

3012 Nightside Drive
Upper Marlboro, MD 20774
December 18, 2019

To Whom It May Concern:

In reviewing the American Association for School Administrators (AASA) website, I became aware of your **Superintendent** vacancy with **School District of Flagler County**. Over the course of my career, I have experienced a broad range of opportunities to work with staff in urban, suburban, and rural schools to best serve the needs of ALL students to ensure **access, equity, and excellence**. I have led several initiatives designed to increase organizational efficiency and effectiveness. I also served as second in command to the district superintendent and was the go to person to accomplish the strategic vision around teaching and learning. Below please find some recent notable accomplishments:

- Led School Principals and district teams through continuous improvement process which resulted in all schools and local board being fully accredited by AdvancED
- Led development and implementation of Academic Improvement Plan (PK-12) focused on evidence-based practices in teaching and learning, professional learning, assessment and inclusion of trauma sensitive practices
- Developed, planned, and oversaw implementation of targeted academic interventions which resulted in increased achievement among a significant number of lowest performing students
- Led district initiative which increased technological capabilities to support teaching and learning in content areas
- Directed and monitored the administration of the standardized testing program for all students in grades K-12 in coordination with principals and other district leaders

As Chief Academic Officer/Director of Teaching and Learning, I led the work in implementing the district strategic plan that focused on an academic climate, as evidenced through planning, implementing, communicating and monitoring of the K-12 Literacy Framework, adopting and implementing a K-12 evidence based sequential curriculum in core content areas, implementing, communicating, and monitoring of academic benchmarks, and implementing and monitoring Multiple Tiers of Student Support (MTSS). Additionally, as an instructional leader, I was responsible for implementing and monitoring research-based diagnostics and intervention programs in reading and mathematics. Additional duties involved administering the Milestones Assessment system for the district, interpreting and analyzing data, monitoring and evaluating all aspects of College and Career Ready Performance Index (CCRPI), Georgia Milestones, and other state required assessments. I also provided professional learning for district leaders on the CCRPI. Because of a well-defined and executed strategic plan, graduation rates increased, CTE programs were expanded, and all schools and student academic success improved on all key performance metrics. The board also received commendations during the accreditation review process.

As School Performance Coach, I facilitated workable School Improvement Plan and instituted focus walks, specifically to do observations, and to gather data and formal observations to support the teaching and learning process. I analyzed AYP and other data sources and facilitated district wide leadership team meetings for data reviews and program planning.

As Executive Director of Federal Programs (17th largest district), I collaborated with key stakeholders at local, state and federal levels to ensure key deliverables, while administering a \$60,000,000 budget. I communicated and monitored policies and procedures to ensure compliance with federal, state and local regulations. I served as liaison and advocate between the Chief Academic Officer, Chief Accountability Officer, Chief Human Resources Officer, Chief Technology Officer, and Chief Operations Officer, to ensure uniformity in district instructional initiatives. I also joined forces with Human Capital Division to ensure highly qualified teachers were staffed in all Title I schools. Under my collaborative leadership achievement levels improved, equity and access improved, achievement gaps were closed, fiscal audit findings were cleared, and a major technology initiative was instituted resulting in one-to-one devices in Title I middle schools and smart boards in all Title I schools. I collaborated with local colleges and universities to improve teaching and learning resulting in partnerships for advanced degrees. Because of these efforts several were recognized as Distinguished Title I Schools.

As Executive Director/Chief Executive Officer for a State Education Agency, I provided strategic and visionary leadership to improve the overall effectiveness of teaching and learning in 120 schools serving 80,000 students. Specifically, I led district and school teams through the strategic planning and continuous improvement process. Focus areas included planning, implementing, communicating, and monitoring a rigorous curriculum. I also connected to US Department of Education personnel to acquire a \$15 million dollar grant to support reading, science, and mobile technologies, which resulted in increased student achievement in math and science.

I welcome the opportunity to discuss my credentials and can be reached at (706) 284-8087. Thanks for your consideration.

Sincerely,

Terky L. Nelson, Ed.D.

TERRY L. NELSON, ED.D.

