

Flagler Schools

1769 East Moody Blvd.

Bunnell, FL 32110

Re: Superintendent of Schools Vacancy

To Whom It May Concern:

I am writing to express my sincerest interest in the position of Superintendent in Flagler Schools. I am a career educator and administrator currently in my 25th year of service. My educational training includes a B.S. and M.Ed. in Elementary Education from Florida A & M University. Also, I have attained an Ed.S. in Educational Leadership/Administration from Florida State University and a terminal degree (Ed.D.) in Educational Leadership from Nova Southeastern University.

Moreover, my professional experience has included six years as a middle and elementary school teacher. My 19 years of leadership experience has included positions as Assistant Principal, Principal, Coordinator of Elementary Schools, Coordinator of Leadership Services, Director of Leadership Services, Interim Assistant Superintendent of Leadership, Executive Officer of Leadership Services, Assistant Superintendent of Administrative Services, Chief Operations Officer and currently as a Leadership Consultant for the Georgia Leadership Institute for School Improvement.

During my tenure in Henry County, I had the honor and privilege of leading and implementing the following successful district initiatives to include, but not limited to, the following:

- Led development and implementation of Kindergarten – Fourth Grade Standards-Based Report Card (district-wide)**

- **Led development and implementation of Kindergarten-Fifth Grade Promotion, Placement, and Retention Rubrics (district-wide)**
- **Led development and implementation of Kindergarten Diagnostic Assessment (administered to every enrolling Kindergartener district-wide, beginning in August 2009.) (Approved by state)**
- **Led district implementation of Reduced Class EIP (Early Intervention Program) model (K-5) This change in providing EIP services brought an additional 4-6 million dollars in FTE funding to the district.**
- **Developed DRIVE (Principal's PL) plan for a 16-month period (Providing a systemic approach to building and fostering leadership capacity for principals.)**
- **Wrote concept paper outlining rationale to move from 6-weeks grading period to 9-weeks grading period**
- **Co-Chaired AdvancEd/SACS visit during May 2011 leading to District Re-Accreditation for next five years**
- **Rewrote elementary homework policy for Henry County Parent and Teacher Handbook**
- **Provided training to 170+ elementary and middle school teachers "Developing a Comprehensive Vocabulary Program" training presented by Marzano Research**
- **Developed and implemented Vocabulary Notebook (GPS) K-5 based on Marzano's definition of Guaranteed, Supportive, and Cognitive Words used by 450 teachers (2017)**

As Chief Operations Officer, my primary responsibility included leading and supervising the offices of Facilities and Maintenance, Transportation, Code of Conduct/PBIS, and Security. Daily, I monitored and supervised the following Executive Directors and Coordinator; Code of Conduct, Facilities and Maintenance, Transportation, and Coordinator of Security. I managed an operating budget of over 7.0 million dollars. I am confident that with my educational training, experience, and proven track record of leadership in all aspects of a public school system that I am a trustworthy candidate to serve in the role of Superintendent.

Currently, in my role as Consultant for the Georgia Leadership Institute for School Improvement (GLISI) I am serving as a lead consultant on the 4T Project (Teams Transforming Teaching Together) with 3 rural school districts who have underserved and underprivileged students. Specifically, I am providing leadership support and on-time coaching to central office (superintendent and assistant superintendents) and school-level leaders (principals and assistant principals) on improvement science components, the PDSA cycle, and network development. During this project, I am also serving on the evaluation ad-hoc team developing the appropriate metrics and measures to determine the success of the project.

Moreover, unlike any other candidate you consider, none will have the blend of successful upward progression in the field of education plus the leadership skill set and knowledge I possess.

Finally, I look forward to hearing from you to provide more detail on my abilities and attributes that I am confident would be an asset to the Flagler Schools in the role of Superintendent.

Sincerely,

Raymond Bryant, Jr., Ed.D.

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Dr. Raymond L. Bryant, Jr.
1723 Panorama Drive
Locust Grove, Georgia 30248
404-644-1242 (cell)
raymond.bryant@rocketmail.com

Qualifications:

- Twenty-five years of successful administrative and teaching experience
- Excellent organizational and communication skills (oral and written)
- Demonstrated leadership in successful district initiatives
- Excellent problem solving and reasoning skills
- Practical, systems-based leader that makes things happen
- Nineteen years of successful and documented visionary leadership

Education:

2005 Ed.D., Educational Leadership, Nova Southeastern University
2000 Ed.S., Educational Leadership/Administration, Florida State University
1997 M. Ed., Elementary Education, Florida A & M University
1995 B.S., Elementary Education, Florida A & M University

Career Progression:

Consultant (Leadership) Georgia Leadership Institute for School Improvement (GLISI)	July 2019-Present
Chief Operations Officer (COO) Henry County Schools	April 2018-May 2019
Assistant Superintendent of Administrative Services, Henry County Schools	August 2017-April 2018
Executive Officer, Henry County Schools	January 2011-August 2017
Interim Assistant Superintendent of Leadership Services, Henry County Schools	November 2010-January 2011
Director of Leadership Services, Henry County Schools	July 2010-November 2010
Coordinator of Leadership Services, Henry County Schools	July 2009-July 2010
Coordinator of Elementary Schools, Henry County Schools	September 2007-June 2009
Principal, Factory Shoals Elementary, Douglas County Schools	August 2005-September 2007

