
January 15, 2020

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

Dear Search Committee and School Board Members:

It is with great interest and enthusiasm that I submit my application to serve as Flagler County School District's next Superintendent. My professional experience expands a broad range of instructional leadership and operational management roles, which complements my passion to serve as your Superintendent.

As you will see in my attached resume, my background is comprised of strong leadership and diverse experiences that have been an integral part of the enhancement of various educational programs and infrastructure initiatives. Each role I've assumed has furthered my ability to lead high performing teams while developing and maintaining relationships with employees and community stakeholders.

My expertise includes managing strategic planning initiatives, assessment, and academic program development focused on all students' achievements and learning experiences. From conceptualizing and establishing forward-thinking teams to developing highly effective teachers, I excel at directing tactics that produce successful performance outcomes.

The following include highlights of my qualifications:

- Led all aspects of Operational Services for 40 schools and three charter schools in the highest achieving school district in Florida.
- Helped St. Augustine High School earn Model National Status in both Career Academies, The St. Johns County Academy of Future Teachers and The Aerospace Academy.
- Assisted with implementing Community Partnership Schools in collaboration with, Flagler Hospital, St. Johns River State College, and Children's Home Society at The Webster School and Crookshank Elementary School.
- Oversee the Citizens' Advisory Committee quarterly meetings which monitors the half-cent sales surplus tax for capital projects that generates approximately \$15M per year.

I welcome the opportunity to discuss how my background and personality would make me an asset to your school district. Thank you for your consideration and for reviewing the attached documents.

Sincerely,



Cathy Mittelstadt

Attachment: Resume, Letters of Professional Recommendation and Transcript

Accomplished leader and dynamic executive with demonstrated success within St. Johns County, the top-rated academically performing school district in the state. Stellar record of delivering leadership at multiple levels of K-12 and post-secondary schools. Proven success creating an atmosphere that encourages successful learning opportunities for all students. Instrumental in establishing professional relationships that strengthen teacher engagement to ensure all students reach their maximum potential. Inspirational mentor and motivator, reliable, respected for setting and maintaining high standards, possess the skill, ability and personality to serve as Superintendent of schools.

- Equipped with in-depth knowledge in all facets of public school leadership complemented by a thorough understanding of the Florida Educational Finance Program.
- Ability to supervise administrative and supervisory personnel of the district and cooperate with a wide variety of people.
- Talent for executing tactics that support the district's strategic plan and reporting the results to the board.
- Capacity to act as the representative of the School Board in dealing with public concerns and appropriately recommending to the board all employment selections, promotions, and separation of personnel.

Core Competencies

- | | | |
|--------------------------------|--------------------------------|----------------------------------|
| • Student Performance | • Instructional Best Practices | • Strategic Planning & Execution |
| • Budget Administration | • Planning & Evaluation | • Continuous Improvement Process |
| • Key Stakeholder Engagement | • Moral & Ethical Behavior | • Intra-departmental Cultures |
| • Multi-Tiered Support Systems | • Positive Behavior Systems | • Restorative Discipline |

PROFESSIONAL EXPERIENCE

St. Johns County School District

Deputy Superintendent of Operations

St Augustine, FL

2017 – Present

Utilize leadership skills to direct end-to-end district operations of 18 elementary schools, six K-8 academies, seven middle schools, six high schools, one 6-12 technical high school, and First Coast Technical College. Deliver high-level support to executive directors for the smooth running of operations associated with new facilities, building maintenance, transportation, information technology, and governmental relations. Establish district-wide school site safety and security standards. Collaborate with the Emergency Operations Center of St. Johns County to stand up and oversee Hurricane Shelter Operations.

