

January 10, 2020

Flagler County School Board
1769 East Moody Blvd. Bldg. 2
Bunnell, FL, 32110

Dear Selection Committee:

Please accept this correspondence as my official letter of interest for the position of Flagler County Superintendent of Schools. I have had experiences as a school-based administrator in the elementary, middle, and high school as well as three years at the district level. My experiences and services over the past 31 years have enabled me to gain the knowledge and skills necessary to be the Superintendent of Flagler Schools. I will provide continuity in leadership which I have demonstrated during my roles as Principal and Executive Director of Leadership and Operations. I have had success as an instructional leader who works collaboratively with all stakeholders. I honor the past while focusing on the future. I will ensure targeted success and measurable outcomes for Flagler Schools.

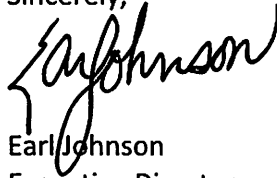
My experiences as an instructor and school-based administrator have provided me the opportunity to create comprehensive plans to enhance and build a diverse, equitable, and inclusive community. As principal of Turie T. Small Elementary School I worked with struggling students, 97% of whom were living in poverty and 94% of whom were minorities. Based on the state accountability system, the school grade was a "D." I incorporated Professional Learning Communities into the daily master schedule; created small group instruction in reading, math, and science; and created a reading incentive program with "Reading Counts." I collaborated with local universities to provide tutoring and mentoring for our students who were performing below their peers. With these support systems in place, the school grade rose from a "D" to a "B" in only one year. As the principal of Matanzas High School, I realized that some of the underclassmen did not have an opportunity to participate in dual enrollment classes. I worked with Bethune-Cookman University to create dual enrollment classes on campus. In one year, underclassman dual enrollment courses increased by 61%. Additionally, I worked collaboratively with the University of North Florida and started the "100 Men in the Making" program for some of our male students who were having challenges in school academically, behaviorally, or with attendance. This mentoring program taught the young men soft skills, etiquette, and responsibility. The students' attendance improved by 60%, referrals decreased by 40%, and out-of-school suspensions decreased by 31%.

As the Executive Director of Leadership and Operations, it is my responsibility to oversee all the schools and departments within the school district. Part of that responsibility has been to initiate an Aspiring Leaders Program. The goal is to create a succession plan within Flagler Schools for our future leaders. Sixty percent of the teachers who participated in this program are now in leadership roles. Additionally, Flagler Schools' graduation rate was below the state average, 81% versus 82% respectively. After disaggregating the data, we realized that African American seniors and Students with Disabilities were not graduating in four years. To address this, I worked collaboratively with Teaching and Learning and the Exceptional Student Education Department to meet with students who were in jeopardy of not graduating. In two years, the percentage of graduating African American seniors increased from 69% to 85% and the Students with Disabilities graduation rate increased from 56% to 76%.

I will be able to continue to build on the successes of the district and continue the upward trajectory of academic achievement. I have demonstrated the ability to work collaboratively with interdisciplinary teams to ensure the success of our students. My 31 years of transformational leadership has given me the skills conducive to being the Superintendent of Flagler Schools. I will bring a sense of collaboration, charisma, positivity, knowledge, and support to this position.

Please accept this letter as my official letter of interest for the Superintendent of Flagler Schools.

Sincerely,

A handwritten signature in black ink, appearing to read "Earl Johnson", written in a cursive style.