Assistant Principal, Factory Shoals Elementary Douglas County Schools August 2001-July 2005

Teacher (5th Grade) Pate's Creek Elementary, Henry County Schools August 2000-July 2001

Teacher (6th & 8th) SwiftCreek Middle School, Leon County Schools August 1995-July 2000

Description of Work:

2019-Present *Consultant*, Georgia Leadership Institute of School Improvement (GLISI) 770-464-9299

- Serve as Leadership Consultant on 4T Project with GLISI, SREB (Southern Regional Educational Board) and 3 Rural Georgia School Districts (Burke, Emmanuel, and Jefferson County School Districts) to leverage improvement science principles, design thinking, just in time coaching and power of collaborative networks to dramatically improve student outcomes for traditionally under-served populations
- Provide on-time training to district leaders on best practices to support, accelerate, and engage their teams in improvement models at their sites
- Create a personalized coaching plan for each administrator being coached includes cycles of coaching and appropriate metrics for monitoring
- Served on Evaluation Ad Hoc Team to develop and implement evaluation components associated with 4T Project

2018-2019 *Chief Operations Officer (COO)*, Henry County Schools 770-957-6601 (Promotion)

- Responsible for the coordination of the departments of: Facilities and Maintenance, Transportation, Code of Conduct, and Security
- Supervise and evaluate Executive Director of Facilities and Maintenance, Executive Director of Transportation, Director of Code of Conduct, Coordinator of Security and Executive Administrative Assistant
- Serve on the district's Executive Cabinet, Cabinet, and Senior Team
- Develop and implemented division annual budget \$7.0 million dollars
- Developed, coordinated, and implemented long range planning for Facilities and Maintenance, Transportation, and Security
- Developed and Implemented Central Operation Center designed to serve as a hub for Senior level officials to gather to make decisions regarding security and safety measures in the district
- Developed RFI (Request for Information) for district Classroom Utilization Study
- Researched and implemented safety items commensurate to support school and district safety measures through the State Bonds for Safety and Security to include but not limited to (Campus Management System (AlertPoint); Access Control System (Key Card System); Panic/Distress Buttons, School Hallway Signage and

- Walkie-Talkies for district office complex
- Led the development of a comprehensive district growth plan for the next 10 years (2018 -2028) to include: building of facilities and maintenance of current facilities; transportation of students; Safety of schools, student projections and enrollment; district discipline practices
- Led the development, planning, and opening of McDonough Middle and McDonough High School (Opening Fall 2019)

**2017-2018 *Assistant Superintendent Administrative Services, Henry County Schools*
770-957-6601 (Promotion)**

- Responsible for the coordination of the departments of Administrative Services: Discipline and Safety, Facilities and Maintenance, Legal Compliance, Student Services, Transportation Services and Wraparound and Social Emotional Services
- Supervise and evaluate Director of Discipline and Safety, Director of Facilities and Maintenance, Director of Legal Compliance, Director of Student Services, Director of Transportation Services, Director of Wraparound and Social Emotional Services
- Work cooperatively with the Superintendent and staff to develop annual budgets
- Work with the Director of Facilities and Maintenance for facilities planning and the administration of capital outlay funds
- Work with the Director of Facilities and maintenance to prepare and present Five-Year Facilities Planning Study to the Board of Education
- Prepare and present annual projected enrollment report to Board of Education
- Prepare and present annually a proposed school calendar to the Board of Education
- Lead the district review of all system personnel and student handbooks edit and modify these handbooks when this review indicates a need
- Research and develop school board policy as directed by the Superintendent and Board of Education
- Serve as a liaison between the school system and the school board attorney in addressing legal concerns associated with school district
- Coordinate system efforts to maintain safe, orderly and supportive school environments in support of the system strategic plan

**2011-2017 *Regional Executive Officer Leadership Services, Henry County Schools*
770-957-7189 (Promotion)**

- Direct supervisor of 17 building level principals. (ES, MS, and HS) Manage performance and conduct annual evaluations of school principals, working collaboratively with the Assistant Superintendent and other Regional Executive Officers.
- Leading Region Initiative Explicit Vocabulary Instruction with 14 elementary schools

- Developed and implemented School Improvement Plan Rubric for 50 principals
- Serve as office of response to assist with responses to issues and unresolved matters that originate at the school level
- Ensure ongoing progress toward identified school goals and objectives, regularly collecting and analyzing school data to determine progress in affecting student achievement, school culture, climate and community, and quality assurance
- Assist school-level leadership with the implementation of the school system's curriculum standards, assessment program, instructional program, and professional learning program
- Work with principals and school administration to develop, implement, and monitor annual School Improvement Plans
- Assist principals and school administration in implementing system approved and effective staff performance and evaluation program
- Maintain frequent contact with, and visitation in, schools attending extracurricular and other activities
- Coordinate with Assistant Superintendent, other Regional Executive Officers, and other staff members as needed to implement a comprehensive and systemic protocol for the collection and use of multiple data sources to inform further continuous improvement
- Developed Principal Meeting Professional Learning Opportunities document for 2013-2014
- Co-Lead evaluator AdvancEd visit in Polk County School District (2018)
- Co-Lead evaluator AdvancEd visit in Dekalb County School District (2017)
- Co-Lead evaluator AdvancEd visit in the Putnam County Charter District (2015)

