Response to Quote Request:

Denver Board of Education: Search Firm

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Denver Public Schools (DPS) is a dynamic organization comprised of dedicated individuals, each committed to building brighter futures for students and to creating conditions for every student to thrive. The district’s focus is on academically engaging, socially responsive, and culturally rich learning experiences that propel students toward the lives of their dreams. DPS has long served as a model nationally for its innovation on behalf of its students. Equity is at the heart of every action and every decision in the district. DPS is at a critical juncture in its continued progress toward meeting the ambitious goals outlined in the Denver Plan. As the DPS Board of Education prepares to identify the district’s next Superintendent, an opportunity emerges to develop a search process that both identifies and screens diverse talent, and engages stakeholders thoughtfully from beginning to end. The district will benefit from the partnership and support of a firm that is deeply familiar with the challenges and opportunities inherent to the Superintendent’s role and experienced in the development of a transparent recruitment and screening approach that mitigates bias, ensures equity in decision-making, and engages stakeholders authentically throughout the process.

Alma Advisory Group (Alma) is honored to submit a proposal to lead this important search for the next Superintendent of Denver Public Schools. Alma is a mission-driven consulting services organization, founded by Monica Santana Rosen, a woman of color who has dedicated her career to building the capacity of leaders in education to make bold and often complex moves on behalf of their students. Alma is well-established as a trusted advisor, thought partner and consultant for a number of dynamic nonprofits and school systems nationally. We have demonstrated steadfast support for our clients, with results and measurable impact that have benefited our clients’ schools well beyond our engagement. We believe in capacity-building at our core, and we bring that unique lens to our executive search practice. We also have a clear focus on equity and diversity in hiring, and we leverage our expertise to build competency-based screening processes that mitigate bias, and help our clients stay grounded in the skills most important for the role.

We have worked in some of the most politically complex environments in education. We are experts in stakeholder engagement and will astutely advise the district on the best ways to garner input and communicate transparently with stakeholders throughout the process. Finally, our network is strong. We have a successful track record filling top leadership posts in nonprofits and districts nationally. We leverage our national network and connections with education leaders throughout the country, who offer us their unique perspective on sometimes unknown but effective leaders showing potential and readiness to meet the requirements of our clients’ openings.

These characteristics distinguish us among others in the field. As such, we are confident that we are the best qualified to support the search for your next Superintendent. Thank you for your thoughtful approach to this selection, and for your consideration of our firm. We welcome any questions you may have about this response.

Best,

Monica Santana Rosen, Chief Executive Officer
Section B - Pricing

Budget and Invoicing Schedule
Our budget to complete this search is driven by our estimated time and effort and benchmarked at 25% of the current Superintendent’s salary at $65,000. This fee is inclusive of all expenses associated with launching and completing the search.

Work completes when a successful candidate is hired, which we expect will be within 4 months of project launch, however, will continue until the search is complete. We propose the following invoicing schedule:

- 30% ($19,500) upon delivery of job description and recruiting strategy and launch of the search, estimated within 2 weeks of project start.
- 30% ($19,500) upon completion of initial stakeholder sessions, delivery of first set of first-round interview guide including interview questions, and first set of candidates delivered, typically 4 to 6 weeks following recruitment launch.
- 30% ($19,500) when second round screening materials, including all interview questions, scenarios and performance tasks, are delivered and satisfactory delivery of finalist candidate pool, typically 8 to 12 weeks after search launches, and runs through completion of interview process.
- Final payment of 10% ($6,500) when selection/offer decision made, typically within 4 months, but can take longer. This will include the completion of finalist interview activities and materials, including structure and design of any virtual stakeholder-related town convenings and interviews to engage with finalists.

The fee is not significantly different for a national search versus a local search. This is our maximum fee, and it is directly connected to the estimated time and effort associated with this search. However, if this price point turns out to be above your budget, we are willing to negotiate the parameters of our scope and fee to satisfactorily meet the budget requirements of your search.

Our service philosophy is that we will be available for any consultation needed throughout the search and will make ourselves available via cell phone and email during and outside of normal business hours as needed to consult the Board throughout the process.

Fees for additional services, if required, will be negotiated based on the actual services needed and time required. At this time, we are assuming that travel and in-person convenings will not be possible. Therefore, we are not estimating expenses associated with Alma team travel at this time.
About our Executive Search Practice
Alma supports school systems and nonprofits through the recruitment, screening, and hiring of executive level roles. Our search efforts leverage our national network and connections with education leaders throughout the country, who offer us their unique perspective on often unknown but effective leaders showing potential and readiness to meet the requirements of our clients’ openings. We emphasize diversity and proven results in the candidates we bring forward. Our work begins with a thoughtful clarification of the competencies required of the job, and we work to calibrate with our clients throughout recruitment and screening, to ensure that our approach truly surfaces those leaders with the background, experiences, and results that our clients seek. We then modify our screening process, stakeholder engagement and recommended approach for finalist interviews based on the unique context of the organization we are serving. We offer the extended capacity organizations need to find the best leaders for executive leadership roles, as these searches typically require a more time intensive and personalized approach than other recruitment endeavors.

We are not a traditional search firm. The Alma team carries out each search with a focus on organizational capacity-building, so that our clients may replicate the search process without us if desired beyond our engagement. As former education leaders, we bring to our work a unique understanding of urban school systems, and a dedication to having a positive impact for students. Our proposed approach includes the following steps (suggested timeline included):

1. **Stakeholder Engagement on Organizational Priorities and Key Competencies for the Role (January - February)**
   The Alma team can meet virtually with select members of the Denver Public Schools Board of Education and other key stakeholders to gather their input on the role and the steps of the selection process. Alma will collaborate the district’s community engagement firm to plan for communication and stakeholder engagement throughout the process. This will include thinking through the best approach to gather input from parents, staff and leaders on the priorities for Denver Public Schools moving forward, and the desired skills and competencies for the new Superintendent. We would then work to incorporate feedback gained into the subsequent steps of the process, including job description, recruitment strategy and screening process design.

2. **Role Clarification and Job Description (Early to Mid-January)**
   The Alma team will review any job descriptions already created and facilitate conversations with key leaders to clarify and confirm the most important competencies required of the position, and those traits that contribute to a successful team culture within the organization’s unique context. Based on these conversations, the Alma team will refine the job description with an eye toward attracting the desired candidate, and explicitly describing the leadership attributes most important for the role.

3. **Recruitment Strategy Development and Execution (Mid- to Late-January)**
   Based on the role clarification, the Alma team will research the local and national market and craft a recruitment strategy, with recommended sources to recruit for top candidates, and will build a network contact list for personal outreach to help spread the word about the position and pursue nominations of high-potential candidates. The Alma team will then partner with the Board to build a pool of potential candidates and monitor the results of recruitment efforts.

4. **Screening Process Design (Late January to early February)**
   In addition to designing the recruitment strategy, the Alma team will propose the steps of a screening process for the role and draft all interview tools. Decisions will include which internal team members and/or stakeholders should be engaged in the screening process, key roles in the interview process, and sequence of steps from first screen to final hiring decision. This will also include the creation of performance tasks to assess the competencies required for the role. Our purpose is to minimize bias at every step in the process, and keep the process focused on assessing those skills most important for the role.

5. **Monitoring of Incoming Talent Pool and Initial Screening of Top Candidates (February to March)**
   The Alma team will monitor incoming applications together with the organization and will work proactively to ensure a strong pool of candidates continue to apply for the role. As part of this effort, the team will meet with
the organization weekly to review progress and will provide reports with clear data tracking metrics to understand the strength and diversity of the pool and status on candidates in process, including the number of candidates at each step (e.g., first screen, second screen, rejections, etc.). We will also review incoming resumes and identify top candidates for a first-round screen in partnership with our client. The Alma team will carry out first-round interviews and recommend candidates for second round interviews to be completed by the client organization. Candidate profiles will be provided for any interviewed candidates summarizing candidate strengths, questions, and recommendation on whether to advance to finalist screen.