Earl Johnson
Executive Director
Leadership & Operations

DR. EARL JOHNSON

• 103 Fountain Gate Lane • Palm Coast, Florida 32137 • 386.566.2963 • eajohnso@me.com

Administrative Experience

Executive Director of Leadership and Operations, Flagler Schools

July 2017- present

- Design and implement all district-wide Leadership Development Initiatives
- Supervise and streamline all operations to increase effectiveness and efficiency
- Implement a Level II Principal Leadership Academy to increase leadership hiring and retention pipeline
- Serve as the District lead negotiator for both labor units
- Establish an Aspiring Leadership Program focusing on the Florida Leadership Principal Standards
- Facilitate the evaluation process for new administrators with the teacher evaluation process
- Mentor new principals and assistant principals resulting in an increase of school letter grades
- Coordinator of Diversity, Equity and Inclusion
- Work with African American seniors who are in jeopardy of not graduating; the graduation rate increased by 14%
- Develop and manage the Instructional Leadership and Faculty Development Grant each year
- Develop and managed a \$451,000 Educational Security Grant from FLDOE
- Create and implement a safety and security procedures manual for the district
- Collaborate with law enforcement to provide Active Assailant Training
- Collaborate with Homeland Security to develop the district Security Surveys
- Direct and coordinate the planning, implementation and evaluation of the staff development program for administrators and support staff
- Coordinate programs for future and current administrators
- Assist in developing the district budget
- Oversee security service contracts for the district and assist in the development of the District's Safe School Plan, weather alerts and all emergency services
- Supervise the administration of the facilities, transportation, food service, custodial, fleet, human resources and risk management departments
- Supervise the administration of elementary, middle, high schools and FTI
- Ensure compliance with safety and security state legislation
- Serve as a Superintendent's Cabinet Member

Principal

Matanzas High School

July 2015-June 2017

- Created dual enrollment on the campus for students in grades 9-12
- Increased the percentage of 9th and 10th graders taking dual enrollment classes by 61%
- Increased the percentage of 11th and 12th graders taking dual enrollment by 17%
- Decreased the number of referrals by 15%
- Decreased the number in school suspension by 30%
- Increased the percentage of students in College and Career Acceleration
- Increased the number of students taking AP courses from 284 to 316
- Increased the number of CTE offerings
- Implemented Food Brings Hope program which provides assistance to homeless and at-risk kids
- Implemented the AVID program which focuses on college readiness for underrepresented youth

Principal***Turie T. Small Elementary School******July 2009-June 2015***

- Implemented an after-school program for students
- Improved school grade from a D to three consecutive B's
- Increased proficiency of science scores from 15% to 61%
- Increased the proficiency lowest quartile in math from 57% to 87%
- Increased the proficiency lowest quartile in reading from 57% to 76%
- Implemented Food Brings Hope program which provided assistance to homeless and at risk kids
- Developed a relationship with Bethune Cookman University (BCU) to provide mentoring and tutoring
- Developed a relationship with Embry Riddle Aeronautical University to provide mentoring and tutoring
- Created Luncheon with the President of Bethune Cookman University for students focusing on academic achievement, improvement, and citizenship
- Implemented Professional Learning Communities to analyze data and improve instructional practice
- Created a Behavior Leadership Team
- Implemented a Teacher of the Month Incentive Award
- Implemented African American Read-In
- Received the 21st Century Grant to provide afterschool learning opportunities

Principal***Osceola Elementary School******July 2004-June 2009***

- Created an off-campus tutorial site for inner-city students
- Piloted elementary school for Food Brings Hope which provided assistance to homeless and at risk kids
- Implemented flexible grouping in reading for grades K through 5
- Increased the percent of students in the lowest quartile showing learning gains in reading from 36% in 2006 to 77% in 2009
- Implemented a collaborative team teaching model for writing
- Increased the percent of students who were proficient in writing from 62% in 2005 to 92% in 2009
- Implemented Professional Learning Communities to analyze data and improve instructional practice
- Implemented a reading incentive program for students
- Implemented African American Read-In

Assistant Principal***Volusia County Schools******July 1995- June 2004***

- Created a blocked master schedule for H.S. to provide students with more course opportunities
- Created a remediation program for students who did not pass the math high school competency test which resulted in a pass rate of 92%
- Created a community outreach initiative for H.S. "Bring the School to the Community" for inner-city families

