vision*
- Possesses strong problem-solving skills and decision-making abilities*
- Is committed to continuous improvement*
- Has demonstrated success in serving as a mentor leading systemic and cultural change*
- Demonstrates empathy, emotional intelligence, and integrity*
- Actively engages, listens, and effectively communicates with staff, parents, and community*

Throughout my career as an educational leader, I have cultivated strengths and abilities that directly align with the search criteria outlined by the Sargent School District RE-33J Board of Education. With over eight years of experience in rural K-12 settings, I possess an understanding of the unique opportunities and challenges inherent in small communities. My differing roles have required me to navigate limited resources while capitalizing on the close-knit nature of my rural district to build strong relationships and foster a shared sense of purpose.

A cornerstone of my leadership approach is the ability to effectively create, motivate, and inspire stakeholders to achieve a common vision. As the lead for the award-winning Tiger Open Pathway program, I brought

together teachers, students, families, and community partners to implement this innovative, competency-based model successfully. My skills in clear communication, active listening, and empathy enabled me to unite diverse perspectives around a student-centered vision for learning.

Strong problem-solving and decision-making abilities are essential for effective leadership, and I have consistently demonstrated these skills throughout my career. As the secondary assessment coordinator, I ensured compliance with state regulations while analyzing student performance data to drive instructional improvements. My role in overseeing CTE processes and Perkins grant administration and work-based learning programs also equipped me with the experience to make strategic decisions that maximize resources and align with district goals.

I am deeply committed to continuous improvement and have a proven track record of leading systemic and cultural change initiatives. My involvement in developing the district equity policy and implementing programs like Greater Heights 18-21 Transition Program and the Youth Advisory Council underscores my dedication to creating an inclusive, welcoming environment for all students and staff. I approach these efforts with empathy, emotional intelligence, and integrity, building trust and buy-in through authentic engagement and collaboration. As the MTSS team lead and 504 coordinator, I worked closely with teachers, counselors, and parents to implement interventions, monitor progress, and ensure equitable support for diverse learners. Leading the district partnership with the Colorado Department of Education on the Sequencing of Services pilot further highlights my ability to lead systemic improvements that positively impact student outcomes. Serving our community as an educational leader is a responsibility in which I take great pride.

DISCLAIMERS AND AFFIRMATION

District Policy

McPherson & Jacobson, L.L.C. and the client we represent are an Equal Opportunity Employer. McPherson & Jacobson, L.L.C. ensures equal employment opportunities regardless of race, creed, gender, color, national origin, religion, age, sexual orientation, or disability. McPherson & Jacobson, L.L.C. has a policy of active recruitment of qualified minority applicants. Any individual needing assistance in making application for any opening should contact McPherson & Jacobson, L.L.C.

Application Confirmation Statement

I certify that the information provided herein is true and complete to the best of my knowledge. Applicant hereby waives his/her right to confidentiality with regard to his/her work record or criminal record and consents to and authorizes the release of information from current and former employers and/or law enforcement personnel upon inquiry under this application.

I agree to the terms **Affirm**
above

Initials **ald**

Affirmation Date **05/29/2024**



TONYA RODWELL



Summary

Experienced and hardworking small rural superintendent with 8 years of success leading and managing all levels of school and district areas. Familiar with regulatory requirements, business administration principles and staff development techniques. Skilled at taking on challenging issues with limited resources to deliver excellent results.

Skills

- Staff and educator guidance
- Team collaboration
- Data-driven instruction
- Curriculum development and oversight
- Grant proposals
- Student performance data
- Employee performance evaluations
- School culture

Experience

Yuma School District -1 | Yuma , CO

Principal

07/2021-Current

- Provided educational leadership to instructional staff including vertical alignment specific to grades 5-8.
- Coordinated MTSS systems and structures in improve academic outcomes for individual students.
- Sponsored Student Council for middle school level students
- Acted as Gifted and Talented Coordinator.
- Provided leadership to improve school culture for staff and students.
- Advocated for staff and student accountability.
- Supported non-certified staff in obtaining teaching certification.
- Developed master schedule for new 4 day schedule.
- Hosted student teachers to encourage recruitment