2011- *Interim Assistant Superintendent of Leadership Services* (6wks) Henry County Schools 770-957-7189 (Promotion)

- Direct supervisor for 50 building level principals
- Maintain frequent contact with and visitation in schools
- Work with principals and school administration to develop annual School Improvement Plans as well as requirement for accrediting agencies
- Work with principals and school administration to implement identified goals and objectives in Annual School Improvement Plans.
- Serve as office of response for issues and unresolved matters directed to the Superintendent that originate at the school level
- Assist principals in planning and properly implementing sound instructional, management and supervisory practices
- Developed and delivered job-embedded professional learning to all principals and assistant principals
- Regularly focus on results to determine progress toward identified school goals and objectives
- Assist principals and school administration in implementing an effective staff performance and evaluation program
- Assist principals in the area of communication with staff, students, community and other administrators

2010-2011 *Director of Leadership Services, Henry County Schools, Georgia 770-957-7189 (Promotion)*

- Supervise (6) administrative assistants in Leadership Services Department
- Supervise the Coordinator of Assessment, Evaluation and Development, System Test Coordinator; Leadership Services Coordinator, and the Professional Learning Coordinator
- Co-district facilitator AdvancED/SACS QAR (Quality Assurance Review) visit May (1-4) 2011; successfully led district through process of 5-year reaccreditation
- Coordinate Title II-A practices and procedures in district (Coordinate site visits Dec. 2010 and 2011)
- Coordinate and held Title II-A Private School Consultation Meetings
- Coordinate and develop Title IIA Equity Report for submission and approval from GA-Professional Standards Commission
- Develop Title IIA budget for Teacher and Leader Quality
- Assist principals with the development, implementation and monitoring of Continuous Improvement plans
- Work with principals, system leadership and other stakeholders to ensure compliance with meeting requirements for accrediting agencies
- Serve as Leadership Coach for Principals in areas related to their job responsibilities
- Assist principals in observing and analyzing teacher performance
- Supervise the Rising Stars Initiative
- Work with the Assistant Superintendent for Leadership Services to develop a monitoring plan to ensure that all schools in the system transition to standards-based classrooms
- Assist the Assistant Superintendent for Leadership Services with monitoring annual AYP goals and strategies in individual schools and school clusters

2009- *Coordinator of Leadership Services, Henry County Schools, Georgia*

2010- *Coordinator of Athletics (In addition to duties of Coordinator of Leadership Services) Henry County Schools, Georgia 770-957-7189*

- Evaluate, interpret, implement, and make recommendations regarding athletic policies and procedures
- Serve as a representative to region, state and national committees as appointed by appropriate officials
- Act as a liaison between Henry County High schools, the Georgia High School Association and State Department of Education
- Respond to public and parent concerns regarding athletics for Henry County, region and Georgia High School Association activities
- Collect information from local schools and complete the annual Gender Equity report and submit to the Superintendent for approval and submission to the State Department of Education
- Provide for and encourage opportunities for coaches to participate in clinics,

- workshops, staff development and state and regional conferences
- Title IX Coordinator Gender Equity for Athletics
- Served on AdvancED/SACS team in Twiggs, Georgia (April 2010)
- Maintain frequent contact with and visitation in schools
- Work with principals and school administration to develop annual School Improvement plans as well as requirements for accrediting agencies
- Work with principals and school administration to implement identified goals and objectives in annual School Improvement Plans
- Work with principals and school administration to ensure ongoing progress toward identified school goals and objectives
- Regularly collect and analyze school data to determine progress toward identified school goals and objectives
- Regularly focus on results to determine progress toward identified school goals and objectives
- Assist principals in the area of communication with staff, students, community, and other administrators
- Assist the Assistant Superintendent for Leadership Services in responding to issues and unresolved matters directed to the Superintendent that originate at the school level
- Collaborate with the Assistant Superintendent for Leadership Services and Professional Learning Coordinator and Director to develop and implement professional development plan for Teacher Leaders, Assistant Principals, and Principals
- Assist the Assistant Superintendent for Leadership Services in identifying and implementing standards of accountability for each leadership role
- Coordinate the school system's elementary programs and assures the implementation of programs in accordance with local, state, and federal policies, rules and regulations
- Work with Assistant Superintendent for Learning and Teaching, Curriculum Coordinators and principals to ensure full implementation of the Georgia Performance Standards and the transition to standards-based classrooms
- Work with the Assistant Superintendent for Leadership Services and principals to develop K-12 Continuous Improvement Plans
- Collaborate with principals and the Assistant Superintendent for Leadership Services in the implementation of strategies that support each school's student achievement goals to ensure that all schools make Annual Yearly Progress

2007-2009 *Coordinator of Elementary Schools, Henry County Schools, Georgia 770-957-7189 (Promotion)*

- Led development and implementation of Henry County Kindergarten Diagnostic Assessment (Administered to all enrolling kindergarteners commencing Aug. 2009)
- Rewrote elementary homework policy for Henry County Parent and Teacher Handbook