6. **Background Checks and Finalist Interviews (April to May)**

The Alma team will design second and subsequent round screening tools, developing interview guides and providing guidance for our client’s leaders to facilitate in-person interviews and debrief for competency-driven interviewer feedback. The Alma team will provide background and reference checks for any candidate prior to moving to finalist stage. This will include a search of press on the candidate, conversations with references, and any additional network background checks possible to understand the candidate’s reputation, and to identify any potential optics issues that the Board would want to be aware of and/or address if they moved forward. As the organization engages with candidates, we will continue to calibrate on desired competencies and strengthen pre-screening as needed along the way until our client finds its chosen candidate and has an accepted offer.

7. **Knowledge Transfer (June)**

The Alma team will engage in a debrief call following the search and will provide a final write-up to advise on which practices and lessons learned for this process can be applied to the organization’s longer-term approach to executive succession planning and hiring.

**Deliverables**

- Discussion and confirmation of competencies required for the role
- Revised job description
- Documented recruitment strategy
- Documented screening process with supporting interview protocols and materials for each round of the process, including potential scenarios to use during screening, and drafted interview guides for stakeholder interviews.
- Posted job description and sharing across the Alma network, and local and national professional networks, as well as sourcing as broadly as possible to produce potential applicants for the roles
- Review and monitoring of incoming resumes
- Completion of first screen and submission of candidate profiles for recommended candidates moving forward
- Materials and support for facilitation of finalist round interviews
- Write-up of recommended approach for executive succession planning and hiring

Work would involve biweekly check-in calls, review and feedback of the recruitment plan, and access to national research or tools that support and inform the decision-making by the leadership team.

**Responsibilities of the District and the Search Firm**

Our team will lead the search and will take the lion’s share of the effort in pooling candidates, screening through first round, building essential interview tools and materials for the entire process. The Alma team will also carry out background and reference checks prior to confirming finalists for interviews. To support the success of finalist interviews, the Alma team can facilitate the Board’s debrief of interviews and final selection. Throughout the search, Alma will maintain contact with all applicants for the search and will notify any applicants of their status.

The district will support the search in several key ways: a) advise on stakeholder engagement, b) calibrate on candidates, engaging first in a review of potential candidates to ensure we are aligned on the skillset and experiences required, and c) support the scheduling and attendance of any interviewers or other stakeholders engaged in the process.

We will seek a point of contact to work with us, meeting on a regular basis to review progress on the search. We can determine the appropriate frequency of check-ins when the project launches.
Alma’s commitment is to continue working on the search until a candidate is selected. We are not time-bound in this regard.

The successful completion of a search requires regular communication, responsiveness and quick turnaround when candidates are at the finalist stage. Therefore, we would ask the following of the district:

- Maintain in regular contact with Alma as they interview candidates, providing feedback within 2 business days of any interview.
- Move approved finalists from interview to final decision within 3 weeks. If an organization takes longer and loses any finalist, additional expense may be required to continue the search and identify new candidates.
- In such a case, we will ask the organization to complete final payment to Alma and negotiate new payment if continuing the search.

We welcome the opportunity to discuss our thinking and approach to this important work and appreciate your time and input.
Sections E – Vendor Profile

1. **The length of time the Vendor has been in business under the current business name and previous names of the firm, if any.**
   Alma Advisory Group, LLC was incorporated on August 29, 2016 and has been in business for 4 years 4 months.

2. **An overview of the company** (staff size, geographic location, number and nature of the professional staff to be assigned to the District)
   Alma has a team of 8 consultants supporting our clients. Our staff are located in Illinois, California, Georgia, Tennessee, and Texas. Our search will be led by Alma’s CEO, Monica Santana Rosen, and supported by a team of 3 consultants.

**Monica Santana Rosen, Chief Executive Officer,** was born to immigrant parents who instilled in her a deep value for education which serves as the foundation that propelled her professionally. Monica spent the last two decades working to build strong diverse workplaces and enable leaders to do great work. Her career began in philanthropy with the Tiger Foundation, where Monica was part of a team that supported nonprofits working to break the cycle of poverty in New York City. Monica later served as the Executive Director for Management Leadership for Tomorrow (MLT), an organization working to diversify leadership in the upper ranks of the public and private sectors. Monica helped launch MLT’s MBA-Prep program before pursuing her own MBA at Harvard Business School.

Monica joined Chicago Public Schools in 2004. She helped lead an HR redesign effort, and then managed and led the 65-staff member HR operational team at CPS. During her tenure, average transaction turn-around time improved from 8 weeks down to 3 days, call answer rates from 45% to 93%, and first call resolution from 45% to 75%. Monica then served as Talent Management Officer, where she focused specifically on leadership pipelines for the district. She spearheaded the redesign of a principal screening process, launched a national principal recruitment effort, and supported the strategic promotion, support and succession planning for principals. She also established the Leadership Development and Support unit, where she oversaw the district’s Principal Induction program and support for the district’s 26 Chief Area Officers (i.e., principal supervisors). In 2012 Monica launched a human capital consulting practice for Cross & Joftus, and in the fall of 2016, Monica ventured out to develop Alma Advisory Group, LLC with a talented and diverse leadership team, supporting organizations nationally to hire, develop, support and retain a high-quality workforce.

**Yanika S. Daniels, Talent Cultivation and Acquisition,** joined Alma in Spring 2018 after several years of independent Human Capital consulting for mid-to-large urban K12 school districts and charter management organization. Prior to consulting, Yanika was the Managing Director of Recruitment at Teach For America (TFA), where she was responsible for the Southern Regional recruitment corps member national teaching pipeline. She also served as a Regional Coach with Teach For America in Atlanta, GA. Yanika has significant experience supporting and developing school leaders as a coach for 11 regional Heads of District/School Partners, advising and serving as thought partners on district/charter relationships, human capital strategies and best practices for each region. Prior to this role, Yanika served as Director of Talent Management for the Fulton County Schools System, where she implemented a rigorous principal and assistant principal selection process for Fulton County Schools.

Yanika’s work led to the hiring of over 50 new principals and 80 assistant principals, supporting 20% turnover in school leadership over 2 years. She also designed and implemented an assistant principal leadership development program specifically to create an official district principal pipeline process. Yanika also designed and led professional development for Fulton County that dove into key performance competencies the state of Georgia outlined for all school leaders. Yanika currently serves as a Founding Board Member of a charter school in Atlanta, Georgia, overseeing human capital processes and procedures for a 6-12 charter set to open in 2017. Before moving into education, Yanika spent 9 years working in the private sector with 4 of those in management consulting specializing in process and project management.
Yanika holds a Bachelor of Engineering from Vanderbilt University and a Master’s of Supply Chain Management from MIT. She is a graduate of the Broad Residency in Urban Education.

Kathleen Hartman Shiverdecker, Managing Director, Organization Design and Performance, has spent the past 25 years in various educational and human resource leadership roles in both public and private contexts. Most recently, Kathleen served as the Executive Director of School Performance in the Aurora Public Schools system in Colorado, an urban district whose on-time graduation rate has risen over 20% in the past five years. Kathleen and her team designed the school leader recruitment, interview, selection, and placement processes that have led to the identification of over 200 highly qualified principal and assistant principal candidates in the past two years. The leaders identified and matched in these processes have consistently outperformed other school leaders as evidenced by student growth and achievement outcomes. As a principal supervisor, Kathleen’s network of pilot and innovation schools led the district in highest achievement the four years she served in the role.

After teaching and leading in schools comprised primarily of students highly impacted by poverty and other risk factors, Kathleen led the STUDIO Design Team project in Aurora that resulted in a program called APS Avenues, which serves nearly 400 at-risk students in grades 6-12. In its first year, students in the Avenues program attended school nearly 90% of the time and produced GPAs in many cases two to three times higher than they had in the past.