706-284-8087 ♦ drterrnelson@yahoo.com

Executive Summary

A visionary leader with extensive senior level experience in providing strategic leadership and day to day oversight in K-12 urban, suburban, and rural school districts while leading through a lens of access, equity, and excellence for all students. A proactive leader with successful experiences setting and implementing policies and regulations over elementary and secondary education, teaching and learning, curriculum and instruction, federal programs, school improvement, data analysis, program management and evaluation. A collaborative leader with an entrepreneurial spirit and diverse experiences directing reform initiatives, developing activities that focus on educational outcomes and student performance, cultivating partnerships and alliances, and collaborating with diverse internal and external stakeholders. Excellent communication skills with demonstrable success presenting and interacting with a wide range of audiences at local, state, and national levels.

LEADING CHANGE

- Provided strategic oversight to State Education Agency, State Educational Technology Training Center, regional alternative school serving students with special needs, low performing high school (Priority School), and other schools, yielding significant increases in student achievement among schools and students as measured by key performance indicators
- Led economies of scale in 120 schools, and 90,000 students through leadership development, professional learning, technology integration, and materials acquisition to improve teaching and learning
- Led district and school level teams on evidence-based improvement practices which closed achievement gaps, increased graduation rates, and ensured access and equity in programs, services, and resources
- Led the work for 75 employees to ensure implementation of organizational goals that focused on increased educational outcomes for students and greater efficiency with district operations
- Spearheaded relationships with institutions of higher learning and community based organizations which resulted in increased funding for academic programs, expanded dual enrollment opportunities, and career and technical education offerings
- Led national delegation in collaborative partnership with US Secretary for Education which resulted in acquisition of \$15,000,000 multi-year grants to assist schools in providing supplemental educational services and utilization of mobile technologies

BOARD GUIDANCE AND SUPPORT

- Served as Chief Executive Officer and Executive Secretary to governing Board comprised of 17 School Superintendents and College Presidents, providing leadership and support through "team governance", while carrying out educational plans for 120 schools and district central offices
- Analyzed policy issues, identified system-wide impacts and coordinated responses to the Superintendent on strategies and alternatives
- Led discussions with educators, community representatives, legislators, and other key stakeholders to influence education policy
- Researched educational practices related to student achievement and recommended policies to Superintendent and local Board to increase efficiency and effectiveness
- Led district initiative with broad coalition of stakeholders which resulted in passage of Education Special Purpose Local Option Sales Tax (ESPLOST) generating millions of dollars for local schools for capital improvements, school safety and technology enhancements, purchase of additional school buses, and curriculum and instructional resources
- Led district team which addressed all concerns with district and school accreditation reviews (AdvancED), specifically areas of concern regarding Board governance and school accountability standards
- Developed and presented budget to the governing Board, monitored expenditures, and ensured that the Board operated within budget guidelines
- Collaborated with Board Chair and Vice-Chair on all operations through the team governance model, ensuring transparency and accountability in all operations
- Designed and implemented an effective performance management system and submitted an annual report to the board that included a comprehensive summary and analysis of the work of the Board
- Developed and presented academic progress and financial reports to local Board and citizen committees
- Collaborated with Board Attorney on policy development, personnel, and program implementation, while advocating and implementing local, state and federal policies
- Oversaw impending legal challenges by plaintiffs (employees) which resulted in favorable judgements

- Served as spokesperson for district, drafting public service announcements, meeting with local media to address district concerns, and with local stakeholders to ensure transparency, accountability, and equity
- Established and maintained effective, collaborative relationships with community groups, organizations, state and local elected officials, staff and the public to help achieve the goals of the local Board of Education

DISTRICT AND SCHOOL ACCOUNTABILITY

- Directed and monitored the administration of the standardized testing program for all students in grades K-12 in coordination with principals and other district leaders
- Ensured that all schools followed accreditation standards and resolved violations of standards
- Led professional learning for directors, principals, assistant principals, and teachers on the use of data to develop School Improvement Plans
- Led work with principals and school staff to ensure a high quality special education program for students as well as the efficient completion of special education administrative requirements and compliance reporting
- Administered federal state, and local grants, and managed contracts to ensure success in district priorities
- Developed, managed, and monitored a \$60,000,000 operational budget ensuring all 63 Title I schools received technical assistance and support in developing their budget and spending 100% of allocated funds
- Developed and implemented a differentiated accountability and service delivery model providing academic support to principals, assisting schools and central office personnel developing cultures of inquiry around data analysis for school and system improvement planning
- Oversaw district wide plan for aligning federal, state, district, and grant funding requirements related to educational planning, programming, and accountability for leaders
- Developed, executed, and monitored school improvement plans designed to increase by 5% the number of Title I schools that make progress as measured by State Assessments