- Led shift to implement Reduced Class EIP (Early Intervention Program) district wide in grades K-2, 2009-2010 (**Increased QBE funds for district by \$3 million dollars FY10; FY11 Increased QBE funds for district by \$4 million dollars**)
- Lead Facilitator, GAPSS Team (Georgia DOE, Georgia Assessment of Performance on School Standards) Henry County Schools (Henry County, Georgia)
- Participated on GAPSS (Georgia DOE, Georgia Assessment of Performance on School Standards) Analysis Team, Clifton Ridge Middle School (Jones, Georgia)
- Coordinate and led the development and implementation of K-4 Standards-Based Report Cards, Parent and Teacher Rubrics district wide
- Interim Principal Unity Grove Elementary (6wks) and Red Oak Elementary (2wks)
- Coordinate the school system's elementary programs and assure the implementation of programs in accordance with local, state, and federal policies, rules and regulations.
- Work with Assistant Superintendent for Leadership Services, Curriculum Coordinators and Principals to ensure full implementation of the Georgia Performance Standards and the transition to standards-based classrooms.
- Work with the Coordinator of Secondary Schools and the Assistant Superintendent for Leadership Services to develop a seamless, systematic approach to curriculum, assessment, and instruction for sustained student achievement.
- Work with the Assistant Superintendent for Leadership Services, elementary and middle school principals, and the Middle School graduation coaches to develop a systematic plan for the elementary to middle school transition
- Assist the Assistant Superintendent for Leadership Services in reviewing data to evaluate the effectiveness of instructional programs
- Work with the Assistant Superintendent of Leadership Services and the Director of Professional Learning to plan, develop, and secure valuable professional development opportunities required for elementary teachers to implement the curriculum and to improve instruction
- Collaborate with Principals and the Assistant Superintendent for Leadership Services in the implementation of instructional strategies that support each school's student achievement goals to ensure that all elementary schools make Annual Yearly Progress
- Assist the Assistant Superintendent for Leadership Services in securing grants or other forms of funding to enhance elementary education programs
- Assist schools in the development of instructional goals and methods to enhance student achievement and meet state and district requirements
- Assist with developing and implementing research-based strategies to ensure an annual decrease in the percentage of students not meeting state standard in reading and mathematics, and an annual increase across all schools in the percentage of students exceeding state standard in reading and mathematics

2006 Instructor, Clayton State University, Continuing Education Program, Georgia
 Instructed students in the area of mathematics **678-466-4000**

**2005-2007 *Principal, Factory Shoals Elementary, Douglas County Schools, Georgia*
770-651-2000 (Promotion)**

- Responsible for the operations and functions of the school organization to include, but not limited to: Curriculum, Student Performance, Staff Performance, Academic Focus, Communication, Organizational Setting, and Comprehensive Improvement Plans. Also, any other duties and responsibilities designated by the superintendent.
- Made AYP (Adequate Yearly Progress) each year as Principal
- State Improvement Status in 2006, 2007 “Distinguished”
- Selected by Superintendent to complete GLISI training (Georgia Leadership Institute on School Improvement) 2006-2007

2001-2005 *Assistant Principal, Factory Shoals Elementary, Douglas County Schools, Georgia* 770-651-2000 (Promotion)

- Assessment and Testing Coordinator (PreK-5th)
- Student Support Team Coordinator (S.S.T.)
- Handle disciplinary issues for all grade levels (PreK-5th)
- Facilitator of Staff Development Training School Wide
- Served on district-wide calendar adoption committee
- Chairperson, SACS (Southern Association of Colleges and Schools) 10 year format
- Recruiter for county; University of Alabama at Tuscaloosa Teacher Recruitment Fair (April, 2004)
- Recruiter for county; Spelman College, Atlanta, Georgia Teacher Recruitment Fair (February, 2005)
- Recruiter for county; University of West Georgia, Teacher Recruitment Fair (March, 2005)

2000-2001 *Fifth Grade Teacher, Pate’s Creek Elementary, Henry County Schools, Georgia* 770-957-6601

- Member of School and Community Relations Committee (SACS)

1995-2000 *Sixth Grade Teacher, Swiftcreek Middle School, Leon County Schools, Florida* 850-487-7100

- Develop lesson plans and instruct in Mathematics, Science, Geography and Reading
- Participate in and conduct parent teacher conferences, advise parents on child’s progress and discuss how best to reinforce education
- Taught eighth grade mathematics (1995)
- Chaired Mathematics and Science Integration School Improvement Committee (reported to School Advisory Committee) SAC
- Communications School Improvement Committee (1998-2000) (Reported to

- School Advisory Committee) SAC
- Chairperson, SACS- (Southern Association of Colleges and Schools), 5 year School Renewal Project-Area 5 Communication (1999-2000)
- Sponsor- Distinguished Gentlemen Boys Club (sixth-eighth grade) (1995-2000)
- Served as coach for sports teams (basketball, soccer and softball) (1995)
- Served as mentor/professional educator for beginning teacher (1998-1999)

Licenses and Certificates:

- Georgia Leadership Certificate (P-12)
- Georgia Teacher's Certificate (P-8)
- Georgia Computer Skills Competency Certificate (2004)
- Time to Teach; Associate Trainer, Center for Teacher Effectiveness (2009)
- LPPC; Leadership Preparation Performance Coaching (GLISI) (2010)
- Currently enrolled in Culturally Proficient Coaching Endorsement (Griffin RESA) 2019

Professional Affiliations:

- ASCD (Association for Supervision and Curriculum Development) (2005) Institutional Membership
- NEA (National Educators Association) (1995)
- GAE (Georgia Educators Association) (2001)
- United Way Member (2001)
- GACIS Georgia Association of Curriculum and Instruction Supervisors (2007)
- GAEL Georgia Association of Educational Leaders (2007)
- GAGC Georgia Association of Gifted Children (2007)
- IRA International Reading Association (2008)
- Georgia Elite Sports Academy, Board of Directors (2013)

Professional Development:

- GADOE McREL District Balanced Leadership series for Leader Effectiveness Training (Modules 1-4) December 4 & 5, 2018 and January 15 & 16, 2019

Speaking Engagements:

- Henry County Democratic Party Education Town Hall Meeting (Participated as Speaker on the Education Officials Panel) (2009)
- Georgia State University GAE/GSU Professional Development Conference: The Job Hunt, "What to Expect during an Interview and the Recruiting Process" (2008)
- Mercer University "Being a Principal" (2007)
- Austin Road Middle School, "Leading by Serving Others," (2013)
- Austin Road Middle School, Leadership in Henry County Schools" (2014)

Awards/Recognitions:

- Cambridge Who's Who Registry among Executives and Professionals (2010/2011)

- State Improvement Status in 2006, 2007 “Distinguished” (AYP)

Accomplishments Commensurate with District Office Tenure:

- Developed and implemented department service model for Administrative Services Department (PSC2) *Professionalism, Support, Commitment, and Communication*
- Hired first Director of WrapAround and Social-Emotional Services: Developed district Wraparound Services Framework
- Led the increase of schools in the district to implement PBIS framework
- Led, recommended, received board approval and implemented 2018-2019 Student and Parent Handbook (1st-year handbooks were provided to stakeholders electronically, saving the district \$70,000)
- Led recommended, received board approval, and implemented systemic Security Expectations districtwide:
 - Locking all exterior doors
 - Locking all interior doors
 - All school and district office personnel will prominently display their ID badges at the school and district office buildings
 - All school and staff personnel will address any visitor who does not display a Henry County School’s identification badge or a visitor’s badge
- Led, recommended and led installation of Law Enforcement Notification Buttons in all 50 schools
- Led, recommended, and received board approval to hire seven additional School Resource Officers providing a 1:1 ratio to each Middle School and High School in district
- Led and developed the revisions/updates of the FY 19 and FY20 Code of Conduct documents
- Led, developed, and implemented 1st Annual SRO Appreciation/Recognition Day (April 17, 2019) identified as the 3rd Wednesday in April
- Led, developed, and implemented Primary Learners Safety Protocol (Hard Lock Down) documents and resources
- Led, developed, and implemented a pilot for Centegix (Crisis Alert) Campus Management system for Dutchtown High, Woodland Middle, and Bethlehem Elementary
- Led recommended and received school board approval of Bus Fleet Standardization, Replacement and Sustainability Plan from 2018-2030
- Purchased 23 new Alternative fuel (propane) and air-conditioned buses Spring 2018
- Applied for, received, and was awarded \$104,000 from GA DOE Application for Alternative Fuel Bus Funding (August 2018 and February 2019)
- Led recommended and received school board approval to build new North Henry Performing Arts Center (PAC) scheduled to open 2020 (\$18,000,000 project)
- Led, recommended, and received school board approval to purchase and install

Emergency Doors in all High Schools providing a single point of entry (Completion Spring 2019)

- Updated, revised Henry County Schools Emergency Ready Reference Manual (2018) (School and District Safety Protocols document)
- Implemented Standardized Check-in and Check Out procedures for all visitors using the Checkmate Electronic System districtwide (2018-19)
- Developed and implemented the Henry County Schools Inclement Weather Protocol document
- Developed and implemented a districtwide Centralized Registration process (In Progress)
- Developed and implemented a districtwide electronic Records Management System (In Progress)
- Developed, presented and received approval of District Calendar for 2019-2020 and 2020-2021
- Developed, led, and implemented Elementary Region Initiative with Explicit Vocabulary Instruction with 14 Elementary Schools (2013-2017)
- Developed and implemented a School Improvement Plan Rubric for 50 principals
- Developed and implemented the Principal Meeting Professional Learning Opportunities document for 2013-2014
- Led development and implementation of Henry County Kindergarten Diagnostic Assessment (Administered to all enrolling kindergartners commencing Aug. 2009)
- Rewrote elementary homework policy for Henry County Schools Parent and Teacher Handbook (2008)
- Led district shift to implement Reduced Class EIP (Early Intervention Program) in grades K-2; 2009-2010 (Increased QBE funds for district by \$3 million dollars FY10; K-5; FY11 Increased QBE funds for district by 4 million dollars)
- Coordinated and led the development and implementation of K-4 Standards-Based Report Cards, Parent and Teacher Rubrics districtwide (2008)
- **Cotton Indian Elementary-** Implemented *Leader In Me*, based on Stephen Covey's 7 Habits (2016) as school framework
- **Hickory Flat Charter School-** School received five year state Charter with a focus on Howard Gardner's Multiple Intelligences (2013) Highest performing Title 1 School in the Henry County School District based on CCRPI scores. (2015)
- **Pleasant Grove Elementary-** Received State STEM Certification. (2016) The only school in the Henry County School District with State STEM certification status.
- **Stockbridge Elementary School-**Received Platinum Status (2011) as Title 1 school; Received state recognition from Governor's office (Nathan Deal) as an 80/80/80 school (2016).