Prior to joining the Aurora team, Kathleen led the Human Resource School Partner team as the Executive Director of Strategic Support in Denver Public Schools and, in collaboration with her team, developed data utilization and conflict facilitation protocols for HR practice in service to schools and leaders that are utilized in districts across the country. Kathleen contributed significantly to the design and implementation of the Leading Effective Academic Practice (LEAP) framework for educator effectiveness during her time in DPS. As a middle school principal, Kathleen and her staff lifted a chronically low-performing school out of turnaround status and into the performance category on the state’s performance framework in two years’ time. Kathleen has served as a cohort facilitator for aspiring leaders at Denver University in the Morgridge College of Education’s Ritchie Executive Leaders for Successful Schools program for the past ten years. Kathleen is a trained Fierce Conversations facilitator, Grief Recovery Method facilitator, and a professional photographer. She looks forward to completing her doctoral degree in May at Northcentral University in the field of Organizational Design. Kathleen earned a Bachelor of Science degree in Secondary Education, English, and French at the University of Nebraska in Lincoln, and a Master of Arts in Educational Leadership at the University of Phoenix in Colorado Springs, Colorado.

Venus Velez, Talent Acquisition, brings over 20 years of experience in the field of education, with a focus on equity and excellence. Her work has included district level reform efforts, community engagement, talent recruitment, selection and development, organizational development, non-profit management, program design and evaluation, and project management. Venus spent the earlier part of her career working in non-profit educational organizations, developing and leading college preparation programming for high school students from underserved communities. She then went on to work with the NYC Department of Education (DOE), initially supporting high school reform efforts, working with a team of school leaders to phase out larger failing campus high schools and replace them with a more successful model of new small specialized high schools.

Venus also supported the DOE’s community engagement strategy – working across the city to build support for the reform efforts and district restructuring and supporting the launch of a new parent and community engagement structure. Working closely with the Superintendent, Venus led the creation of a new parent engagement office in a region serving 139 schools. She then served as a Director in the Central Office working with the parent and community engagement teams across the city to implement engagement initiatives set out by the Chancellor. In her role, Venus led various citywide parent and community engagement programs, helped train school leaders in engagement strategies, led a citywide professional development initiative, and managed the screening, hiring process, and placement of community/parent engagement staff throughout the city. After leaving the NYC DOE, Venus continued her work in education primarily in a consulting capacity, supporting non-profit educational organizations, working on talent searches for educational leadership roles, and supporting other district level reform efforts, including supporting the redesign of
the human resource department and talent management systems for Newark Public Schools and Syracuse City School District. Venus completed her undergraduate work at Wesleyan University, the Education Policy Fellowship Program at Columbia University, Teacher’s College, and holds an MBA from the Zicklin School of Business in New York City.

Other executive search team members who may support this effort:

Sylvia Flowers, a native of St. Louis, is currently an Independent Education Consultant who holds a B.S. in Chemical Engineering and an M.B.A. from the Darden Graduate School of Business at the University of Virginia. Before dedicating her career to improving public education, she spent eight years in the private sector working as a chemical engineer for Monsanto and a finance profession for Duke Energy. She then joined the Broad Residency in Urban Education and began her education career in the Christina School District in Wilmington, Delaware. Sylvia also worked for Chicago Public Schools implementing the district’s first Teacher Incentive Fund grant pilot program in 40 high-needs schools. In 2009, she moved to Nashville, Tennessee and later served as the Director of Technical Assistance at the State Collaborative on Reforming Education (SCORE), a nonprofit and non-partisan advocacy and research organization founded by former U.S. Senate Majority Leader Bill Frist. Most recently, Sylvia spent seven years at the Tennessee Department of Education as the Executive Director of Educator Effectiveness and Talent, focused on implementing the state's educator education evaluation system and using human capital data to drive statewide policy, strategy, and technical support for districts in the recruitment, retention, compensation, professional growth, and recognition of effective educators.

Deborah Taylor (Debbie), Business Manager, is SHRM certified and has 20+ years in administrative office experience. She previously worked for Tangent Screen Print Inc. where she helped build the company up from its inception, developing human resources, payables/receivables, payroll, shipping, reception systems to twelve years of success before moving on to working in public education, first in the Title IX and ADA Office (now known as the Equal Opportunities Compliance Office) at Chicago Public Schools, then joining Monica in the department of Employee Services. She moved to Leadership Development in 2011, providing support for the creation of Chicago Leadership Collaborative, along with the new department Office of Network Support. Before leaving CPS in 2016, Debbie provided administrative support to three departments within Office of Network Support, along with performing Executive Assistant duties for the Independent School Principals Network.
3. **Provide resumes, staff experience, training and relevant certifications for key personnel listed.**

**MONICA SANTANA ROSEN**

### Education

**2002 - 2004**  
**HARVARD BUSINESS SCHOOL**  
**BOSTON, MA**  
**MASTER IN BUSINESS ADMINISTRATION, JUNE 2004. AWARDED THE PAUL AND DAISY SOROS FELLOWSHIP FOR NEW AMERICANS AND THE HORACE W. GOLDSMITH FELLOWSHIP FOR OUTSTANDING CONTRIBUTIONS IN THE NON-PROFIT SECTOR.**

**1993 - 1997**  
**WESLEYAN UNIVERSITY**  
**MIDDLETOWN, CT**  
**BACHELOR OF ARTS DEGREE IN PSYCHOLOGY. AWARDED THE JOSE GOMEZ IBANEZ SCHOLARSHIP FOR ACADEMIC ACHIEVEMENT, RECOGNIZED FOR EXCEPTIONAL COMMUNITY INVOLVEMENT. SEMESTER ABROAD IN PARIS, FRANCE.**

### Experience

**2016 - Present**  
**ALMA ADVISORY GROUP, LLC (ALMA)**  
**CHICAGO, IL**  
**Chief Executive Officer**  
Launched a human capital consulting firm with the mission of short- and long-term organizational success through the cultivation of people, practice, culture and research. Alma has 9 employees and senior associates supporting states, districts, and nonprofits in the design and implementation of large-scale human capital reforms, with an emphasis on strengthening teachers and principals who improve outcomes for their students.

**2011 - 2016**  
**CROSS & JOFTUS, LLC**  
**CHICAGO, IL**  
**Partner and Vice President**  
Launched and built a successful human capital and educator effectiveness practice serving urban school districts, states, and charter management organizations nationally. Work included HR assessment and redesign, principal pipeline strategy development and implementation, teacher recruitment, screening and retention strategy development. Client results have included 28% improvement in diversity of teacher hires, improved principal satisfaction with teacher and principal hiring, improved transparency in principal pipeline, and improved satisfaction with HR service.

**2004 – 2011**  
**CHICAGO PUBLIC SCHOOLS**  
**CHICAGO, IL**  
**Talent Management Officer**  
Led efforts to identify, recruit, develop and retain school and central office leadership. Responsible for $14 million budget and $4 million in federal and private funding partnerships. Raised an additional $1.2 million in grants.

- Spearheaded job analysis of the principal role and redesigned existing principal screening process.
- Developed and implemented new strategy for principal recruitment and placement, resulting in historic 400% growth in experienced external hires and the selection of 62 new high potential principal hires.
- Supported Chief Area Officers (i.e., principal supervisors) through principal talent management efforts, resulting in strategic support and/or exiting of persistently low-performing school leaders.
- Expanded strategy for new principal induction, revising induction curriculum, executive coaching and peer learning.
- Directed effort within Central Office to identify high performers and design new succession planning process.

**2004 - 2008**  
**CROSS & JOFTUS, LLC**  
**CHICAGO, IL**  
**Officer, Human Resources Employee Services**  
Selected for Broad Residency in Urban Education. Promoted within the first year to establish and run HR Employee Services, a shared service center with 65 staff and $4.4 million budget. Raised $5.5 million for HR redesign.

- Improved performance across all areas including salary change processing from 8 weeks to 3 days, call answer rates from 45% to 93%, first call/visit resolution from 45% to 75%, and medical leaves processing from 15-3 days.
- Designed department and set strategic priorities. Established team scorecard and critical success factors.
- Launched customer service initiative. As a result, HR was named most-improved department by 60% of principals.
- Supported HR organization redesign, coordinated change management efforts and PeopleSoft HR implementation.

**Summer 2003**  
**INQUILINOS BORIQUAS EN ACCION (IBA)**  
**BOSTON, MA**  
**Summer Associate, Catalyst Alliance (Partnered with Accenture)**  
Consultant to this Community Development Corporation offering broad services to 900 units of low-income housing.

- Facilitated planning sessions and completed organizational assessment. Developed five-year plan with budget and outcomes. Work resulted in $3 million capital campaign, expansion goals and 3-year expected milestones.