ORGANIZATION DEVELOPMENT AND STRATEGIC PLANNING

- Led the district's strategic planning process for Boards of Education with engagement from various community and business stakeholders, in establishing new vision and direction for schools
- Led the district community through AdvancED Accreditation process which resulted in local district and all schools receiving "continued accreditation" status
- Spearheaded the development of a Comprehensive Needs Assessment (CNA) to determine district priorities, to make organizational improvements, and to determine resource allocations
- Led development and implementation of project and performance management plans to ensure success in meeting accreditation and program standards, and implementation of district initiatives
- Recruited and trained principals, teachers, and support staff, implemented state and national content standards, ensured program accountability and fiscal equity, lead school reform efforts, implemented research based curriculum and instructional strategies, and facilitated professional learning communities
- Facilitated district wide steering committee forums involving central office and school leaders, to disseminate information on best practices and program updates
- Provided leadership in development of five year facilities management plan for submission and approval by the local Board of Education, and subsequent approval by the State Board of Education

SCHOOL OPERATIONS AND SERVICES

- Supported the Superintendent in the development and execution of the Strategic Operations and Business Plan that included the vision, values and strategic priorities for the district
- Led school and district personnel in the development of safety plans, student support services, wrap around services, and other trauma sensitive practices
- Collaborated with Emergency Management Personnel, Fire Department, and other agencies to ensure that district met applicable requirements on Asbestos/Abatement Plan and required safety protocols, including development of school safety and emergency preparedness plan focused on student and employee wellness
- Led work with Director of Building and Grounds, Director of Child Nutrition, and Director of Transportation while ensuring increased efficiency and effectiveness in district services and supports
- Collaborated with Director of the Department of Pupil Accounting and Boundaries to establish school boundaries and to identify students for participation in federal programs
- Provided leadership on district facilities planning committee which made recommendations on enrollment growth and/or decline for facility planning and building use
- Designed and implemented programs and processes which turned a \$100,000 monthly deficit into a \$100,000 per month profit for district Food and Nutrition Services Program
- Designed and administered Title I Summer school programs at several sites with oversight of personnel from Food and Nutrition Services, Transportation, School Boundaries and Curriculum departments
- Oversaw Technical Services Department which procured technological resources for 120 schools, including purchase, installation, and maintenance of all hardware and software through Distribution Center

HUMAN RESOURCES AND FISCAL MANAGEMENT

- Provided oversight of federal, state, and local district funds more than \$60,000,000
- Implemented a system for allocating all available school resources (people, materials, time, technology and funding) to support the learning needs of students and adults
- Developed and recommended budget to local board, ensuring that budget decisions provided support aligned with district needs, the strategic plan, and consistent with district's vision and mission
- Aligned federal, state and local funds to district initiatives which provided leverage and accountability
- Oversaw process for hiring and evaluating all certified, classified, clerical, and support staff in multiple settings, and developed performance metrics as part of performance appraisal system
- Provided real-time coaching, training, and support to teachers and leadership teams on curriculum, instruction, assessment and professional learning to increase the number of highly effective teachers
- Administered agency employee benefits program and Property/Casualty Liability Insurance Program

TECHNOLOGY AND DATA

- Directed state and local testing programs, including development of benchmark assessments and integration of 100% online testing
- Analyzed a variety of data to guide decision-making, including student attendance and retention, course enrollment and completion, discipline, matriculation to college, teacher attendance, staffing levels, and other measures of school success
- Disaggregated and analyzed State Assessment data, unit and benchmark data for core content areas, and led school leaders and teachers in development of action plans to improve student achievement
- Oversaw State Educational Technology Training Center, providing professional learning activities for building administrators and teachers through blended learning format
- Developed proposal and oversaw \$7 million dollar technology initiative, implemented 1:1 technology initiative in all Title I middle schools, interactive whiteboards in 1536 instructional areas (63 schools), and trained teachers on strategies to effectively integrate technology into the teaching and learning process
- Acquired \$15,000,000 grant through work with U.S. Secretary for Education to pilot online academic intervention program, which led to increased grade level gains in reading, mathematics, and science (+1.3)