Arickaree School District R-2 | Anton, CO

Superintendent

07/2018 - 06/2021

- Directed school system operations with proactive and forward-thinking mindset to achieve goals like maintaining in-person learning during the COVID 19 pandemic.
- Evaluated student and teacher performance against trends to determine future needs and make appropriate plans.
- Created and oversaw policies affecting all schools, employees and students.
- Presented quarterly updates and reports measuring performance against benchmarks to school board.
- Cultivated positive relationships with support staff and school leadership through regular communication and constructive feedback.
- Developed courses for professional development to support enhancement of skills for system staff and faculty.
- Cultivated positive relationships with support staff and school leadership through regular communication and constructive feedback.
- Presented updates and reports measuring performance against benchmarks to school board.

Cheraw School District 31 | Cheraw,
Colorado
Superintendent of Schools
07/2013 - 06/2018

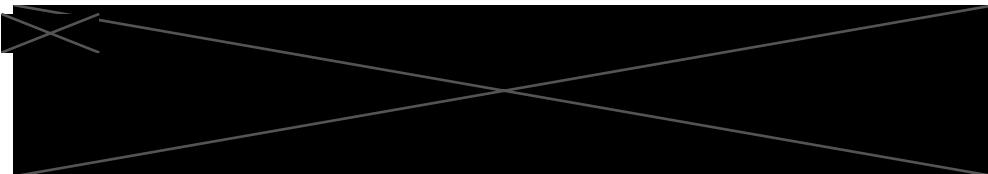
- *Shared activities director responsibilities ensuring student growth and safety
- *Wrote and received a technology grant for \$75,000.00
- *Mentored newly hired educators and provided encouragement and feedback
- *Evaluated teaching staff using the Colorado Teacher Rubric
- *Evaluated all non-licensed staff
- *Coordinated Gifted and Talented Program
- *Developed new website

Arickaree School District R-2 | Anton,
Colorado
Elementary School Teacher
08/2009 - 06/2013

- Formed deep relationships with parents and students by engaging groups through conferences, emails, texts and phone calls.
- Instructed students individually and in groups using varied teaching methods.
- Cultivated classroom environment focused on inclusion and growth, fostering both social and academic development.
- Helped students learn to persevere with challenging tasks and build resilience for later educational efforts.
- Referred to district standards to plan lessons and prepare students to take standardized assessments.
- Instructed students in standardized subjects as well as general learning strategies and skills for social development and character.
- Improved delivery of instruction by analyzing and distilling test data to identify opportunities for intervention and enrichment, using Rigorous Curriculum Development.
- Oversaw class field trips to keep students safe and educate about related topics.
- Created customized grading rubrics powerful assessment tools.
- Attended in-service training and professional development courses to stay on top of policy and education changes.
- Established and communicated clear learning objectives to foster student progress and academic performance.

Additional Information

References



Tonya Rodwell
Sargent School District RE-33J, Monte Vista, CO - Superintendent (331)



COVER LETTER

Cover Letter

Please type your personalized cover letter here.

Cover Letter

Tonya Rodwell



February 27,2024

Sargent School District

RE: Superintendent

Dear Selection Committee,

Please accept this letter as an expression of my interest in the superintendent position advertised in your district. I am a highly motivated and progress focused superintendent/principal with a long-standing background in education. With a track record of initiative and dependability, I have devised strategic initiatives which I believe will prove valuable to the Board of Education, staff, students, and parents.

Throughout the course of my career, I have worked tirelessly to improve my understanding of school law, policies, the teacher evaluation system, as well as continue to be a visible part of the community. I am a capable and consistent problem-solver skilled at prioritizing and managing projects with proficiency.

In my previous role as superintendent/principal, I contributed communication, team-building, and safety and compliance toward team efforts and school improvement. I was selected to attend the National Rural Education Conference in 2018 to discuss strategies for improvement. I am progressive minded and in tune with new developments in my field. I have proven to be effective and collaborative with strong leadership talents. During the spring of 2020, I helped my district transition into distance learning by providing the necessary technology and internet connectivity. We have been able to provide in-person learning the following year without interruption of quarantining a single cohort. I enjoy collective brainstorming sessions which allow me to coordinate activities to achieve a common goal.