**1998 – 2002**  
**MANAGEMENT LEADERSHIP FOR TOMORROW**  
**NEW YORK, NY**  
**Executive Director**  
Directed all finances, operations and program development for this nonprofit program offering mentorship, career guidance and MBA application assistance to minority undergraduates and professionals. Raised over $2.7 million.

- Initiated a five-year strategic plan. Engaged the Boston Consulting Group to provide approximately $1 million in pro-bono strategic consulting. Strategic plan resulted in new program design and improved organization brand.
- Managed operational budget which grew from $250,000 to $1.2 million. Established national headquarters, developed compensation and benefits structure and team of seven to create strategic partnerships.

**1999 - 2002**  
**MANAGEMENT LEADERSHIP FOR TOMORROW**  
**NEW YORK, NY**  
**Program Manager**

- Spearheaded assessment and redesign of mentor program. Directed communications including website launch.
Executive Director of School Performance, 2018-2019
Division of Equity in Learning, Aurora Public Schools
Leads the direction and supervision of the district’s schools, principals, principal supervisors, leadership development, special education, and behavior response teams to ensure the academic growth of each student and effective performance of each school. Collaborates with the Executive Director of Curriculum and Instruction, Executive Director of Student Success, and Chief Academic Officer to ensure that accountabilities and supports are effectively and equitably employed for students, teachers and leaders by engaging a vision of rigorous academic expectations and guaranteed access to high quality instruction for every student; collaborating with leaders across the district to close the opportunity and achievement gaps between student groups; ensuring that equity and the implementation of culturally relevant, research-based, metrics-driven educational practices drive instructional efforts; and ensuring and refining implementation of all instructional practices in alignment with the Colorado Academic Standards.

Selected Accomplishments
- Implemented rigorous early warning system for secondary students at risk of dropping out or falling behind in successful course completion. **Result:** On-time graduation rates rose from 50% in 2014 to 70% in 2019, with a significant reduction in demand for credit recovery.
- Created Strategic Response Framework to provide targeted support for underperforming schools. **Result:** Based on 2019 state assessment outcomes, 17 of 18 Strategic Response schools moved from single digit proficiency to double-digit proficiency in math and language arts.
- Orchestrated comprehensive leadership pipeline and professional development system to attract, inspire, and inform aspiring leaders in the system. **Result:** 120 current and future leaders in the district experienced the 4-day, LEAD in APS transdisciplinary learning experience with district leaders in 2019.
- Designed and launched an alternative pathways program to serve our most at-risk secondary students. **Result:** APS Avenues exceeded every enrollment and performance target by providing comprehensive academic, social, and emotional support to 387 students; attendance rose by 36%, and GPAs rose by an average of 2.7 points.
- Coordinated the design, development, and deployment of an online portal for leaders to access all key information and data to drive work and planning at school sites. **Result:** The APS School Leaders’ Playbook exists as a multi-platform application with continual updates to ensure principals have critical information to guide and support their work in schools.

Learning Community Director/Principal Supervisor, 2014-2018
Division of Equity in Learning, Aurora Public Schools, Aurora CO
Led, monitored, and supported the daily activities of 3 high schools, 2 P-8 schools, 2 alternative blended learning programs, and 1 technical college to compel students and teams toward measurable academic and post-secondary readiness outcomes. Moved the team forward toward excellence in student performance. Devised strategy that guided school leaders and leadership teams to create sustainable structures for high level academic work. Navigated complex political systems to empower leaders to engage in innovative, contemporary, and constructivist school leadership through functional human capital systems.

Selected Accomplishments
- Accelerated schools to high levels of academic growth by collaborating with principals to design professional development for teachers and to meet elevated learning targets for students. **Result:** In 2016, 5 of the top 10 schools with the highest growth in English Language Arts and 3 of the top 10 in math in APS belonged to this community of schools. 2 schools moved from Colorado Department of Education (CDE) School Performance Framework (SPF) rankings of Priority Improvement to Performance. In 2017, 2018, and 2019, this community of schools was recognized in APS as having the highest overall academic achievement.
- Engaged the APS Human Resources team to design and facilitate all aspects of school leader talent acquisition. **Result:** Interview teams, through a comprehensive screening and interview process, have identified 200+ high quality candidates prepared to compete for principal and assistant principal positions.
Encouraged school leaders and their leadership teams in transformative culture-building between 2014 and 2019. **Result:** 9 schools achieved growth on 2015 and 2016 TELL Surveys in multiple staff-based categories with increases in positive response rate from 25% to a record level 90%.

Guided multiple high school principals and their respective teams to increase 4-year graduation rates to 86%-94%, up 27.9% at one school in our community over the course of two years of coaching and support.

Led the staffing plan, instructional design, site construction, and on-time opening of the Edna and John W. Mosley P-8 school. Identified experienced principal to lead site-based development of all aspects of a new school to include staffing, budget, curriculum, operations, and site design. **Result:** The Mosley team is creating a culture of performance for all students based on an Academic Resilience model; Mosley P-8 earned a state SPF ranking of Performance for 2016, 2017, and 2018.

Facilitated the total restructuring of a chronically underperforming elementary school to move from a traditional district-run program to a high-performing charter school utilizing a shared-campus model. **Result:** Fletcher Legacy Community School is on track to become a fully integrated campus for Rocky Mountain Prep Charter by 2019.

**Executive Director of School Support, 2011-2014**
**Human Resources, Denver Public Schools, Denver CO**
Headed a team of 17 highly experienced HR partners, project managers, performance advisors, HR generalists, and school leaders to drive data-focused accountability. Provide comprehensive guidance in all aspects of staffing, performance management, talent management, and human capital processes in more than 160 schools.

**Selected Accomplishments**
- Evaluated and matched 900+ qualified teacher candidates into teaching positions for the 2013-2014 school year. **Result:** Filled 99% of all teacher vacancies with highly recommended teacher candidates by the first day of school and met 6 of 7 aggressive staffing targets.
- Created and delivered professional training for school and district leaders in staffing best practices; probationary decision-making; teacher performance management; human capital leadership and district program utilization. **Result:** Our team designed and delivered over 100 professional development sessions at over a 90% total satisfaction rate.
- Redesigned probationary teacher renewal decision-making to align with performance data. **Result:** 90% of probationary renewal decisions aligned with corresponding student performance evidence.
- Enhanced consistency in support of schools by identifying problems of practice and designing structures to narrow focus and streamline operations with principals and principal supervisors. **Result:** Based on a defined theory of action, we developed a system called Compass Points to define the team’s work and actions clearly.

**Principal, 2009-2011**
**Smiley Middle School, Denver Public Schools, Denver CO**
Analyzed student achievement and teacher performance data to enhance classroom instruction; established expectations for a positive school culture and productive learning environment; created opportunities and built capacity for leadership for students and staff; communicated frequently with members of our learning community; utilized every opportunity to propel students toward post-secondary readiness and success.

**Selected Accomplishments**
- Developed intervention model for all students in language arts and math. **Result:** Students demonstrated up to 19% growth in all tested content areas at all grade levels on the 2010 state assessment (CSAP). The upward trend continued in 2011 as Smiley’s status on the School Performance Framework (SPF) rose to the highest level since the inception of the state ranking model.
- Stabilized learning environment through consistent expectations for student attendance, safety, and behavior. **Result:** Attendance percentage rose over 10%; behavior referrals and student suspensions declined by 70%; parents, students, and teachers reported an increased feeling of confidence and safety in the Smiley learning environment. Positive responses on Colorado TELL Survey rose from 30% to 85%.
- Implemented International Baccalaureate Middle Years Programme (IBMYP) philosophy; facilitated IBMYP training for all teachers in appropriate content areas. **Result:** Successfully submitted IBMYP Application, and welcomed an authorization review team from the International Baccalaureate Organization in 2011. Smiley was ultimately offered IBMYP status in 2012.
- Strengthened school support network through intentional outreach, branding, and marketing to community; established collaborative relationships with feeder elementary schools. **Result:** Recruited 125+ new families in 2010-2011.