- **Woodland Middle School-** Recognized by State DOE for consistently high student achievement and instructional practices. (2015)
- **2012-2014-**Based on CCRPI (College and Career Readiness Performance Index) increased Meets/Exceeds every year in each content area for three years.
- **2012-2014** Based on CCRPI (College and Career Readiness Performance Index) Increased overall CCRPI score each year from 75 (2012); 84.7 (2013); 88.6 (2014)
- **2012-2014** Based on CCRPI (College and Career Readiness Performance Index) Increased percent of CRCT Assessments scoring at the Exceeds level 36.3% (2012); 39.4 (2013); 47.2 (2014)
- **Union Grove Middle-** Highest performing middle school in the district 2011-2016 based on CCRPI scores (College and Career Readiness Performance Index)
- **Stockbridge Middle School-** 100% of students taking EOC (Coordinate Algebra) assessment scoring at Proficient or Distinguished level on GA Milestones Assessment (2014)
- **Stockbridge High School-** Established the district's largest and only PTO group at the high school level
- **Union Grove High School-** Highest performing high school academically in Henry County Schools based on CCRPI scores (2012-2015)
- **(Elementary Region 1)** Provided 170+ elementary and middle school teachers, "Developing a Comprehensive Vocabulary Program" training presented by Marzano Research (2016-2017)
- **Fairveiw Elementary & Flippen Elementary** (2017) State Recognition for establishing full implementation of PBIS (Positive Behavior Intervention Support) practices
- **Developed and implemented** HCS Elementary Region 1 Vocabulary Notebook (K-5) (Guaranteed words, Supportive words, and Cognitive Verbs) with 450 teachers (2017-18)

References:

Mr. Michael Sears
 Uniserv Director
 100 Crescent Center Parkway
 Tucker, GA 30084
 678-837-1100 work
 404-840-8729 cell

Dr. Vaneisa Benjamin
 Principal
 Fairview Elementary School
 458 Fairview Road
 Stockbridge, GA 30281
 770-474-8265 work
 404-202-7293 cell

Mr. Aaryn Schmuhl
V.P., Program Dev. & Innov.
GLISI
3237 Satellite Blvd., Suite 460
Duluth, GA 30281
770-464-9299 work
770-595-3102 cell

Mrs. Cynthia Jewell
Senior Director, Leadership Services
Henry County Schools
33 N. Zack Hinton Pkwy
McDonough, GA 30253
770-957-7189 ext. 445 work
404-317-7546 cell

FAIRVIEW ELEMENTARY SCHOOL

Dr. Vaneisa D. Benjamin
Principal

Vincent Ervin
Assistant Principal



December 9, 2019

To Whom It May Concern:

This reference is written on behalf of Dr. Raymond Bryant. It was my honor and privilege to work with and under Dr. Bryant's leadership from August 2010 until May 2019. I found him to be one of the most professional, knowledgeable, and fore-thinking educational leaders I have ever met. He served as both the Executive Officer for Region 1 and later as an Assistant Superintendent. Dr. Bryant has a well-established list of improvements brought to Henry County under his leadership. In the early years of serving with him, I had the honor of observing him lead the district in understanding the importance of the state standards as it related to increasing student understanding and achievement. In addition, linking student standards across this district to student performance on the report card. It was an important shift away from just receiving a singular grade in a subject area without a clear understanding of what part of the standard students needed to improve. This shift caused the district to take a closer look at how to help the student advance based on differentiation of need and not be required to remediate areas where students were meeting the standards and begin to accelerate in the standard in areas where students were advancing.

As the Executive Officer of the north region Dr. Bryant led the region as a true Instructional Leader. He is a true data assessment leader and would ensure that Principals received the necessary professional development in order to understand student data as it relates to using the data for instructional purposes, helping to prepare for and analyze standardized testing, and how to ensure schools are maximizing the instructional needs of the students within the building. He also led an ambitious educational initiative to align the work of Robert Marzano to increase student performance in the north cluster in the area of reading and vocabulary building. He ensured that Principals received the necessary professional development always, and led the way in introducing productive professional development that assisted building level leaders in preparing for changing educational trends. Dr. Bryant was a mentor, leader, and resource for so many leaders within Henry County schools.

Dr. Bryant's Human Resource Leadership was often displayed through his support in undergirding building level leaders, giving leaders opportunities to grow, effectively addressing areas that needed support, and serving as a resource to leaders who encountered difficulties in working with the parent community and other stakeholders. He was generous with his time, knowledgeable, kind and professional. However, he set a standard of expectation that was evident through his own work ethics.