TEACHING AND LEARNING (DISTRICT AND SCHOOL LEVEL)

- Led development of K-12 Literacy Framework based on multiple data sources to ensure all students read at grade level or above and continue to advance in reading, mathematics, writing, and communicative skills
- Led the development, ongoing planning, and evaluation of the district's curriculum and instructional services and ensured alignment to state frameworks and instructional practices
- Established an Academic Improvement Plan designed to accelerate achievement for all student groups focused on meeting or exceeding targeted achievement standards
- Facilitated data analysis with school leaders, using multiple sources, progress monitoring and targeted interventions, which closed achievement gaps in Reading and Mathematics
- Served as liaison between the Chief Academic Officer, Chief Accountability Officer, Chief Human Resources Officer, Chief Technology Officer, and Chief Operations Officer to ensure uniformity relative to the implementation of instructional initiatives and support services across 63 schools
- Oversaw federal Title programs (I-V), aligning federal and state resources to ensure equity, access, and accountability, while focusing on increased achievement for all students
- Led implementation of evidence-based programs and practices to improve academic rigor, instructional relevance, student engagement and increased achievement

PROFESSIONAL LEARNING

- Led professional learning activities in multiple districts, aligned with school and district wide priorities, designed to increase educator capacity in content and pedagogical knowledge
- Led district initiatives designed to increase cultural competence, manage and affirm diversity, and integrate evidence-based practices in curriculum and instruction to meet the needs of diverse learners
- Led **professional learning communities** focused on collaborative data based planning, examination of student work, and the development of evidence based formative and summative assessment practices
- Designed, implemented, and oversaw Teacher Alternative Preparation Program, to increase the pipeline of highly qualified and effective teachers
- Led development of teacher induction, teacher leader, and aspiring leader programs in multiple districts
- Led team implementing workforce development programs with focus on career and technical education
- Led partnerships with National Science Foundation, Inc. and National Science Center, provided blended professional development and interactive exhibits for Science, Technology, Engineering, Arts, and Mathematics (STEAM), aimed at improved teaching and learning, and to expose students to STEAM careers

CAREER HISTORY

- 2016- 2018** Hancock County Public Schools, Sparta, GA, **Chief Academic Officer/Director of Teaching/Learning**
2015- 2016 Hancock County Public Schools, Sparta, GA, **Principal, Hancock Central High School**
2013 Anne Arundel County Public Schools, Annapolis, MD, **Performance Coach (AYP, Middle Schools)**
2009- 2013 Next Generation Education Solutions, LLC, Washington, DC and GA, **Chief Executive Officer**
2007-2009 Prince George's County Public Schools, Upper Marlboro, MD **Executive Director, Federal Programs**
1995- 2006 Central Savannah Regional Educational Service Agency, Dearing, GA, **Executive Director (CEO)**

EDUCATION

American Association for School Administrators (AASA)/Howard University **Urban Superintendents Academy**
 Georgia School Superintendent Institutes on **Curriculum and Instruction, School Finance and Budgeting, Facilities Construction, and Capital Outlay**

South Carolina State University, Orangeburg, SC, Doctor of Education, Educational Administration

South Carolina State University, Orangeburg, SC, Education Specialist, Educational Administration

Southern Illinois University, Carbondale, IL, Master of Science, Higher Education Administration

Mississippi Valley State University, Itta Bena, MS, Bachelor of Science, Health Education

CERTIFICATIONS

- Georgia Educator Certificate - Leadership (P-12), Teacher (Health and Physical Education, P-12)
- North Carolina- Superintendent, Principal, and Teacher Certification (K-12)
- South Carolina- Superintendent, Principal, and Teacher Certification (K-12)
- Center for Teacher Effectiveness – Effective Classroom Management
- Southern Regional Educational Board, Leadership Development Curriculum Modules

PERSONAL CAREER ACHIEVEMENTS AND HIGHLIGHTS (SELECT)