**Assistant Principal, 2006-2009**
**Discovery Canyon Campus, Academy School District 20, Colorado Springs CO**
Collaborated directly with P-12 Executive Principal to supervise and evaluate 175 staff members with an emphasis on math and literacy; staff hiring and evaluation; development of Teacher Advancement Program and International Baccalaureate Programme in Grades 6-8; leadership of budget, schedule, and staffing design processes.

**Selected Accomplishments**

- Devised 21st Century Learning curriculum modules for students in Grades 6-8; students experienced daily intervention and extension lessons with grade-level standards-based skill frameworks. **Result:** Students in Tier Two intervention classes achieved double-digit gains over the course of a semester in math and literacy comprehension based on common assessment and progress monitoring data.

- Implemented hybrid math program featuring integrated and foundational math components. Organized staff training; supervised and evaluated math teachers at multiple grade levels; facilitated math summer program; planned multiple levels of math tutoring for middle grades students. **Result:** 6th, 7th, 8th, and 9th grade students increased their math scores on CSAP by 12% in 2009.

- Spearheaded expansion and specification of comprehensive scope and sequence for each core content area at the middle level to include math, language arts, science, and humanities. **Result:** Students, teachers, and parents had a clear map of each student’s trajectory on a content spectrum.

- Coordinated and managed the site planning process for DCC. Utilized the Cambridge Model for Site Planning. Facilitated team of 22 stakeholders in expanding school goals, objectives, tactics, and action steps. **Result:** A combination of 200 staff members, parents, and other community members committed to joining action step planning teams to drive toward goals.

Dean of Students, 2005-2006, Mountain Ridge Middle School, Academy School District Twenty
Teacher, English Language Arts, 2003-2005, Mountain Ridge Middle School, Academy School District Twenty

**EDUCATION**

Doctorate in Education: Organizational Design  
Northcentral University  
Coursework Completion: May 2019  
Degree Expected: May 2020

Masters, Administrative Leadership  
University of Phoenix  
Degree Conferred: September 4th, 2006

Bachelors of Science, Secondary Education, English, and French  
University of Nebraska, Lincoln  
Degree Conferred: December 17th, 1994

Colorado Principal License #00114415  
Colorado Administrator (Superintendent) License, September 2019

**DEVELOPMENT**

UVA Darden/Curry Partnership for Leaders in Education Bootcamp (2017); Relay Graduate School of Education with Paul Bambrick-Santoyo (2016-2017); Adaptive Schools Foundation and Advanced Training (2015); Fierce Conversations Facilitator Certification (2014-2015); Grief Recovery Method Facilitator Certification (2015); Keynote Speaker, Tointon Leadership Academy, University of Northern Colorado (2012, 2014, 2015); Cohort Facilitator, Denver University, Executive Leaders for Successful Schools (2012-present); Center for Creative Leadership Program Graduate (2013); Urban Schools Human Capital Academy (2011-2014); Google Talent Academy (2012-2013); Harvard Graduate School of Education Superintendent Leadership Academy (2013); DaVita Way of Leadership (2011); PhD Teacher Effectiveness Workshops (2010); Teacher Advancement Program: TAP Summer Institute and TAP Train the Trainer (2006-2008); International Baccalaureate Programme: Primary Years Programme (Category 1), Middle Years Programme (Categories 1, 2, and 3), Head of School (Category 1)
Yanika S. Daniels

WORK EXPERIENCE

K-12 and Non-Profit Consultant (Dec 2015-present) Atlanta, GA

Consults with K-12 and nonprofit clients in assessing, developing and enhancing human capital strategy, leadership development, and recruitment and selection processes as well as extensive experience in project and change management.

- **Tulsa Public Schools (OK):** Conducted talent department assessment to ensure structure, process and procedures equitably support the recruitment and retention of highly qualified staff for the district.
- **Baltimore City Public Schools (MD):** Developed executive leader selection process for the district to properly recruit and assess key executive district leaders including sourcing support for the Chief Human Capital Officer and Executive Director of Special Education.
- **Catapult Leadership (CO):** Developed 3-year strategic plan for program sustainability by leading a review of program effectiveness for a non-profit leadership development program.
- **Fayette County Schools District (KY):** Conducted needs assessment of the human resources department for an urban school district to determine key target areas for HR that would strengthen the department, increase recruitment and retention of highly qualified staff to serve the needs of Fayette County students.
- **Gwinnet County Schools District (GA):** Refined and aligned professional standards for education leaders based on key leadership dispositions exhibited by successful district principals. Aligned recruitment and selection processes and mentorship programs to refined standards which lead to better identification of candidates for the district leadership development academy.
- **Denver Public Schools District (CO):** Developed 5-year strategic plan for teacher recruitment by leading a district review and assessment of teacher recruitment and selection to ensure diversity, equity and inclusion were engrained in all processes.
- **Alliance College-Ready Schools (CA):** Led development of school leader recruitment and selection process for SY2017-18 through candidate management of high potential school leaders to the district.
- **Highline Schools District (WA):** Supported district’s strategic redesign of the human resources function, establishing a Staffing Needs Assessment process and revamped the recruitment strategy to quickly attract and hire high qualified candidates

Teach For America (July 2014 – June 2016) Atlanta, GA

Manager, Director, Recruitment South (June 2015-present)

- Manager of a team of 11 direct reports responsible for recruitment at 28 major universities in the southern region.
- Responsible for setting the vision and direction for the southern recruitment team by defining roles and responsibilities, key strategies and systems to execute on key outcomes (3500 applications started)
- Responsible for creating a pipeline of teachers for partner districts and charter systems nationwide through undergrad recruitment. For FY16 season, met 91% of LY goal compared to RT wide 81% to FY goal.
- Lead the RT in number of campus events, event attendees and met competitive applications goal for FY16.
- Established and maintained a strong team culture focused on TFA’s core values ensuring 100% retention throughout the FY16 recruitment season
- Facilitated an inclusive environment by overseeing the creation of year-long diversity, equity and inclusiveness curriculum for team members through discussion based readings and identity exploration experience to create open collaborative space

Managing Director, Regional Coach District & School Partnerships (July 2014-June 2015)

- Responsible for directly coaching 11 regional Heads of District/School Partners; advising and serving as thought partners on district/charter relationships, human capital strategies and best practices for each region.
- Developed, led and supported three Professional Development (Immersion) learning experiences to support regional teams in cultivating champion principals and district leaders to sustain TFA’s optimal footprint and a shared vision for change; PD includes hiring operations, onboarding, principal relationships, etc.
- Responsible for developing Hiring/Year 1 framework to onboard all Heads of District Partners within their first year with appropriate professional development and peer learning.

Fulton County Schools System: (July 2012 – June 2014) Atlanta, GA

**Broad Resident, Director of Talent Management**

- One of 50 participants in The Broad Residency in Urban Education, a national highly selective (5% admissions rate) two-year management development program that recruits and trains emerging leaders from private industries for senior management positions in public education.
- Implemented a rigorous Principal and Assistant Principal Selection Process for FCS that led to the hiring of over 50 new principals/ 80 assistant principals for the SY2012-2014 year about 20% turnover in leadership.
- Designed and implemented an assistant principal leadership development program specifically to create an official district principal pipeline process.
- Designed and led professional development for Central Office evaluation system and assistant principals on leadership development skills; trained over 500 managers on conducting performance evaluation process within the new system
• Led the implementation, training and credentialing of performance management system, Leader Keys, for Fulton County’s principal and assistant principals evaluation. Served as district contact with the GA DOE to ensure proper implementation of the new evaluation system. Trained over 100 principals on the new system,
• Revamped the Fulton County onboarding process for all new hired employees to ensure quicker engagement of each employee into FCS culture and organization for over 1000 employees a year. Including automating all paperwork processing, detailing induction steps for hiring managers and developing a district plan for onboarding.
• Co-led and designed the New Teacher Orientation session for over 800 new Fulton County teachers a year, with professional development and induction activities to ensure all new teachers were set up for success at Fulton

PwC’s PRTM Management Consulting (June 2011-July 2012) Atlanta, GA
Managing Consultant – Health Industries Advisory
• Responsible for leading and supporting projects primarily in healthcare consulting support clients in change management, strategy design, and implementation of new processes and procedures to become more effective and efficient.