Key Contributions:

- Leads the formulation of the Capital Outlay Budget which for 2019-2020 SY is over \$75M.
- Manages overall aspects for opening a new high school and a new K-8 with a target date of 2021-2020 SY.
- Oversee the Citizens' Advisory Committee (CAC) quarterly meetings for the half-cent sales surtax that provides revenue estimated over \$18M per year for Capital projects.
- Coordinated with Finance Office to submit Safety and Security Grant applications worth \$1.4M and \$735K respectively for the 2018/2019 school year.
- Developed the Projects and Purchases from Outside Funding (PPOF) process to ensure district standards are met regarding technology, curriculum resources, and facility improvements.
- Supported interdepartmental collaborations for inaugurating two K-8 schools for 2018-2019 SY and one Elementary School 2017-2018 SY.
- Coordinated staff efforts for:
 - FEMA Public Assistance reimbursement for Hurricane Mathew, Irma, and Dorian
 - Land purchase for a new high school
- Cooperated with district departments regarding a district first time conversion of an existing elementary school to a K-8 Academy opened 2018-2019 SY.
- Provided executive-level assistance to Chief Finance Officer for obtaining 2019A COPS for \$95M to fund a high school and a K-8 Academy.

Associate Superintendent for Student Support Services

2015 – 2017

Governed full-scope operations of district-level student support services, such as student discipline, athletics, school nurses, guidance and choice programs, charter schools, social workers, hardship waivers, and education foundation- Investing in Kids (INK).

Key Contributions:

- Assisted in establishing Community Partnership Schools at Southwoods Elementary and The Webster School in 2016.

Cathy Mittelstadt

- ◆ Acquired and transformed an underperforming charter school into a viable district school while serving as an Interim Principal of First Coast Technical College (FCTC) and Associate Superintendent of Student Support Services.
- ◆ Led staff efforts at FCTC to maintain accreditation in the following:
 - Commission of the Council on Occupational Education (COE)
 - Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS, CASI) a division of AdvancedED
 - Allied Health Education Programs

Principal: St. Augustine High School

2009 – 2015

Developed a school culture conducive for all students' academic success through implementation of Capturing Kids' Hearts and a Positive Behavior System. Oversaw and managed all instruction frameworks, activities and functions to lead a comprehensive high school. Ensured all personnel modeled and instilled the six pillars (as defined by Character Counts!) for SJCSJ character education program.

Key Contributions:

- ◆ Helped school to earn Model National Status in both Career Academies, St Johns County Academy of Future Teachers and Aerospace Academy.
- ◆ Led school to an A or B grade each year as measured by the Florida school grading system.
- ◆ Utilized event management skills to celebrate the school's 50th year by establishing Hall of Fame Dinner and Wall of Fame alumni annual events in 2009.
- ◆ Increased minority placement in the Cambridge Advanced International Certificate of Education (AICE) academic program as well as advanced placement and dual enrollment courses.
- ◆ Trained nominated students of 11th and 12th grade to serve as mentors for incoming 9th graders by implementing Link Crew.
 - Organized summer orientation program for incoming 9th graders.
- ◆ Recognized for top performance and received Principal of the Year award for St. Johns County in 2014.
- ◆ Earned Gold and Silver Star awards for improving community service and business partnerships.

ADDITIONAL EXPERIENCE

Principal: R.J. Murray Middle School for St. Johns County School District | St Augustine, FL

Assistant Principal: Pedro Menedez High School for St. Johns County School District | St Augustine, FL

Assistant Principal: Fruit Cove Middle School for St. Johns County School District | St Augustine, FL

Assistant Principal: Edgewater High School for Orange County School District | Orlando FL

Dean: West Orange High School | OCPS | Orlando FL

Teacher and Basketball Coach: Apopka High School | OCPS | Orlando FL

Women's Soccer and Basketball Coach: University of the South | Sewanee TN

EDUCATION & CERTIFICATION

Educational Specialist, Educational Leadership | Nova Southeastern University

Master of Education, Adaptive Physical Education | University Central Florida

Bachelor of Arts, Health and Physical Education | University of North Carolina at Chapel Hill

Professional Educator's Certificate | State of Florida Department of Education

Athletic Coaching | Physical Education (6-12) | School Principal (All Levels)