- Keynote speaker at Michigan Association of Intermediate School District Administrators Drive-In Conference. Topic: "Intermediate School Districts: Thriving in an Era of Accountability"
- Presenter at the Georgia Compensatory Educational Leaders Association Annual Conference, "Educational Agencies assisting districts to implement national goals, through research models to improve achievement"
- Presentation at Georgia School Superintendent's Conference, "Regional Academic Support Services for Increased Achievement in an Era of Accountability"
- Presentation at AESA National Conference entitled, "Building Tomorrow: ESA's Ensuring a Future for Rural and Urban School Districts"
- Commencement Speaker, Augusta Technical College. Topic entitled, "The Relentless Pursuit of Excellence"
- Commencement Speaker, Troy University. Topic entitled, "You Don't Have to Stand Up to Be Counted"
- Elected President of the Georgia Regional Education Service Agency Directors' Association
- Represented K-12 schools while serving on Practitioner Advisory Board for Georgia Board of Regents, in developing a new Educational Leadership Preparation and Development Institute
- Appointed to three-year term on Georgia Professional Standards Commission Review Panel making recommendations on preparation programs, professional education units, accreditation and on-site reviews
- Served on Georgia Department of Education committee which made policy recommendations on Health/Wellness/Safety, to assist local districts in ensuring statutory compliance
- Consultant/trainer for American Association of School Administrators (AASA) and National School Board Association (NSBA) on Coordinated School Health/Wellness Administrator Training for district leaders
- Selected by Georgia Department of Education for Committee on Quality Teaching to address teacher attrition and ensuring highly qualified and effective teachers in every classroom

MEMBERSHIPS, COMMITTEES, AND COMMUNITY INVOLVEMENT (Select)

- Member, American Association of School Administrators (AASA)
- Member, National Adolescent Literacy Council (NALC)
- Member, Those Interested in Augusta's Progress (Board Member)
- Member, Grace Street Church of Christ (Education Committee Chairperson)
- Former Board Member and Chair, Governmental Relations, Assn. of Educational Service Agencies (AESA)
- Former Board Member, Georgia Association of Curriculum and Instructional Supervisors (GACIS)
- Former Board Member, Georgia Partnership for Excellence in Education (GPEE)
- Former Member, Georgia School Superintendents Association (GSSA)
- Former Member, Maryland State Education Association (MSEA)
- Former Member, Metropolitan Augusta Chamber of Commerce (Education Committee)
- Former Member, Columbia County Chamber of Commerce (Education Chairperson)
- Former Member, University Hospital and University Foundation Health Advisory Committee (ACE Program)



Columbia County School District

March 22, 2019

TO WHOM IT MAY CONCERN:

It is my pleasure to write this letter of recommendation for Dr. Terry Nelson. I worked with Dr. Nelson when he served as the Executive Director of the CSRA RESA. As the Executive Director of the CSRA RESA, Dr. Nelson and his staff provided support, resources and professional learning opportunities for the surrounding school districts.

Dr. Nelson has a wide-range of knowledge and experience. He is self-driven, organized and very insightful about school districts, students and community needs. In addition, He effectively communicates his vision and expectations for meeting the needs of all of his stakeholders. He is open to input and recommendations from those he serves.

Furthermore, I believe that Dr. Nelson is a true professional educator. He loves students and would do whatever it takes to ensure the success of the district. Being the proactive leader he is, Dr. Nelson will do an excellent job and would be an exceptional transformational leader in any school district. He would be a tremendous asset. He is very approachable and works collaboratively with parents, students, teachers, administrators, support staff and community leaders.

Ultimately, Dr. Nelson has the determination, vision, drive, ability and leadership skills to succeed in this endeavor with integrity and trustworthiness. Leading and guiding by example are what defines Dr. Nelson.

I believe Dr. Nelson will be committed to the continuous systematic improvement of extending the education system in your district to the next level. He will be the first to exhaust every avenue to meet the goals of the district. He brings with him much experience from the various positions he has held, which will ensure the continued success of the district. Dr. Nelson has much to offer and I cannot think of a better candidate for an opportunity to serve in a Superintendent, Assistant Superintendent or other executive roles within a district. I highly recommend Dr. Nelson for this position. Please do not hesitate to contact me if you have any questions.

With much sincerity,

A handwritten signature in black ink, appearing to read "Deborah Williams", written over a horizontal line.