IBM Global Business Services (August 2008 – May 2011) Chicago, IL
Healthcare Managing Consultant – Supply Chain Strategy
• Responsible for leading and supporting global supply chain projects and organizational change processes for private sector commercial companies to enhance processes and procedures to become more effective.

Dell Incorporated (June 2002-July 2007) Nashville, TN
• Managed 45 technicians and 7 automated robots in Dell’s Nashville Fulfillment center producing a throughput of 17-20K computers daily while ensuring compliance and quality with all policies and procedures. Responsible for recruitment, hiring and talent management of all employees. Increased production capacity by 40%

Logistics Program Manager - August 2004–October 2005 Austin, TX
• Cross-functional liaison between Logistics, IT, Customer Care, Credit driving issue resolution and process improvement. Helping reduce process cycle time of cash flow from carrier payments for claims.

New Product Operations Engineer - July 2002–August 2004
• Managed and implemented of over 50 First-to-Market commodities into Dell’s worldwide factories by serving as interface between Dell’s worldwide factories and engineering development for product launch

EDUCATION

The Broad Center for Management of School Systems MEd in Educational Leadership May 2014
Massachusetts Institute of Technology MEng in Supply Chain Management June 2008
Vanderbilt University BS in Electrical Engineering May 2002
Emerging Human Capital Leader Initiative (Education Pioneers) Nov 2016
Venus Velez

QUALIFICATIONS
- Over 20 years of experience in the education space.
- Management, operations, talent recruitment, program design and evaluation, student advisement, community engagement, and staff development experience.
- Strong project management skills; detail-oriented, objective-driven.
- Excellent oral and written communication skills.
- Ability to work independently or with a multi-disciplinary team.
- Graduate degree in Business.

EXPERIENCE AND SKILLS:
TALENT MANAGEMENT AND ADMINISTRATION
- Hired, trained, and directly supervised teams ranging from 2 to 8 full-time staff.
- Managed hiring and placement of regional and central staff in the parent engagement division of the NYC Department of Education.
- Provided ongoing professional development and technical assistance citywide to school-based Parent Coordinators and regional parent staff at the NYC Department of Education.
- Assisted in the development of performance assessment tools; coordinated and oversaw performance assessments for school-based, regional, and central parent staff.
- Managed a $1.2M budget.

PROGRAM MANAGEMENT AND PLANNING
- Launched several new program ideas from concept to successful implementation, including: parent involvement programs, two grant programs, and a translation certificate program for school-based and regional parent staff at the NYC Department of Education.
- Served on Board/Management Committee driving 5-year strategic planning process.

EVENT PLANNING AND COMMUNITY ORGANIZING
- Organized and managed various citywide conferences, training programs, and events for the NYC Department of Education.
- Launched a citywide professional development event for Parent Coordinators attended by close to 1000 participants, as well as notable guest speakers, including Mayor Bloomberg and Chancellor Klein.

GROUP FACILITATION AND TRAINING
- Facilitated professional development sessions, retreats, and informational meetings for Parent Coordinators and regional parent staff at the NYC Department of Education.
- Facilitated student and parent engagement meetings throughout New York City as part of Chancellor Klein's Children First campaign for education reform in NYC public schools.
- Prepared and facilitated youth development and college preparation workshops.

EMPLOYMENT HISTORY
8/2005 – Present
Entrepreneur, COO/Project Leader – Spalding Smart Shot
Partnered with inventor of an innovative sports product to develop the product and bring it to market. Drove the project from idea inception through launch (Dec. 2016). Conducted research, created business plan and marketing materials, vetted and built a project team including lawyers, engineers, and manufacturers, identified and sought opportunities for product exposure, and helped negotiate a licensing contract with a top sports company. Continue to support product marketing and sales.

1/12-5/15, 3/18-present
Independent Consultant
Worked to support district level education reform efforts throughout the country, primarily in the area of talent management and human resources, as well as executive level searches. District projects have included: supporting the redesign of the human resource department and talent management systems for Newark Public Schools and Syracuse City School District; screening applicants for leadership development academies at Gwinnett County Public Schools; and, supporting sourcing, recruitment, and screening process for executive level positions at Tulsa Public Schools, Foundation Academies charter school organization, Civic Builders, and Baltimore City Schools.

1/14-6/14
New York Edge (formerly Sports & Arts in Schools Foundation), New York, NY
Consultant, High School Programs
Assisted Deputy Director in program evaluation; advised on improvement plans and supported implementation. Provided coaching and support to high school program staff, and worked on special projects as assigned.

1/08-3/11
ASPIRA of New York inc., New York, NY
P/T Consultant, College Preparation Program
Designed and supported the implementation of a high school college preparation program. Helped train College Coaches on helping students build college readiness skills and advising students on the college admissions process. Oversaw ongoing program assessment, development, and reporting.
3/05 – 7/06  
NYC Department of Education (DOE), New York, NY  
**Director of Regional Support**  
Worked with regional parent support teams to implement parent initiatives set out by the Chancellor. Provided professional development and technical assistance to regional parent staff and school-based Parent Coordinators. Managed parent involvement data and assisted in producing citywide reports. Assisted with content development for parent pages on the DOE website. Organized and managed various citywide conferences, programs, and events. Managed hiring process and placement of regional and central parent staff. Served as point of contact for human resource and union contract issues for parent staff. Served as liaison to various departments and assisted with parent outreach efforts.

3/04 – 3/05  
**Director of Parent Support**  
Provided direct service to New York City public school parents citywide; assisted in addressing parent concerns and questions and provided information to help parents better navigate the Department of Education. Supervised parent engagement staff and provided professional development and support to volunteer parent leaders citywide.

7/03 – 3/04  
**Supervisor of Parent Support, Region 8**  
Helped create and open a new Parent Support Office in the new regional structure under the Chancellor’s Children First Education Reforms. Under former Superintendent Carmen Farina, oversaw direct service to parents in Region 8 (former community districts 13, 14, 15, and 16), which consists of 139 schools. Managed a staff of 8 Parent Support Officers. Provided professional development and support to school-based Parent Coordinators and parent leaders in the region.

9/02 – 6/03  
**Consultant**  
Facilitated workshops for students and parents on the college and financial aid process. Facilitated student and parent engagement meetings for the Chancellor's office. Helped support the successful opening of 4 new small college preparatory high schools in Brooklyn; assisted with community outreach, student recruitment, staff development in the area of family engagement, and provided general support to school teams.

**Additional Prior Roles**

6/97 - 7/02  
**Harlem Educational Activities Fund, New York, NY**  
Director of High School and College Programs

9/96-5/97  
**Albert G. Oliver Program, New York, NY**  
Director of Student Programs/Acting Deputy Director

**EDUCATION**

Zicklin School of Business, Baruch College, New York, NY  
Master of Business Administration, January 2003  
Concentration: Marketing Management

Columbia University, Teacher’s College, New York, NY  
Educational Policy Fellowship Program, September 1999 - June 2000

Marymount Manhattan College, New York, NY  

Wesleyan University, Middletown, CT  
Bachelor of Arts, May 1991  
Major: Government
Sylvia M. Flowers

EDUCATION
University of Virginia, Darden Graduate School of Business Administration, Charlottesville, VA
Master of Business Administration
University of Missouri, Columbia, MO
Bachelor of Science in Chemical Engineering

EXPERIENCE

Tennessee Department of Education  May 2012 to June 2019
Executive Director, Educator Effectiveness and Talent, Nashville, TN
- Managed a team of 15 in implementing the state’s educator evaluation system for teachers and school leaders, ensuring data quality, accuracy and reporting, and developing policy recommendations to improve the system.
- Led the development of district human capital data reports using educator evaluation data and provided training to district leadership teams in order to drive improvement in students’ access to effective teachers.
- Created state policy for educator compensation and differentiated pay and ensured implementation in 146 districts statewide.
- Identified and shared best practices, developed tools and resources for improving teacher and leader recruitment, selection and staffing practices in districts and schools across the state, including the launch of a statewide marketplace to match teacher and leader candidates with job openings across the state.
- Developed and implemented district technical assistance and supports for recruiting high-caliber teachers to the profession.
- Oversaw and managed the statewide programs to recognize and reward excellent teachers and leaders throughout the state.
- Directed and coordinated the implementation of two federal grants focused on performance-based compensation – Teacher Incentive Fund (TIF) and Race to the Top (RTTT).