I have spent several years in a dual role as superintendent/principal and feel that the process of education is deeply rooted in forming relationships. I would like to join your team for several reasons. I share the same values of putting students first and small community living. I believe in integrating into the community on multiple levels inside the school as well as local organizations and groups. I would love the chance to meet new students, staff and community members as well as help support students in meeting their individual goals.

My educational philosophy is simple. I believe every child has the ability to learn when educators make instruction engaging and relevant. One that prepares them to be individual thinkers, one that provides them with the tools necessary for any future they pursue, and one that shows they are valued. Every student deserves someone who believes in them and is willing to advocate for them regardless of academic prowess, socio-economic status, or gender.

Please take a minute to review my attached resume and credentials. I would greatly appreciate the opportunity to speak with you regarding my candidacy.

Thank you for your consideration.

**Sincerely,
Tonya Rodwell**

PERSONAL DATA

Personal Data

How did you hear about this position?	School board association posting	Title	XX
First Name	XX	Middle Initial	X
Last Name	XX	Suffix	
Email	XXXXXXXXXXXXXXXXXXXX	Primary Phone	XXXXXXXXXX
Alternate Phone	XXXXXX		

PERSONAL INFORMATION

Present Address

Street	XXXXXXXXXXXX	City	XX
XXXXXXXXXXXX		Zip Code/Postal Code	XXXX

Permanent Address

(If different from Present Address)

Street	City
State	Zip Code/Postal Code

Work Authorization

Are you legally able to work in the U.S.? **Yes**

EDUCATION

Undergraduate Institution #1

Type of School	College/University	Name of School	Other: University of Northern Colorado
City	Greeley	State	Colorado
Attended From (mm/yyyy)	01/2002	Attended To (mm/yyyy)	06/2004
Graduation Date (mm/yyyy)	06/2004	Degree	Bachelor of Arts
Subject	Other: Elementary Education		

Undergraduate Institution #2

Type of School	Name of School
City	State
Attended From (mm/yyyy)	Attended To (mm/yyyy)
Graduation Date (mm/yyyy)	Degree
Subject	

Undergraduate Institution #3

Type of School	Name of School
City	State
Attended From (mm/yyyy)	Attended To (mm/yyyy)
Graduation Date	Degree

(mm/yyyy)

Subject

Graduate Institution #1

Name of School	Other: University of Northern Colorado	City/State	Greeley/ Colorado
Graduation Date (mm/yyyy)	06/2021	Degree	Master of Arts

Graduate Institution #2

Name of School	City/State
Graduation Date (mm/yyyy)	Degree

Major/Course of Study

Undergraduate	Elementary Education	Master's	Educational Leadership
Specialist's		Doctorate	
Publications		Activities/Honors	

EXPERIENCE

Current Employment

Employer Name	Yuma School District	From (mm/yyyy)	07/2021
To (mm/yyyy)	06/2025	Assignment	Middle School Principal
Reason For Leaving	I would like to continue to grow in my professional practices	Supervisor Name	Dianna Chrisman
Supervisor Phone Number	9708485831	Supervisor Email	chrismand@yumaschools.net
Employer City	Yuma	Employer State	Colorado
May we Contact this Employer	Yes		

Professional Experience #2

Employer Name	Arickaree School District R-1	From (mm/yyyy)	07/2018
To (mm/yyyy)	06/2021	Assignment	Principal/Superintendent
Reason For Leaving	I moved to a larger district for more experience	Supervisor Name	Harold Jefferson
Supervisor Phone Number	970-554-0265	Supervisor Email	hjefferson2010@hotmail.com
Employer City	Anton	Employer State	Colorado
May we Contact this Employer	Yes		

Professional Experience #3

Employer Name	Cheraw School District 31	From (mm/yyyy)	07/2013
To (mm/yyyy)	06/2018	Assignment	Principal/Superintendent
Reason For Leaving	A position became available in my home town area	Supervisor Name	Donna Rohde
Supervisor Phone Number	719-468-9043	Supervisor Email	donna.rohde@state.co.us
Employer City	Cheraw	Employer State	Colorado
May we Contact this Employer	Yes		

Professional Experience #4

Employer Name	From (mm/yyyy)
To (mm/yyyy)	Assignment
Reason For Leaving	Supervisor Name
Supervisor Phone Number	Supervisor Email
Employer City	Employer State
May we Contact this Employer	

Experience Summary

Years of administrative experience **11**

DISCLOSURES

Disclosures

Contract Status	Are you currently under contract?	Yes
-----------------	-----------------------------------	------------

If Yes, When does it expire? **June 30, 2025**

Superintendent Certification

Do you have a Superintendent Endorsement for the state represented by the position listed on this Application Form?