K12 Teaching Experience***Mathematics Teacher******Aug 1989-June 1995***

- Business Math
- Pre-Algebra
- Algebra I

Higher Education Teaching Experience

- Daytona State College
 - Teaching and Learning Process
- Bethune Cookman University
 - Teaching Practicum
- University of North Florida
 - Introduction to Leadership

Publications

- Johnson, E., Sanfilippo, M., Ohlson, M., & Swanson, A. (2019). Bridging the Optimism Gap: How Bringing Hope and Happiness Into Schools Leads to Positive Change. "Kappa Delta PI Record 55, no. (4), 84-190.
- Johnson, E. (March, 2017) Is There an Academic Achievement Gap? "Leader to Leader" Online Spotlight presentation to the Florida Association of School Administrators (FASA). Retrieved from <http://fasaleader.blogspot.com/2017/03/>

Other Experience

Professional Football Player

May 1985-August 1988

- New Orleans Saints
 - Denver Broncos
 - Detroit Lions
-

Accolades and Affiliations

School Awards for 2015-2016

- Washington Post: America's Most Challenging Schools
- US News & World Report: Silver Award
- College Board: Gaston Caperton Opportunity Honor Roll

Professional Awards

- Florida's Principal of the Year finalist 2017
- Principal of the Year for Flagler County 2017
- Educational Leader of the Year 2013
- Principal of the Year Award Volusia Association for Media 2007
- Secondary Assistant Principal of the Year for Volusia County 2004

Professional Affiliations

- LLC Rise Above the Violence, Inc. 2019-present
- Liaison for Diversity & Inclusion, Taylor Leadership Institute at the University of North Florida 2018-present
- Leadership Florida 2018-present
- Florida Association of Instructional School Administrators 2018-present
- Flagler Schools Minority Educator Recruitment & Retention Committee 2018-present
- Alpha Phi Alpha Fraternity, Inc. 2017-present
- Board of Directors Leadership Development Program 2016-present
- District Negotiating Team 2016-present
- Diversity Committee FASA 2016-present
- Florida Association of School Administrators 2015-present
- Homeless Steering Committee 2009-2015
- Advisory Committee for Food Brings Hope 2006-present
- Elementary Principal representative Volusia Association of School Adm. 2004-2009
- District Student Placement Committee 2004-2015

Education

Nova Southeastern University

August 2009

- Doctorate in Educational Leadership

Nova Southeastern University

June 1995

- Certification in Educational Leadership

Nova Southeastern University

March 1994

- Master of Science in Mathematics Education

University of South Carolina

April 1985

- Bachelor of Arts In Interdisciplinary Studies



flaglerschools
Engage. Educate. Empower.

P. O. Box 755 ■ 1769 E. Moody Blvd. ■ Bldg. 2 ■ Bunnell, FL 32110

Phone (386) 437-7526 ■ Fax: 586-2641

www.flaglerschools.com

BOARD OF EDUCATION

Janet McDonald
Chairman
District 2

December 9, 2019

Colleen Conklin
Vice Chairman
District 3

Superintendent Search Committee,

Andy Dance
Board Member
District 1

It is an honor and a pleasure to recommend Dr. Earl Johnson for the position of Superintendent of Flagler Schools. Dr. Johnson has served students for over thirty years as a Mathematics Teacher, Assistant Principal, Principal, and Executive Director of Leadership and Operations. During his thirty years as a professional educator he has impacted students as a role model, teacher, coach, mentor, and leader. His career has included leadership opportunities at the elementary, middle, high school, college, and district level. Currently he is teaching aspiring leaders at the University of North Florida who are pursuing school and district leadership positions.

Trevor Tucker
Board Member
District 4

I have known Dr. Johnson for thirty years and can personally state with conviction that he is a person of impeccable character, a team player, and a person who emulates enthusiasm for all stakeholders in Flagler Schools as the Executive Director of Leadership and Operations. I have confidence that Dr. Johnson would make a strong leader and a decision maker. Whenever I am out of the office, Dr. Johnson stands in for me during my absence both capably and professionally. My decision to have Dr. Johnson fill-in for me is one based upon trust; to me trust is the characteristic that I value the most.