Tennessee SCORE, State Collaborative on Reforming Education  February 2010 – May 2012
Director, Technical Assistance, Nashville, TN
- Provided project management support and oversaw business operations and finances for SCORE’s internal operations.
- Provided technical assistance, research and analysis on teacher evaluation systems, including student achievement growth as a component of a teacher effectiveness rating system.
- Led and managed the research and creation of new proposals for new public-private partnerships for SCORE to undertake in conjunction with partner organizations.
- Coordinated and convened focus groups and partner meetings with key stakeholders to gain feedback on the progress of Tennessee’s education reform efforts and to refine strategies to support stakeholders’ concerns.

Chicago Public Schools  January 2007 – March 2009
Project Manager, Chicago TAP (formerly Recognizing Excellence in Academic Leadership), Chicago, IL
- Oversaw the implementation and administration of the $27.5MM TIF grant award, the largest competitive federal grant award received by Chicago Public Schools, a pilot for teacher and principal performance based compensation.
- Directed the strategic planning, school selection, staff selection and supervision, establishment of critical procedures, budget management, and communications for the program.
- Managed the critical relationship between the Chicago Teachers Union and Chicago Public Schools in supporting the pilot, which included negotiating the Memorandum of Understanding between the two parties and leading a joint committee responsible for governance and oversight of the project.
- Supervised the Training/Support team and implementation of the Teacher Advancement Program in 20 participating schools.
- Organized and coordinated the professional development for the Chicago TAP Schools’ Leadership Teams including three weeks during the summer and monthly principal and lead teacher trainings during the School Year.

Manager, Grants, Wilmington, DE
- Oversaw the development of the Consolidated Grant Application and the implementation of plans and requirements of the Grant ($11.7MM) as well as other multi-site and single site grants.
- Managed the Supplemental Educational Services program for Title I Schools Under Improvement.
- Coordinated the implementation of the Title I programs by working collaboratively with the Title I building principals, parents, and teachers and staff of the Title I Schools.
- Provided technical assistance to and ensured requirements of the NCLB Act were met for schools under improvement, parent involvement, non-public schools, and homeless students.

Director, Training and Development, Wilmington, DE
- Organized and coordinated the professional development activities for the District including 10 District-wide In-service days per year and other offerings held throughout the School Year.
- Developed and organized leadership training for over 100 members of the District Leadership Team consisting of Leadership Styles training, 360° Feedback, Malcolm Baldrige Quality, and case studies.
Facilitated district project focused on developing, documenting, and instituting processes and procedures for all important activities in several departments, such as Human Resources, Payroll, Business Office, Procurement, Facilities, and Curriculum & Instruction.

Led cross-functional team in the identification, selection, purchase and implementation of a Professional Development registration and tracking system and managed the integration of data from legacy system.

Managed the site based coaching system consisting of 26 Instructional Coaches located in 24 schools focused on New Teacher Mentoring/Induction, coaching and training teachers, providing workshops, developing curriculum, and improving the quality of teaching in the core content areas.

Supported the Curriculum and Instruction department by conducting district-wide walkthroughs to assess the implementation of professional development initiatives and provided in-depth technical support to the School Improvement Planning process by serving as school liaison from the district office.

Selected from over 300 applicants for The Broad Residency in Urban Education, an intensive leadership development program focused on building leadership and management capacity in urban school systems and charter management organizations nationwide.

Duke Energy

Commercial Associate, Houston, TX

- Developed financial models using discounted cash flow and EBITDA multiples for acquisition targets in the gas pipeline industry of up to $35MM.
- Performed valuation analysis on Duke Energy International (“DEI”) assets to identify divestiture candidates and to establish retention values of those assets.
- Drafted, reviewed, and edited Information Memorandums and Sale and Purchase Agreements for the sale of non-strategic assets in DEI.
- Developed the 2003 budget of approximately $6.0M for Energy Services Finance and Strategic Planning
- Coordinated activities relating to Duke Houston’s participation in the Disclosure Working Group of the Committee of Chief Risk Officers (“CCRO”), a coalition of energy companies formulating best practices in risk management and disclosure for the industry.

Solutia Incorporated

A $3 Billion chemical company spun off from Monsanto Company in 1997.

Senior Buyer, Essential Materials, Pensacola, FL

- Managed inventories of more than 200 raw materials and scheduled deliveries for two Solutia nylon plants and seven outsourced manufacturing partners.
- Led cross-functional team to reduce working capital by $1MM and consolidate precious metal catalyst purchases resulting in $50 K savings and material handling process improvements.
- Developed and implemented procedures, trained 30 employees, coordinated and conducted audits in order to maintain ISO9002/QS9000 quality systems registration for Purchasing & Manufacturing Services.

Packaging Engineer and Buyer, Pensacola, FL

- Managed packaging inventories of more than 100 materials and scheduled deliveries.
- Leveraged and consolidated enterprise packaging purchases as a member of national sourcing teams resulting in enterprise savings of $2 MM and plant wide savings of $400 K.
- Identified and evaluated new ways of packaging and handling all finished goods to reduce packaging costs and meet customer needs.

Monsanto Company

Business & Research Support Services/Engineering Purchasing, St. Louis, MO

- Conducted study to identify potential suppliers for EDI/EFT resulting in a reduction of manual transactions and the addition of 50% of suppliers to Electronic Data Interchange.
- Negotiated contracts for services to identify potential cost savings and consolidate supplier base.
- Created performance evaluation tool to identify and maintain high performing suppliers and eliminate low performing suppliers.

OTHER

- Founding Board Member, Valor Collegiate Academy, Nashville, Tennessee
- Board Member, Education Pioneers, Nashville, Tennessee
- Alumni Advisory Board Member, The Broad Center, Los Angeles, California, 2013-2017
- Emerging Human Capital Leadership Initiative, Inaugural Cohort 2015
Vendor Background - About Alma Advisory Group

Alma Advisory Group, LLC (Alma) is a consulting firm with the mission of fostering the culture, people, and practices that enable staff to do their best, teams to do great work, and organizations to accomplish outstanding results. Led by founder and Chief Executive Officer Monica Santana Rosen, Alma launched in September 2016. We partner closely with our clients to understand their unique context, and the conditions that affect their ability to ensure the success of their staff. Then we work in collaboration with our clients to chart a path to solving their most pressing human capital needs, building the capacity in-house to lead and continue to strengthen their work beyond our time with them.

We believe that an organization’s success relies on PEOPLE

- A clear understanding of the kind of people the organization needs in order to thrive
- A sense of current gaps in talent, and knowledge of how future openings can help bridge those gaps
- A strategy for identifying an organization’s best people and finding ways to reward, leverage and inspire them
- A culture with the practices that support the people within the organization and help them succeed

We accomplish this aim through the following set of services:

**Talent Management Assessment**
- Based on client needs, we assess and develop the organization’s approach to attracting, developing and keeping great staff in every role. Our approach includes gathering stakeholder perception, validated by actual organization data, together with benchmark research against local and national counterparts. Our assessment may include a review of the HR function itself, and/or analysis of core talent management strategies already in place.

**Talent Strategy Design, Implementation, and Team Capacity-Building**
- While our assessments spotlight opportunities for improvement, the work we love most is design and implementation. We serve as trusted thought partners to our clients through the improvement of talent strategies including recruitment, hiring, performance management, compensation and strategic retention. We emphasize stakeholder engagement, thoughtful change management, and internal capacity-building so that teams can lead their work beyond our time with them.

**Diversity, Equity and Inclusion**
- We help organizations build the awareness, tools and language needed to address the systems and practices that cause inequitable outcomes for students. We also help school systems ensure that their highest-need students have access to proven talent ready to meet their needs. Finally, we foster the best HR practice and organizational culture to attract, retain, and value the contributions of diverse talent throughout the organization.