Dr. Raymond Bryant is a man of integrity. He is innovative, hard-working, purpose driven, dedicated to student, staff, and district goals and success, fair, proactive, focused, caring, supportive, experienced, a team player, honest, a model of integrity, a gentleman, and a true educator. I would welcome the opportunity to speak more concerning this great leader.

Sincerely,

Dr. Vaneisa D. Benjamin, Henry Co. Schools

Michael Sears
100 Crescent Center Pkwy
Suite 500
Tucker, GA. 30084

To Whom It May Concern:

It is with pleasure that I write a letter of recommendation on behalf of Dr. Raymond Bryant, Jr. in his pursuit of the role of Superintendent in the Flagler County School District. Dr. Bryant and I became acquainted over 15 years ago when he assumed the position of Principal of Factory Shoals Elementary in the Douglas County School District. I currently serve in the role of UniServ Director for the Georgia Association of Educators.

One of the reasons that I am writing this letter of recommendation on his behalf is because Raymond has what I believe is the perfect blend of educational preparation along with practical experience as a professional educator over the past 25 years. His educational preparation culminated with a terminal degree (Ed.D) in Educational Leadership from Nova Southeastern University. In addition, not only has he taught both elementary and middle school grades, served as a building level assistant principal and principal, but he has held multiple district office positions during his career as well. Some of the positions that he has held at the district office level includes Coordinator of Elementary Schools, Coordinator of Leadership Services, Director of Leadership Services, Assistant Superintendent of Leadership Services, Executive Officer, Assistant Superintendent of Administrative Services and Chief Operations Officer. The reason the listing of these roles is important is because they represent Raymond's leadership experience in all facets of a public school system including curriculum and instruction, leadership, and support services.

Most recently, Dr. Bryant served the Henry County School District in a very positive and professional manner during his tenure. He is a consummate professional who displayed highly effective leadership characteristics that any progressive school district looks for including effective oral and written communication skills, comprehensive leadership skills, an acute ability as a relationship builder and team builder to name a few. He represents the total package of what an effective leader needs to know and be able to do to elicit substantive and viable change as a school Superintendent.

Raymond is an individual of high integrity and tremendous ethical standard. His peers and superiors alike have great admiration for him. Dr. Bryant consistently operates in a spirit of excellence, going beyond the ordinary and performing his work as an administrator with extraordinary excellence. He embodies the principles of leadership from presenting an exceptionally professional appearance and

demeanor to inspiring the best from those in his presence. In addition, although Raymond is humble he has the ability to handle stressful situations while instilling and eliciting confidence from all stakeholders, he is trustworthy, and has the innate ability to lead and effect positive change within a large organization.

Hence, I have strong confidence that Dr. Bryant is the leader that the Flagler County School District seeks for the position of Superintendent. Dr. Bryant has worked collaboratively with all levels of school and district administration and held numerous executive level positions. As mentioned before his blend of building level experience as an assistant principal and principal in combination with his last 12 years as a district administrator in progressively upward positions makes him uniquely qualified to lead in the position of Superintendent.

Hence, it is without hesitation that I offer Dr. Bryant my highest recommendation. Please do not hesitate to contact me should you require any additional insight or information.

Michael L. Sears

Michael L. Sears

UniServ Director

Georgia Association of Educators

678-837-1101 (Direct)

PATE'S CREEK ELEMENTARY SCHOOL

Arthur Blevins
Principal



Floyd F. McRae II
Assistant Principal

December 12, 2019

RE: Reference Letter for Dr. Raymond Bryant

To Whom It May Concern:

I am writing this letter of recommendation for Raymond Bryant for the superintendent's position with your school district. I have had the pleasure of working with Dr. Bryant for eleven years (2008 – 2019) at Austin Road and Pate's Creek Elementary Schools. He served as my direct supervisor in the role of Executive Director for eight years and Assistant Superintendent for three years. All the years under his supervision were very successful years. His hard work and dedication was reflected throughout the data collected on his schools and departments (CRCT, PASS, ITBS, GMAS, budget, teacher retention, demographics, perception, surveys, common assessments, attendance, behavior, etc...) during those years. Dr. Bryant's principals and staff members consistently met or exceeded standards when taking assessments. I credited this to his consistent review of data to adjust instruction to meet his schools' needs. Dr. Bryant was always focus and driven by students' success and continuous school improvement.

The last three years in Henry County Schools, Dr. Bryant served as the Assistant Superintendent. In this position, he went above and beyond the call of duty. Dr. Bryant took initiative and reviewed, analyzed, and shared the district's data with all stakeholders. Each month, he attended various meetings and completed observations to ensure teachers and students were instructionally supported. Dr. Bryant modeled research-based instructional strategies and lead protocols for best practices for improving schools. I have observed him showing patience, love, and kindness towards all students, teachers, faculty members, and other stakeholders. The students loved and respected him because they knew he genuinely cared for them. Students, parents, teachers, staff members, community members, and stakeholders knew that he was firm, fair, and consistent in all that he did. The faculty and staff respected him because he worked hard to complete given tasks in a timely manner and collaborated well with others. He was a team player. Dr. Raymond Bryant would be an asset to your school system. It is without reservation that I recommend him for the superintendent's position.