Deborah Williams, Ed.D.
Assistant Superintendent for Student Learning

4781 Herford Farm Road • Evans, Georgia 30809

Phone: (706) 541-0650 • www.ccboe.net

An Equal Opportunity District



Gladys Whitehead, Ph.D.
Director of Early Learning

March 21, 2019

To Whom It May Concern:

It is with pleasure that I write a letter on behalf of Dr. Terry Nelson. Terry and I worked together as directors in Prince George's County Public Schools January 2007 to October 2009. Terry was the Director of State and Federal Programs, which included Title I. I was the Director of Curriculum and Instruction. We collaborated on curriculum and resources to help the district and the Title I schools move forward academically. Terry always paid attention to details and hosted very successful review meetings with the Maryland State Department of Education. Our teams conducted many planning sessions together. Since leaving Prince George's in October 2009, Terry has served as a Director of Curriculum, Instruction, Professional Learning and Testing in Georgia and a high school Principal. Dr. Nelson has shown that he is organized and dedicated to getting the work done. He served on several committees to help us clear up snags in the work.

Dr. Nelson always attended professional conferences for his work. His varied work experience gives him a full vision of the workings of a school system with a focus on academic success for all.

Dr. Nelson is an excellent candidate who stays abreast of the latest research and endeavors to utilize those concepts that would support a school system in developing viable programs. He has the intellectual capacity to address the rigor needed for outstanding student achievement. Dr. Nelson has much to offer and I cannot think of a better candidate for an opportunity to serve in a Superintendent, Assistant Superintendent or other executive role within a district. If you have any further questions I may be reached at 301-808-8240 or email gladysw@pgcps.org.

Sincerely,

A handwritten signature in cursive script that reads "Gladys Whitehead".

Gladys L. Whitehead, Ph.D.



Dr. Juliette Pennyman

ADMINISTRATIVE OFFICE
531 Jones Avenue, North Braddock, PA 15104 • 412-731-1300
412-273-3602 (fax) • pennju@whsd.net

I am delighted to write in support of Dr. Terry Nelson whom I know for over six years and regard highly. I enthusiastically recommend him for Superintendent or and any position in your school district.

When I first started interacting with Dr. Nelson, I was struck by his listening skills .He is an empathetic listener. Dr. Nelson's greatest communication attribute is his incredible listening ability. I have often observed Dr. Nelson in groups listening intently and focusing on understanding others' points of view. He engages in meaningful conversation and works toward understanding a situation before he acts. This was particularly evident when Dr. Nelson was working with stakeholder groups within the Hancock Community. Even when there might have been some adversity between groups that was not allowing for work to be completed, while he had a professional obligation to support one over the other, he gave both community group members the appropriate attention and respect before stepping in. This could not have occurred without his collaboration and communication skills.

Most recently, Dr. Nelson's work as Chief Academic Officer has thrust him into an environment that displays his best skills – leadership, teaching and learning, which I know he is greatly passionate about. He fits nicely into his current role of being the Chief Academic Officer of the district which is an indication that his transition to Superintendent of any school district will be seamless. In my current role as Assistant Superintendent of Woodland Hills School District, Dr. Nelson has helped me to grasp the notion that teaching and learning cannot be confined to a classroom where students are filled from the fountain of wisdom. Education is much too important to be restricted in that fashion. All people learn and, as such, learning happens everywhere at any time...often when we least expect it.

Lastly, one of my responsibilities as an Assistant Superintendent is the selection of promising instructional leaders. When I search for candidates, I look for a sense of purpose and skill in human interaction and development. I look for a decidedly zany interest in one's district, one's school and in one's students. I look for educators whose values align with those of equity for all students and creating coherence throughout the school district. These are the hallmarks of great Transformational Leaders. Indeed, these are the traits of Dr. Nelson. I believe he will make a strong, positive contribution to the stakeholders of your district. For these reasons, I recommend Dr. Terry Nelson for any vacancy for which he chooses to apply.

If I may be of further assistance during the evaluation of her application and credentials, please contact me by phone (215) 410-0415 or via e-mail pennju@whsd.net .