**Leadership Pipeline, Support and Supervision**
- We help leadership teams better anticipate turnover among critical leadership roles, and identify and cultivate high-potential aspiring leaders to promote over time. The goal is to ensure a strong bench of potential leaders and transparent support for ambitious and high-performing staff. Our work in principal support and supervision helps school systems identify the barriers to principal success, and set up support, development and supervision so that principals can successfully lead schools.

**Executive Search**
- We support organizations through the recruitment, screening, and hiring of executive level roles. Our search efforts leverage our national network and connections with education leaders throughout the country, who offer us their unique perspective on often-unknown but effective leaders showing potential and readiness to meet the requirements of our clients’ openings. We are not a traditional search firm. The Alma team carries out each search with a focus on organizational capacity-building, so that our clients may replicate the search process without us if desired beyond our engagement.
More about our Executive Search Practice:
Alma Advisory Group has supported a variety of nonprofit organizations, charter management organizations and
districts large and small with their talent management needs.

We are well-established for the strength and the diversity of talent we provide our clients. Here are a few of the results
of our searches to date:

- Finalists presented by Alma have been 41% Black, 9% Latinx, 36% White, and 14% Asian, 50% Female
- Hires selected by our clients have been 36% Black, 18% Latinx, 27% White, 18% Asian, 73% Female

Our recruitment approach leverages both our team’s strong networks in the education space, as well as gold-standard
recruitment best practice. Our network is strong among leaders in charter management organizations and districts alike.
With a team of former education leaders, we begin our searches by scouring each of our personal networks and
reaching out to colleagues for personal nominations and recommendations. These conversations often surface leaders
who are highly regarded within their own organizations but may yet be unknown in national circles.

In addition, we partner with our clients to create a comprehensive recruitment strategy, seeking out individuals who
may not be actively looking for a new role, but show readiness for the role we’re seeking to fill. We leverage our
recruiter licenses through LinkedIn, national research, professional membership organizations and national posting sites
where potential hires are likely to learn about the opportunity. Where appropriate we also work with our clients’
networks to identify potential candidates.

Samples of completed and current searches
Our team has been able to work with organizations both small and large, young and longstanding. Here are a few
examples to help demonstrate the range of searches we have accomplished.

CEO, Prospect Schools
Alma is leading an executive search for the next CEO of Prospect Schools, a charter management organization based in
Brooklyn, NY. To support this effort, the Alma team has engaged closely with the Transition Committee of the Prospect
Schools and Brooklyn Prospect Boards. We partnered with the head of HR and Talent to plan and execute the
stakeholder engagement strategy, we are sourcing for the position nationally, and we will design each step in the
interview process, which will include opportunities for the community to meet and interact with finalist candidates.

Baltimore City School (City Schools)
The Alma team supported Baltimore City Schools (City Schools) in successful recruitment and hiring of two senior
leadership positions, Chief Human Capital Officer and Executive Director of Special Education. Team members worked
with district leaders to engage external and internal stakeholders to discuss the core competencies required for the two
leadership roles. Alma supported City Schools’ success in creating a recruitment and hiring strategy that identified a
strong pool of candidates and screened for those skills most essential to the role. The work Alma led also created an
opportunity to build the capacity of the district, codifying the district’s process for succession planning moving forward.

Chief Financial Officer – Chicago Public Schools
The CFO post was a high-profile opening at Chicago Public Schools. Our recruitment and screening effort surfaced a
number of strong candidates, resulting in the hire of the talented Miroslava Mejia Krug, a Black-Latinx leader with the
demonstrated leadership and experience required of the role.

Guilford County Public Schools
The Alma team supported Guilford County Public Schools (GCS) with their executive recruitment and hiring efforts for
four senior leadership positions, Chief Academic Officer, Assistant Superintendent of Special Education Services, Chief
Innovation Officer, and Chief Performance and Accountability Officer. Similar to other searches, our team began this
search by first clarifying the competencies most important to support Guilford County Schools’ success and created a
hiring process to identify a strong pool of talented and diverse candidates. The Alma team established job descriptions
for each role, vetted potential candidates for each position, and developed an aligned screening process to measure the competencies identified for each role. As our team completes these searches, we are also helping the HR team document its process for succession planning and attracting and hiring strong executive leadership moving forward.
4. **Provide a minimum of three K-12, of similar size to DPS, client references** for which you have provided a similar scope/service as requested in this solicitation; including complete email address, addresses, telephone numbers and contact person. Provide any past performance with Denver Public Schools on similar projects.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Contact Person</th>
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<tbody>
<tr>
<td>Guilford County Schools</td>
<td>712 N Eugene St, Greensboro, NC 27401</td>
<td>Dr. Sharon Contreras Ph.D. – Superintendent</td>
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<td>Prospect Schools</td>
<td>355 Bridge Street, Brooklyn, NY 11201</td>
<td>Jordan Huller, Senior Director of HR &amp; Talent</td>
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<tr>
<td>Chicago Public Schools</td>
<td>42 W Madison St, Chicago, IL 60602</td>
<td>Christina Jordan, Deputy Chief Talent Officer</td>
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<tr>
<td>Baltimore Public City Schools</td>
<td>200 E North Avenue, Room 110, Baltimore, MD 21202</td>
<td>Jeremy Grant-Skinner, Chief Human Capital Officer</td>
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</table>

5. **List any current litigation**, outstanding judgments and liens with which your company is presently involved. No litigation in the history of the organization.
Hereby grants
Woman Owned Small Business (WOSB) Certification to

Alma Advisory Group, LLC

The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at www.sba.gov/wosb.

The WOSB Certification expires on the date herein unless there is a change in the SBA’s regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.

NAICS: 541990, 541612, 561312, 611430, 811710
UNSPSC: 80101511, 80111500, 80111501, 80111511

Certification Number: WOSB171455
Expiration Date: August 31, 2021

Emilia DiMenco, Women's Business Development Center
President & CEO

Pamela Prince-Eason, WBENC President & CEO

Laura Taylor, WBENC Vice President
hereby grants

National Women's Business Enterprise Certification

to

Alma Advisory Group, LLC

who has successfully met WBENC’s standards as a Women’s Business Enterprise (WBE). This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

Certification Granted: August 24, 2017
Expiration Date: August 31, 2021
WBENC National Certification Number: WBE1701626

WBENC National WBE Certification was processed and validated by Women’s Business Development Center - Midwest, a WBENC Regional Partner Organization.

Authorized by Emilia DiMenco, President & CEO
Women’s Business Development Center - Midwest

NAICS: 541990, 541612, 561312, 611430, 611710
UNSPSC: 80101511, 80111500, 80111501, 80111511
August 24, 2020

Monica Santana Rosen  
Alma Advisory Group, LLC  
1525 E 53rd Street  
Suite 530  
Chicago, IL 60615-4575  

Dear Business Owner:  

Re: NCA Certification Approval Women/Minority Business Enterprise (WMBE)  
Certification Term Expires: June 21, 2021  

Congratulations! After reviewing the No-Change Affidavit (NCA) information you supplied, we are pleased to inform you that your firm has been granted continued certification under the Business Enterprise Program (BEP) for Minorities, Females and Persons with Disabilities.  

This certification is in effect with the State of Illinois until the date specified above as long as you continue to submit annual No-Change Affidavits and are found to still meet the requirements of the Program.  

Your firm’s name will appear in the State’s Directory as a certified vendor with the BEP in the specialty area(s) of:  

- NIGP 91838: EDUCATION AND TRAINING CONSULTING  
- NIGP 91865: HUMAN RESOURCES, RELATIONS CONSULTING  
- NIGP 91875: MANAGEMENT CONSULTING  
- NIGP 91883: ORGANIZATIONAL DEVELOPMENT CONSULTING  

Also, please be advised that this certification does not guarantee that you will receive a State contract. Please visit the Vendor Registration page on www.opportunities.illinois.gov and be sure to register with each of the Procurement Bulletins listed so that you are notified of upcoming solicitations in your NIGP codes. Certification with the Business Enterprise Program does not ensure you receive notifications; you must also register with the Procurement Bulletins.  

Thank you for your participation in the BEP. We welcome your participation and wish you continued success.  

Sincerely,  

Carlos Gutiérrez  
Certification Manager  
Business Enterprise Program