If you should need to speak directly with me, please feel free to give me a call at 678.749.8732.

Sincerely,

The signature is written in a cursive, flowing style in blue ink. It clearly reads "Arthur Blevins".

Arthur Blevins
Principal

SSN: [REDACTED]
Date of Birth: 15-JUN

Date Issued: 17-MAR-2008

NOVA SOUTHEASTERN UNIVERSITY

OVNP DHI EPS - Partial SSN

Record of: Raymond L. Bryant
100 Toffee Ct
McDonough, GA 30253-6011

3301 College Ave.
Ft. Lauderdale, FL 33314-7796

Page: 1

Issued To: Raymond Bryant, Jr.

100 Toffee Ct
McDonough, GA 30253

Course Level: Doctorate	Bd/Org: Leadership	SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
Primary Curriculum					
Institution Information continued:					

College: Fischler Sch Edu/Hum Serv

Major: Educational Leadership

Fall 2002

EDL 8421 Evaluation 3.00 P 0.00

EDL 9403 Field Study Seminar 1.00 P 0.00

Ehrs: 4.00 GPA-Hrs: 3.00 QPts: 0.00 GPA: 0.00

Comments:

Academic Requirements Completed: 08/16/05

Degrees Awarded Doctor of Education 11-AUG-2005

Ehrs: 10.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

Primary Degree:

College: Fischler Sch Edu/Hum Serv

Major: Educational Leadership

Winter 2003

EDL 8441 Leadership & Change 3.00 P 0.00

EDL 9450 Fld Study Evaluation Plan 2.00 P 0.00

Ehrs: 5.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
Spring 2003			
EDL 8471	Creating Learning Communities	4.00 P	0.00
EDL 8492	Independent Growth Product	5.00 P	0.00
EDL 9404	Field Study Seminar	1.00 P	0.00
EDL 9420	Human Resource Plan	2.00 P	0.00
Ehrs: 12.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00			
Summer II 2003			
EDL 8310	Issues in Contemporary Lead	3.00 P	0.00
Ehrs: 3.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00			
Fall 2003			
EDL 8435	Fin Pol & Leg Systems	5.00 P	0.00
EDL 9460	Fld Study Practicum Proposal	2.00 P	0.00
Ehrs: 11.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00			
Winter 2004			
AKO 8468	Cont. Diss Svcs - DEPL Prog	0.00 PR	0.00

INSTITUTION CREDIT:

Winter 2002

EDL 8401 Admin Problems & Research 2.00 P 0.00

EDL 9403 Field Study Seminar 1.00 P 0.00

Ehrs: 3.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

Spring 2003

EDL 8461 Leadership Com Relations 2.00 P 0.00

EDL 8481 Educational Leader Appraisal 3.00 P 0.00

Ehrs: 5.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

Summer II 2002

EDL 8301 Summer Institute 1 3.00 P 0.00

EDL 8451 Administrative Methods 3.00 P 0.00

EDL 8463 Ethics and Leadership 2.00 P 0.00

EDL 9403 Field Study Seminar 1.00 P 0.00

Ehrs: 9.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

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

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

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G. Elaine N. Poff, Director of University Registrar's Office

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TO VERIFY: TRANSLUCENT GLOBE ICONS MUST BE VISIBLE WHEN HELD TOWARD A LIGHT SOURCE

SSN: [REDACTED]
Date of Birth: 15 JUN

Date Issued: 17 MAY 2008

NOVA SOUTHEASTERN UNIVERSITY

OWNR: DML EPS - Partial: SGN

Record of: Raymond L. Bryant

3301 College Ave.
Ft. Lauderdale, FL 33314-7796

Page: 2

Level: Doctorate - Ed/Org Leaders

INBJ NO	COURSE TITLE	CRED GRN	PTS	SUBJ NO	COURSE TITLE	CRED GRN	PTS
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Institution information continued:

Institution information continued:

EHrs: 0.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

EHrs: 0.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

Spring 2004

ARC 8469 Cont. Diss. Svcs - DEBL Prog 0.00 PR 0.00

EHrs: 0.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

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Earned Hrs	GPA Hrs	Points	GPA
66.00	0.00	0.00	0.00

TOTAL TRANSFER	0.00	0.00	0.00	0.00
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Summer I 2004

ARC 8469 Cont. Diss. Svcs - DEBL Prog 0.00 PR 0.00

EHrs: 0.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

OVERALL	66.00	0.00	0.00	0.00
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***** END OF TRANSCRIPT *****

Fall 2004

ARC 8469 Cont. Diss. Svcs - DEBL Prog 0.00 PR 0.00

EHrs: 0.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

Winter 2005

Dissertation Requirements Completed: 08/16/05

Dissertation Title: "Implementing a Research-Based Program of Best Practices to Improve Fifth-Grade Writing Proficiency"

ARC 8469 Cont. Diss. Svcs - DEBL Prog 0.00 PR 0.00

EDL 9470 Applied Dissertation 8.00 PR 0.00

EDL 9472 Reflection and Vision - 6 6.00 PR 0.00

EHrs: 14.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

Summer I 2005

ARC 8469 Cont. Diss. Svcs - DEBL Prog 0.00 PR 0.00

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G. Elaine N. Poff, Director of University Registrar's Office

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