Sincerely,

Dr. Juliette D. Pennyman

P. O. Box 94
Warrenton, Georgia 30828

March 19, 2019

To Whom It May Concern:

I have been asked and am pleased to write this letter of recommendation for Dr. Terry L. Nelson, as he pursues a professional opportunity to advance his career within the education profession. I have known and worked with Dr. Nelson for almost two decades. I have found Dr. Nelson to be highly competent, committed, and professional. He aspires for excellence in all areas and inspires others to greatness.


My first encounter with Dr. Nelson, came as a result of my service as Superintendent and Vice Chairperson on the seventeen (17) member governing Board of Central Savannah River Area Regional Educational Service Agency, where he worked as an Educational Consultant. While serving in that capacity Dr. Nelson was instrumental in leading several schools and districts through the improvement process, including school and district accreditation. With his steadfast support several schools were recognized as Distinguished Title I schools, with increased student achievement for all students. Dr. Nelson was also instrumental in my district being awarded several grants to support academic improvement initiatives.

Dr. Nelson was subsequently promoted to Executive Director, providing exemplary leadership and academic services for 120 schools serving 90,000 students. While serving in that capacity he proved to be a very effective leader in the areas of board development, strategic planning, budget development and fund acquisition, and stakeholder engagement. Through his leadership the organization received several multiyear multimillion dollar grants which paved the way for innovations in reading, mathematics, and mobile technologies. As a result of this work, student achievement increased and several schools were recognized as Distinguished Title I schools.

Dr. Nelson and I were reunited as I sought support as Superintendent in another school district. Dr. Nelson served as High School Principal the first year and Director of Curriculum, Instruction, Professional Learning, and Testing the second year. In this capacity, he led all Teaching and Learning initiatives throughout the district.

To demonstrate his leadership and support for district initiatives, Dr. Nelson successfully organized and led the community campaign, serving as spokesperson, which resulted in passage of the local eSPLOST, receiving overwhelming support for educational improvements throughout the county. He played a key role in leading our academic improvement efforts, successfully leading district personnel and schools through AdvancED Accreditation, while increasing financial contributions, and garnering community support from various organizations.

Based on these and other experiences I would highly recommend Dr. Nelson for any executive level position that he wishes to pursue. If you have questions regarding his candidacy or qualifications, please feel free to contact me. I can be reached at (706) 339-1628.

Sincerely,

Charles R. Culver, Ed. D.
Retired Superintendent



S.C. State University 300 College Street, NE
 Registrar's Office Orangeburg, SC 29117

TRANSCRIPT OF ACADEMIC RECORD

SSN: [REDACTED]

Date of Birth: 09/25/1958

Date Issued: 07-APR-2014
 OFFI Official Transcript

Record of: Terry Linn Nelson
 Current Name: Terry Linn Nelson
 Issued To: Terry L. Nelson

Page: 1

Course Level: Graduate

First Admit: Summer 1 1995
 Last Admit: Spring 1999
 Matriculated: Spring 1999

Current Program

Doctor of Education

Program : EDD in ED

Major : Educational Administration

Degree Awarded Educational Specialist 13-DEC-1997
 Primary Degree

Program : EDS-Educational Administration
 College : School of Graduate Studies
 Major : Educational Administration

Degree Awarded Doctor of Education 16-DEC-2000
 Primary Degree

Program : EDD in ED

College : College of Education

Major : Educational Administration

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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INSTITUTION CREDIT:

Term: Fall 1995

Non-Degree Special Graduate

EAM 735	FUND OF MANAGEMENT	3.00 A	12.00
EAM 739	PUBLIC SCHOOL FINANCE	3.00 A	12.00
Term: Ehrs: 6.00	GPA-Hrs: 6.00	Qpts: 24.00	GPA: 4.00
Good Standing			

Term: Spring 1996

Non-Degree Special Graduate

EAM 722	FORM/SUMM EVAL PROC:PERS	3.00 A	12.00
EAM 803	EDUC ISSUES/ORGAN RESPON	3.00 A	12.00
Term: Ehrs: 6.00	GPA-Hrs: 6.00	Qpts: 24.00	GPA: 4.00
Good Standing			

Term: Summer 1 1996

Non-Degree Special Graduate

EAM 731	SCHOOL & COMM RELATIONS	3.00 A	12.00
EAM 737	SCHOOL BUILDING PLANNING	3.00 A	12.00
Term: Ehrs: 6.00	GPA-Hrs: 6.00	Qpts: 24.00	GPA: 4.00
Good Standing			