Dr. Maria P. Barbosa
Board Member
District 5

Shelcey Garcia
Student School Board Member
Flagler Palm Coast H.S.

While working closely with Dr. Johnson since May of 2017 the district grade improved to an "A" for the first time in eight years. One of the factors that led to the "A" is the power of mentoring students. Dr. Johnson has mentored African American students from Matanzas High School and Flagler Palm Coast High School during the 2017-2018 and 2018-2019 school year. The mentoring has resulted in an unprecedented graduation rate improvement for that specific subgroup, moving from 69% to 83%. The relationships that Earl formed is changing the trajectory of lives for our students. School grade success may also be due to the unnoticed behind the scenes conversations, professional learning, and support that he provides for principals and assistant principals. Additionally Dr. Johnson leads Operations for Flagler Schools and has created a cohesive caring team of directors who work to impact academic achievement for all students.

Hunter Perez
Student School Board Member
Matanzas H.S.

Donelle Evensen
Teacher of the Year
Rymfire Elementary School

In closing, I have witnessed Dr. Earl Johnson's growth as a leader and life-long learner. He is a person who truly cares for the district, a trusted confidant, and is of paramount importance in the success that the district has collectively garnered as a team.

Eugenia Moore
Employee of the Year
Matanzas High School

Enthusiastically Yours,

James Tager
Superintendent

James Tager
Superintendent, Flagler Schools

JT:lb

"An Equal Opportunity Employer"



Taylor Leadership Institute

November 19, 2019

Dear Search Committee,

It is with unwavering conviction that I offer my strongest recommendation for Dr. Earl Johnson for Superintendent of Schools for Flagler County. I have known Earl for the past 5 years and in that time, I have found him to be one of the most innovative, performance-driven and student-focused leaders in the entire state of Florida.

A clear example of his leadership was exhibited when I was asked by former Superintendent, Jacob Oliva, to help Dr. Johnson in his new role as Principal at Matanzas get acclimated to the “Flagler Way.” What emerged from the coaching opportunity was that I actually learned just as much, if not more, from Earl in ways to retain the best teachers and create a culture of collaboration. For example, I use many of his leadership best practices in all of my graduate classes including making teachers feel significant by being recognized at student award ceremonies. In addition, his focus on building strong relationships with students is demonstrated with his ability to know students by name and meeting/greeting them each morning. The impact was MHS having one of the highest school culture and Instructional Practice Inventory (IPI) ratings in the entire state along with one of the largest increases in teacher attendance in the region.

In his new role at the district, Dr. Johnson has been instrumental in helping to support the leadership development of school and departmental administrators throughout the district.

Having the luxury to know and work with all of these leaders, they ALL hold Earl in the highest

regard and have shared that he has been instrumental in addressing and resolving many long-standing issues.

Furthermore, Dr. Johnson has been a catalyst for sharing the amazing happenings taking place in Flagler County throughout the state and nation. For example, Earl is part of the exclusive Leadership Florida program with the top district and school administrators from throughout the state of Florida. In addition, Earl was featured in a national education publication (Kappa Delta Pi Record) as an exemplar for bringing positivity and optimism to schools to increase attendance and decrease suspensions. This journal has an international circulation of over 20,000 readers and through Dr. Johnson's effort, Flagler County was prominently spotlighted throughout the article.

Therefore, it is without hesitation that I recommend Earl for this role to continue to elevate the teaching and learning outcomes in Flagler County. His doctorate in education gives him the knowledge-base to inform policy and practice, his experience with diverse populations gives him the understanding of how to reach all students and his leadership style equips him with the poise and commitment needed to always do what is best for students. Please contact me if you require further evidence of his impact/influence.

A handwritten signature in black ink, appearing to read "Dr. M. Ohlson". The signature is fluid and cursive, with a large initial "D" and "M".