COMMUNITY INVOLVEMENT & LEADERSHIP

Speaker/Presenter for St. Johns County Leadership Training, Secretaries Leadership Conference | Board Member Boys and Girls Club St. Johns County | Co-Owner and Founder of CrossFit BearCat/Bunnell | Board Member Investing in Kids, St. Johns County | Hosted Relay for Life at St. Augustine High School | Police Athletic League Event Support Palm Coast | Hope2Help Foundation Annual Event Fund Raiser Hosted by CrossFit BearCat | Mentor for the ASSIST Program | Member of Florida Association of School Administrators



Tim Forson
Superintendent of Schools

40 Orange Street
St. Augustine, Florida 32084
(904) 547-7500
www.stjohns.k12.fl.us

January 13, 2020

SCHOOL BOARD

Beverly Slough
District 1

Tommy Allen
District 2

Bill Mignon
District 3

Kelly Barrera
District 4

Patrick Canan
District 5

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

Dear Selection Committee:

Please accept this letter of recommendation for Ms. Cathy Mittelstadt as a candidate for the position of Superintendent of Flagler County School District. I have known Cathy for more than seventeen years as an outstanding school and district leader. She is well qualified and prepared to serve as the Superintendent of Flagler County Schools. Ms. Mittelstadt has demonstrated leadership in almost every area of the St. Johns County School District. Having served as a middle and high school principal, she excelled at both the academic focus and high expectations of students and providing a school environment that fostered high standards of character and service. Cathy followed her tenure as high school principal with the role of Associate Superintendent of Student Services. Cathy developed the Student Services department by not only improving the effectiveness of the team internally, but she also engaged community agencies that had been reluctant participants in the past. Cathy's calm deliberate manner has been an asset to her as she developed mental health service agreements to support the students in our schools.

Cathy has served our school district as a facilitator to resolve issues that have extended well beyond her area of primary responsibility. Cathy is well respected which has helped parties reach common ground and always keeps the focus on the benefit of students. When the district faced economic challenges, Cathy provided valuable stability to the decision-making process. Without question our school district has moved forward in many ways as a result of her work and dedication.

Today, Ms. Mittelstadt serves as the Deputy Superintendent for Operations. She is among the best when it comes to understanding high quality facilities, managing growth, and providing operational services. She leads a team that is second to none and provides support at our schools and continuously refines the resources available to

Flagler County School District
January 13, 2020
Page 2 of 2

our teachers. Cathy holds people accountable while ensuring they are fully supported. She has been a leader at refining our efforts to promote professional learning communities in all levels of the organization.

Personally, Cathy stands well above the crowd when describing her character and integrity. She is an individual that can stand in the midst of conflict and respond in a professional and dignified manner. Cathy is a true friend of mine and it is an honor to give her the highest recommendation I could possibly provide for the position of Superintendent.

Sincerely,

A handwritten signature in black ink that reads "Tim Forson". The signature is written in a cursive style with a large, sweeping "T" and "F".

Tim Forson
Superintendent of Schools

/gcf



Tim Forson
Superintendent of Schools

40 Orange Street
St. Augustine, Florida 32084
(904) 547-7500
www.stjohns.k12.fl.us

January 6, 2020

To Whom It May Concern:

SCHOOL BOARD

Beverly Slough
District 1

Tommy Allen
District 2

Bill Mignon
District 3

Kelly Barrera
District 4

Patrick Canan
District 5

I am writing today in support of Cathy Mittelstadt, who has applied for your Superintendent of Schools position. I have had the pleasure of knowing Ms. Mittelstadt for approximately 15 years and have worked closely with her in her increasingly responsible journey of leadership in St. Johns County Schools.

Ms. Mittelstadt currently serves as Deputy Superintendent of Operations. In that capacity, she has overseen the construction of two K-8 schools, the conversion of an elementary school to a K-8, and an elementary school. In 2020, she is overseeing the construction of a new high school and a new K-8, including the acquisition of sites, development of architectural plans, and the zoning process for the schools. She is also responsible for transportation, food service, informational technology, governmental relations, and maintenance in our district.