No

Background Check

I understand that if I am selected as a finalist for this position, I will need to complete a background check.





























Yes

Birkman Personality Questionnaire

I understand that if I am selected as a finalist for this position, I may be required to complete a Birkman International Questionnaire. The results of the questionnaire will be shared with the consultants and the school district.

Yes

REFERENCES

		
Title		
Address		
State		
Country		
Email		
From		To 
Reference Letter		
		
		
		
		
		
		

From	[REDACTED]	To	[REDACTED]
Reference Letter	[REDACTED]		
[REDACTED]			
Title	[REDACTED]		[REDACTED]
Address	[REDACTED]		[REDACTED]
State	[REDACTED]		[REDACTED]
Country	[REDACTED]		
Email	[REDACTED]		[REDACTED]
From	[REDACTED]		[REDACTED]
Reference Letter	[REDACTED]		
[REDACTED]			
Title	[REDACTED]		[REDACTED]
Address	[REDACTED]		[REDACTED]
State	[REDACTED]		[REDACTED]
Country	[REDACTED]		
Email	[REDACTED]		[REDACTED]
From	[REDACTED]		[REDACTED]
Reference Letter	[REDACTED]		

ATTACHMENTS

Attachments

Resume	[REDACTED]
Transcript	[REDACTED]
Other	[REDACTED]

BACKGROUND INFORMATION

Legal Information

Please Note: A conviction will not necessarily bar you from employment. Facts, such as date of occurrence and rehabilitation will be considered. This information will be used only for job-related purposes and only to the extent permitted by applicable law.

Have you ever been convicted of a violation of law other than a minor traffic violation? **No**

If yes, please explain

Have you been convicted of any offense for physical or sexual abuse of a child? **No**

If yes, please explain

Have you ever been involuntarily terminated or asked to resign, or resigned in lieu of termination from the employment of another school district?

No

If yes, please give the name of the district, the date and the reason for the resignation or termination

Background

Have you ever been placed on leave by your employer for any alleged misconduct?

No

If yes, explain.

I authorize my listed references, current and past employers and educational institutions, and anyone else who has information about my work history, education qualification, or fitness to provide such information to the school district for which I have completed an employment application. I release the school district and all persons providing this information to the school district, from any liability whatsoever for obtaining and providing that information, regardless of the results.

Yes

Indicate you have read and agree to these terms by placing both your INITIALS and DATE in the text box.

TR

SARGENT SCHOOL DISTRICT RE-33J, COLORADO - CRITERIA

Sargent School District RE-33J, Colorado - Criteria

Please describe your strengths and abilities as they relate to the listed criteria.

The Sargent School District RE-33J Board of Education in Monte Vista, Colorado, is seeking a highly qualified Superintendent. The Board of Education seeks an experienced educational leader who:

- *Understands and embraces the opportunities and challenges inherent in small, rural communities*
- *Effectively creates, motivates, and inspires all stakeholders to achieve a common vision*
- *Possesses strong problem-solving skills and decision-making abilities*
- *Is committed to continuous improvement*
- *Has demonstrated success in serving as a mentor leading systemic and cultural change*
- *Demonstrates empathy, emotional intelligence, and integrity*
- *Actively engages, listens, and effectively communicates with staff, parents, and community*