Matthew Ohlson, Ph.D.

Director: Taylor Leadership Institute

Associate Professor: Department of Leadership, School Counseling & Sport Management

College of Education and Human Services

University of North Florida

phone: 352-474-9602

address: 1 UNF Drive, Building 9, Room 1103, Jacksonville, FL 32224

email: matthew.ohlson@unf.edu

**3536 Omni Circle
Edgewater, FL 32141**

**Flagler County Schools
1769 E Moody Blvd. #2
Bunnell, FL 32110**

December 20, 2019

To Whom It May Concern:

It is with great pride that I recommend Dr. Earl Johnson as Superintendent of Flagler County Schools. As an articulate communicator, Dr. Johnson has repeatedly demonstrated excellence in education. His leadership has inspired students to succeed and teachers to prosper.

I knew Dr. Johnson when he was principal of Turie T. Small Elementary in Volusia County. When I was first elected to the VCS School Board in 2014, I visited his school numerous times, where he expressed a natural passion for each one of his students; all students enthusiastically responded to him, more so than I had ever seen before or since. His school was always orderly, innovatively engaged, and bursting at the seams with productivity. During his tenure he raised the school science proficiency scores, increased math and reading scores, and created programs that incentivized rewards for teachers. He implemented much needed educational relationships with Embry Riddle and Bethune Cookman universities, invited Food Brings Hope in for assistance with homeless and at-risk students, and received the 21st Century Grant to provide afterschool learning opportunities for students to enhance their skills. His total focus on his job at hand, enabled his elementary to raise its school grade from a D to a consistent B.

Dr. Johnson will accomplish no less as a superintendent of your esteemed school district. His knowledge of state funding, DOE requirements/education standards, security/safety, professional development, transportation, risk management, and your own district administration/leadership is a prized benefit. Therefore, please consider choosing the highly accomplished Dr. Earl Johnson as your next appointed superintendent.

Sincerely,

A handwritten signature in cursive script that reads "Linda Cuthbert".

Linda Cuthbert, Vice Chair
Volusia County Schools
Serving District III
llcuthbe@volusia.k12.us.fl
(386) 624-1509

SSN: [REDACTED]

Date Issued: 23-SEP-2009

Date of Birth: 20-OCT



EXTS Transcript-Full SSN

Record of: Earl Johnson
474 Chelsea Place Avenue
Ormond Beach, FL 32174

3301 College Avenue
Fort Lauderdale, Florida 33314-7796

Page: 1

Issued To: Earl Johnson
474 Chelsea Place Avenue
Ormond Beach, FL 32174

Course Level: Doctorate - Education

SUBJ NO.

COURSE TITLE

CRED GRD

PTS R

Primary Curriculum

Institution Information continued:

Doctor of Education

College: Fischler Sch Edu/Hum Serv

Winter 2007

Major: Education

ARC 8912

Statistical Methods

3.00 A

12.00

Maj/Concentration: Educational Leadership

ARC 8967

Applied Diss Sem 2 Proposal

3.00 P

0.00

Minor: Human Resource Development

EDD 8442

Ethics & Social Responsibility

3.00 A

12.00

Ehrs: 11.00 GPA-Hrs: 6.00 QPts: 24.00 GPA: 4.00

Comments:

Academic Requirements Completed: 06/22/09

Degree Awarded Doctor of Education 31-AUG-2009

Summer I 2007

EDD 9100

Leadership

6.00 A

24.00

Ehrs: 6.00 GPA-Hrs: 6.00 QPts: 24.00 GPA: 4.00

Primary Degree

College: Fischler Sch Edu/Hum Serv

Major: Education

Fall 2007

Maj/Concentration: Educational Leadership

Minor: Human Resource Development

Dissertation Requirements Completed: 6/22/09

Dissertation Title: Improving Grades 3 Through 5

Students' Reading Skills Through Teachers' Staff Development.