Prior to her current work, Ms. Mittelstadt was an exemplary principal at the secondary level. She transformed a struggling middle school to a high achieving, vibrant school of the arts. When she was transferred to the principalship of St. Augustine High School, she was charged with turning around a low performing school. She successfully raised the academic grades to B and A in her tenure. In the process, she transformed the culture of the school, energizing school spirit and working with two career academies, St. Johns County Academy of Future Teachers and St. Augustine Aerospace Academy, to achieve Model National Status. She led the effort to increase minority participation in the Cambridge Advanced International Certificate of Education (AICE) program, dual enrollment, and advanced placement courses. Ms. Mittelstadt also worked diligently to increase parental and community involvement in the school, resulting in Gold and Silver awards.

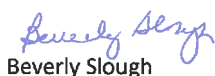
One of the highlights of her service to St. Johns County Schools was Ms. Mittelstadt's leadership in converting a failed, financial constrained charter school to become First Coast Technical College, a vibrant part of the SJCS's family of schools. The wisdom and patience she displayed throughout the process that required consolidation and reduction of staff, revamping the entire governance of the school, and providing excellent programming for K-12 as well as adult learners was nothing short of amazing. Under her leadership, the school was transformed and righted in less than a year's time and continues to provide strong courses of study.

Ms. Mittelstadt also has ties to Flagler County, having been a resident there for seventeen years. She co-founded and continues to operate Crossfit BearCat, a physical training facility in Bunnell. She is active in the local community and has an understanding of the culture of Flagler County.

It is without reservation that I commend her to you as an excellent choice for Superintendent. She has a thorough understanding of curriculum, operations, and finances of a school district. I will be sorry to see her depart, but she is absolutely ready to be your next superintendent.

Please do not hesitate to contact me if you have questions or if I may assist you in any way. You may reach me at Beverly.Slough@stjohns.k12.fl.us or 904-210-7289.

Sincerely,


Beverly Slough

Chair
St. Johns County School Board

*The St. Johns County School District will inspire good character and a passion for lifelong learning
in all students, creating educated and caring contributors to the world.*

FLAGLER COLLEGE



OFFICE OF THE PRESIDENT

January 8, 2020

Dear Search Committee and School Board Members:

It is an honor for me to be asked to write a letter of recommendation for Cathy Mittlestadt in her pursuit of the Superintendent position in the Flagler County School District. She is extremely qualified based on my observation of her leadership ability and experience. Cathy receives my highest endorsement as an educational leader.

I have known Cathy since recommending her for a teaching/coaching position at Apopka High School in 1990 while serving as Principal. Watching her perform and grow as a leader, I have a unique perspective on her strengths, and place her at the top of the dozens of administrators I have worked with over the years. While Superintendent of Schools in St. Johns County, her considerable talents prompted me to recommend her as a principal at Murray Middle and St. Augustine High, and eventually as Associate Superintendent for Student Support Services.

Ms. Mittelstadts' tenure coincided with a volatile transformation period in public education and she excelled beyond expectations in each role. Consequently, it is difficult for me to identify singular strength as I believe she is superior in all areas. One thing I can express with confidence is that Cathy Mittelstadt is a servant leader who always makes decision in the best interest of the students. In that regard she is the most student centered administrator I have ever worked with.

Cathy also excels operationally and is a skilled budgeter and planner. As you can see from her resume, Cathy has a diverse background in everything from facilities to discipline. She is also exceptional in a crisis which is a unique skill for a leader. I would often seek her advice during a critical incident and that advice was always spot on.

Ms. Mittelstadt also has a great talent for working with and through people to solve problems. She builds strong relationships and is excellent with parents. I have seen this skill on numerous occasions when Cathy has had to make difficult decisions. She has the unique ability to "sell her no."

Personally Cathy is a person of high moral character and integrity. She will never choose the expedient over doing the right thing.

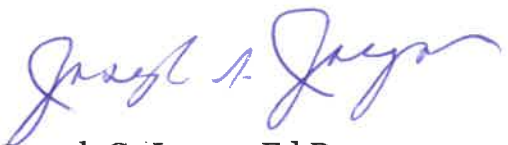
I always had great respect for the work of Flagler County Schools while I was serving as the Superintendent of St. Johns and I want the very best for your district.