I have served in the superintendent/principal role for eight of my thirteen years in administration. I have served in the principal role for the additional five years. Through these experiences, I have learned it is essential to establish open communication with the Board of Education members. Three essential principles or beliefs I have as an administrator which guide me are: the belief that every child has the ability to learn as long as educators make learning accessible, engaging, and fun. I believe there is a true difference between equality and equity, but you must have both in order to provide quality educational opportunities for students and a strong work environment for staff. I also believe open communication is a necessity for students, staff, parents, and community members to feel connected to the school and district. I believe open communication is key to a strong educational system. I operate under an open door policy where I am as transparent as possible. I know there are time when statute does not allow for full disclosure, but being as open as possible creates trust amongst all stakeholders. I have found that a weekly update to students, staff, parents and community members creates ties back to the school. I believe in being present at school functions so those same stakeholders have access to me and know that I support school activities. I return phone calls and emails within 24 hours so people with concerns feel they have been heard. All of this helps to build relationships and relationships are the foundational mechanism for great instruction. Over the past thirteen years in administration I have learned that there is no way to please everyone when making decisions. I have also learned there can always be a way to find middle ground so that not any one person feels alienated by decision outcomes. Listening to the Board of education, staff, students, parents, and community members is one way to find concessions on everyone's part. I firmly believe everyone needs to have input into decisions, policy and procedure needs to be followed, and discussion with Board members needs to happen before any long lasting conclusion is made. Along with these steps, I believe the only way to truly assess the effectiveness of these decisions is that they benefited the majority. That effectiveness can be assessed by implementing anonymous feedback surveys for all stakeholders to participate in quarterly. This has helped me to improve my performance every year.

I believe rural communities are the backbone of our country. They provide a setting where hard work, perseverance and honesty are molded, while humility and integrity are honored. Rural communities value people and personal ties. A place where the words friends and family are interchangeable when describing people you know. Every school district faces challenges in funding, recruitment and retention of highly qualified instructors, and providing educational opportunities for individual interests. However, these are intensified for rural districts. The current funding formula does not adequately take into account the "cost of doing business" faced by rural districts. The teacher shortage faced state wide is having a huge impact on these districts because without some very creative methods it is almost impossible to compete with larger urban districts or become a stepping-stone for first year teachers who move on at the first opportunity. Then adding the struggle of trying to provide a variety of academic and career readiness opportunities for students, making the job of rural districts very daunting. I have been, and have chosen to continue to be, a part of this environment because I believe every child has the right to an education. Parents and students should not have to choose between living in a place they love and receiving a valuable education. I believe both of these are possible within the same setting if the school district has a strong academic and career readiness program.

Raising student achievement starts with the end goal in mind. Producing students who can compete successfully after high school begins with a great elementary education. One that prepares them to be excellent readers in order to access their education. Data shows children who are not at grade level reading by third grade struggle significantly through the remainder of their education. I believe a strong educational foundation in reading, mathematics, and writing are integral in setting a student on the right educational path. All other content areas rely heavily on these basics for application of additional or higher order thinking and learning. Technology is a large portion of the process in making students successful as well. This has never been more evidenced than during the pandemic. Even outside of the pandemic, technology opens up opportunities for high school student to take online classes in order to explore relevant electives, provide STEAM opportunities, and help differentiate instruction for all levels. Extra-curricular activities afford learning opportunities unlike those in the classroom setting. Teamwork, leadership, sportsmanship, public speaking, organization, and grit are just a few examples of the character building lessons offered through athletics, FFA, FBLA, drama, and student council. The best part about rural districts is that every student has the opportunity to participate in each one! In 2014, I was selected to speak at the Rural Education National Forum to discuss how students in my district had closed the achievement gap between free and reduced and non-free and reduced students on ACT composite scores. This year, the middle school I am principal for, is the only building in our district that met state expectations in any subcategory of CMAS. Our students who met district expectations for ACCESS testing more than doubled from 22% to 46%.

I believe my experience and dedication make me a good fit for the superintendent position. I would love the opportunity to discuss in person.

DISCLAIMERS AND AFFIRMATION

District Policy

McPherson & Jacobson, L.L.C. and the client we represent are an Equal Opportunity Employer. McPherson & Jacobson, L.L.C. ensures equal employment opportunities regardless of race, creed, gender, color, national origin, religion, age, sexual orientation, or disability. McPherson & Jacobson, L.L.C. has a policy of active recruitment of qualified minority applicants. Any individual needing assistance in making application for any opening should contact McPherson & Jacobson, L.L.C.

Application Confirmation Statement

I certify that the information provided herein is true and complete to the best of my knowledge. Applicant hereby waives his/her right to confidentiality with regard to his/her work record or criminal record and consents to and authorizes the release of information from current and former employers and/or law enforcement personnel upon inquiry under this application.

I agree to the terms **Affirm**
above

Initials **TR**

Affirmation Date **05/23/2024**