***** CONTINUED ON NEXT COLUMN *****

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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Institution Information continued:

Term: Fall 1996

Non-Degree Special Graduate

EAM 732	EDUCATIONAL PLANNING	3.00 A	12.00
EAM 750	SUPERVISION OF INSTRUC	3.00 A	12.00
EAM 760	FLD EXPER:PRAC/SEMINAR I	3.00 A	12.00
Term: Ehrs: 9.00	GPA-Hrs: 9.00	Qpts: 36.00	GPA: 4.00
Good Standing			

Term: Spring 1997

Educational Administration

EAM 736	PERSONNEL ADMINISTRATION	3.00 A	12.00
EAM 738	SCHOOLS AND THE LAW	3.00 A	12.00
EAM 761	FLD EXP:PRAC/SEMINAR II	3.00 S	0.00
EAM 803	EDUC ISSUES/ORGAN RESPON	3.00 A	12.00
Term: Ehrs: 12.00	GPA-Hrs: 9.00	Qpts: 36.00	GPA: 4.00
Good Standing			

Term: Summer 1 1997

Educational Administration

EAR 710	METHODS FOR RESEARCH	3.00 A	12.00
EDCI 759	SEM IN CURR IMPLTN & CHG	3.00 A	12.00
Term: Ehrs: 6.00	GPA-Hrs: 6.00	Qpts: 24.00	GPA: 4.00
Good Standing			

Term: Spring 1998

Educational Administration

EAM 801	DIAGNOSIS IN EDUC ORGAN	3.00 A	12.00
EAR 803	ADVANCE DATA ANALYSIS	3.00 WP	0.00
EAR 804	SURVEY RESEARCH	3.00 A	12.00
Term: Ehrs: 6.00	GPA-Hrs: 6.00	Qpts: 24.00	GPA: 4.00
Good Standing			

Term: Summer 1 1998

Non-Degree Special Graduate

EAM 800	ADMIN ROLE PERFORMANCE	3.00 A	12.00
EAM 821	EDUCATIONAL LEADERSHIP	3.00 A	12.00
EAR 800	EDUC RSERCH/PRGM EVA/CMF	3.00 A	12.00
EAR 803	ADVANCE DATA ANALYSIS	3.00 B	9.00

***** CONTINUED ON PAGE 2 *****

Annie R. Beltory, REGISTRAR



S.C. State University
 Registrar's Office
 300 College Street, NE
 Orangeburg, SC 29117

TRANSCRIPT OF ACADEMIC RECORD

SSN: [REDACTED]

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 Level: Graduate

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SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
Institution Information continued:			
Term:	Ehrs: 12.00 GPA-Hrs: 12.00 QPts:	45.00 GPA:	3.75
Good Standing			
Term: Spring 1999			
Educational Administration			
EAR 899	DISSERTATION SEMINAR	3.00 S	0.00
Term:	Ehrs: 3.00 GPA-Hrs: 0.00 QPts:	0.00 GPA:	0.00
Good Standing			
Term: Fall 1999			
Educational Administration			
EAR 899	DISSERTATION SEMINAR	3.00 S	0.00
Term:	Ehrs: 3.00 GPA-Hrs: 0.00 QPts:	0.00 GPA:	0.00
Good Standing			
Term: Spring 2000			
Educational Administration			
EAR 899	DISSERTATION SEMINAR	3.00 S	0.00
Term:	Ehrs: 3.00 GPA-Hrs: 0.00 QPts:	0.00 GPA:	0.00
Good Standing			
Term: Fall 2000			
Educational Administration			
EAR 899	DISSERTATION SEMINAR	1.00 S	0.00
Term:	Ehrs: 1.00 GPA-Hrs: 0.00 QPts:	0.00 GPA:	0.00
Good Standing			
***** TRANSCRIPT TOTALS *****			
TOTAL INSTITUTION	Earned Hrs 73.00	GPA Hrs 60.00	Points 237.00
			GPA 3.95
TOTAL TRANSFER	0.00	0.00	0.00
OVERALL	73.00	60.00	237.00
			3.95
***** END OF TRANSCRIPT *****			

Annie R. Belton
 Annie R. Belton, REGISTRAR