Page Two

Cathy Mittelstadt is in my opinion the perfect choice and I give her my highest recommendation.

Please feel free to contact me personally if I can be of further assistance. I would consider it an honor.

Sincerely,

A handwritten signature in blue ink that reads "Joseph G. Joyner". The signature is written in a cursive, flowing style.

Joseph G. Joyner, Ed.D.
President

JGJ/tld

SSN (Partial): ***-**-8772
Date of Birth: 04-09

NOVA SOUTHEASTERN UNIVERSITY **NSU** Florida

Date Issued: 04-DEC-2019

3301 College Avenue
Fort Lauderdale, Florida 33314-7796

Official EPS -Partial SSN

Page: 1

Record of: Cathy A Mittelstadt
157 S Riverwalk Dr
Palm Coast, FL 32137-1319

Issued To: Cathy A. Mittelstadt
157 S Riverwalk Dr
Palm Coast, FL 32137

Course Level: Education Specialist

SUBJ NO. COURSE TITLE CRED GRD PTS R

Educational Specialist

College : Fischler Col Ed & Sc Crim Just
Major : Educational Leadership

Institution Information continued:

Summer II 1996

| | | | |
|--------------------------------|-------------------|------------|-------|
| EDL 0520 | Sch Law For Admin | 3.00 A | 12.00 |
| EDL 0525 | Prsnl Sel And Dev | 3.00 A | 12.00 |
| Ehrs: 6.00 GPA-Hrs: 6.00 QPts: | | 24.00 GPA: | 4.00 |

Comments:

THIS STUDENT HAS COMPLETED STATE APPROVED PROGRAM

AT

THE EDUCATIONAL SPECIALIST LEVEL IN EDUCATIONAL LEADERSHIP

ACADEMIC REQUIREMENTS COMPLETED: 05/22/97

Ed.S. DEGREE CONFERRED: 05/31/97

Fall 1996

PRACTICUM TITLE: Introducing Alternative Discipline Strategies which Include a Comprehensive

Peer Mediation Program that Will Enhance the Learning Environment at the High School Level

PRACTICUM REQUIREMENTS COMPLETED: 05/22/97

| | | | |
|---------------------------------|-------------------------|------------|-------|
| EDL 0530 | Org Mgmt Of Schs | 3.00 A | 12.00 |
| EL 0600 | Sem In Kwldg Base Of EL | 3.00 P | 0.00 |
| EL 0788 | Practicum/Intern In EL | 6.00 P | 0.00 |
| Ehrs: 12.00 GPA-Hrs: 3.00 QPts: | | 12.00 GPA: | 4.00 |

Degree Awarded Educational Specialist 31-MAY-1997

Ehrs: 36.00 GPA-Hrs: 27.00 QPts: 105.00 GPA: 3.88

College : Fischler Col Ed & Sc Crim Just
Major : Educational Leadership

| SUBJ NO. | COURSE TITLE | CRED GRD | PTS R |
|----------|--------------|----------|-------|
|----------|--------------|----------|-------|

INSTITUTION CREDIT:

Winter 1996

| | | | |
|----------------------------------|-------------------------|------------|-------|
| CSE 0500 | Comp Lit Tchrs & Admin | 3.00 B | 9.00 |
| CUR 0504 | Curr & Inst Sec Sch Edu | 3.00 A | 12.00 |
| CUR 0524 | Ed Rsch Prac Sec Sch Ed | 3.00 A | 12.00 |
| EDL 0505 | Edu Budgtn And Fin | 3.00 A | 12.00 |
| Ehrs: 12.00 GPA-Hrs: 12.00 QPts: | | 45.00 GPA: | 3.75 |

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

| | Earned Hrs | GPA Hrs | Points | GPA |
|-------------------|------------|---------|--------|------|
| TOTAL INSTITUTION | 36.00 | 27.00 | 105.00 | 3.88 |

| | | | | |
|----------------|------|------|------|------|
| TOTAL TRANSFER | 0.00 | 0.00 | 0.00 | 0.00 |
|----------------|------|------|------|------|

| | | | | |
|---------|-------|-------|--------|------|
| OVERALL | 36.00 | 27.00 | 105.00 | 3.88 |
|---------|-------|-------|--------|------|