INSTITUTION CREDIT:

Fall 2005

DSO 8000

Doctoral Studies Orientation

0.00 P

0.00

EDD 9200

Trends and Issues

6.00 W

0.00

ARC 8968

Applied Dissert Sem. 3: Report

5.00 P

0.00

EDD 8431

School Finance

3.00 A

12.00

EDD 8432

School Policy

3.00 B

9.00

Ehrs: 11.00 GPA-Hrs: 6.00 QPts: 21.00 GPA: 3.50

Summer I 2006

EDD 9200

Trends and Issues

6.00 A

24.00

Winter 2008

EDD 8010

Curriculum & Prog Development

3.00 A

12.00

EDD 8410

Technlgcl Literacy For Ldrs

3.00 A

12.00

EDD 8472

Human Resource Development

3.00 A

12.00

Ehrs: 9.00 GPA-Hrs: 9.00 QPts: 36.00 GPA: 4.00

Fall 2006

ARC 8966

Appld Dissert Sem 1 Concpt Papr

2.00 P

0.00

EDD 9300

Methods of Inquiry

6.00 A

24.00

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

Ehrs: 8.00 GPA-Hrs: 6.00 QPts: 24.00 GPA: 4.00

AN OFFICIAL SIGNATURE IS DARK BLUE WITH A BLUE BACKGROUND

REJECT DOCUMENT IF SIGNATURE BELOW IS ALTERED

This officially sealed and signed transcript is printed on blue SCRIP-SAFE® security paper with the name of the university printed in white type across the face of the document. A raised seal is not required. When photocopied the words COPY-VOID and the name of the university should appear. A BLACK ON WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED!

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

OFFICIAL
ACADEMIC
TRANSCRIPT



SSN: [REDACTED]

Date Issued: 23-SEP-2009

Date of Birth: 20-OCT



EXTS Transcript-Full SSN

Record of: Earl Johnson

3301 College Avenue
Fort Lauderdale, Florida 33314-7796

Page: 2

Level: Doctorate - Education

SUBJ NO. COURSE TITLE CRED GRD PTS R

Institution Information continued:

Summer I 2008

EDD	8434	School Law	3.00 A	12.00
EDD	8571	Prin & Theories of Train & Dev	3.00 A	12.00
EDD	8572	Prin Org Synergy In HRD	3.00 B	9.00

Ehrs: 9.00 GPA-Hrs: 9.00 QPts: 33.00 GPA: 3.66

Fall 2008

EDD	8570	Prin Theories Org Development	3.00 B+	10.50
-----	------	-------------------------------	---------	-------

Ehrs: 3.00 GPA-Hrs: 3.00 QPts: 10.50 GPA: 3.50

Winter 2009

ADS	8091	Applied Dissertation Serv II	0.00 PR	0.00
EDD	8574	Strat Pract Org Outcomes Eval	3.00 A	12.00

Ehrs: 3.00 GPA-Hrs: 3.00 QPts: 12.00 GPA: 4.00

Summer I 2009

ADS	8091	Applied Dissertation Serv II	0.00 PR	0.00
-----	------	------------------------------	---------	------

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

***** TRANSCRIPT TOTALS *****

	Earned Hrs	GPA Hrs	Points	GPA
TOTAL INSTITUTION	66.00	54.00	208.50	3.86
TOTAL TRANSFER	0.00	0.00	0.00	0.00
OVERALL	66.00	54.00	208.50	3.86

***** END OF TRANSCRIPT *****

AN OFFICIAL SIGNATURE IS DARK BLUE WITH A BLUE BACKGROUND

REJECT DOCUMENT IF SIGNATURE BELOW IS ALTERED

This officially sealed and signed transcript is printed on blue SCRIP-SAFE® security paper with the name of the university printed in white type across the face of the document. A raised seal is not required. When photocopied the words COPY-VOID and the name of the university should appear. A BLACK ON WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED!

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

OFFICIAL
ACADEMIC
TRANSCRIPT