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

Summer I 1996

| | | | |
|--------------------------------|--------------------------|------------|-------|
| EDL 0500 | Com & Super Ed Lead Role | 3.00 A | 12.00 |
| EDL 0510 | School Leadership | 3.00 A | 12.00 |
| Ehrs: 6.00 GPA-Hrs: 6.00 QPts: | | 24.00 GPA: | 4.00 |

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

AN OFFICIAL SIGNATURE IS WHITE 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 COPYVOID and the name of the university should appear. A BLACK ON WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED.

G. Elaine N. Poff
G. Elaine N. Poff
Director of the Office of the University Registrar

OFFICIAL ACADEMIC TRANSCRIPT



EXPLANATORY LEGEND AND AUTHENTICITY STATEMENT CONFIRMATION PRINTED ON BACK.

THE NAME OF THE UNIVERSITY IS PRINTED IN WHITE ACROSS THE FACE OF THIS 8.5 X 11 INCH TRANSCRIPT.

THE NAME OF THE UNIVERSITY IS PRINTED IN WHITE ACROSS THE FACE OF THIS 8.5 X 11 INCH TRANSCRIPT.

KEY TO THE TRANSCRIPT GRADING AND QUALITY POINT SYSTEM

All Credit Hours on this Record Reflect Semester Hours

| | A | A- | B+ | B | C+ | C | C- | D+ | D | D- | F | WF | WP | AU | CE | CL | EQ | IF | IP | IW | NG | NP | P | PH | PM | PR | RP | RSC | S |
|--|-----|------|-----|-----|------|-----|-----|------|-----|-----|-----|----|----|----|----|----|----|----|----|----|----|----|---|----|----|----|----|-----|---|
| College of Psychology | 4.0 | | | 3.0 | | 2.0 | | | | | 0.0 | | | X | | | | | | | X | | | | | | | | |
| Abraham S. Fischler College of Education | 4.0 | | 3.5 | 3.0 | | 2.0 | | | | | 0.0 | | | X | | X | | X | | X | X | | | | X | X | | X | |
| Health Professions Division | 4.0 | 3.7 | 3.3 | 3.0 | 2.7 | 2.3 | 2.0 | 1.7 | | | 0.0 | X | X | X | | | | X | | X | X | | | | X | X | | X | |
| Shepard Broad College of Law | 4.0 | 3.75 | 3.5 | 3.0 | 2.75 | 2.5 | 2.0 | 1.75 | 1.5 | 1.0 | .75 | | | X | | | | X | | X | X | | | | X | X | | X | |
| Halmos College of Natural Science and Oceanography | 4.0 | 3.7 | 3.3 | 3.0 | 2.7 | 2.3 | 2.0 | 1.7 | 1.3 | 1.0 | .67 | | | X | | | | X | | X | X | | | | X | X | | X | |
| H. Wayne Huizenga College of Business and Entrepreneurship | 4.0 | 3.7 | 3.3 | 3.0 | 2.7 | 2.3 | 2.0 | 1.7 | | | 0.0 | | | X | | | | X | | X | X | | | | X | X | | X | |
| College of Engineering and Computing | 4.0 | 3.7 | 3.3 | 3.0 | 2.7 | 2.3 | 2.0 | 1.7 | | | 0.0 | | | X | | | | X | | | X | | | | X | X | | X | |
| College of Arts, Humanities, and Social Sciences | 4.0 | 3.7 | 3.3 | 3.0 | 2.7 | 2.3 | 2.0 | 1.7 | 1.0 | | 0.0 | | | X | | | | X | | X | X | | | | X | X | | X | |
| Undergraduate Levels | 4.0 | 3.7 | 3.3 | 3.0 | 2.7 | 2.3 | 2.0 | 1.7 | 1.3 | 1.0 | 0.0 | | | X | X | X | X | X | X | X | X | | | | X | X | | X | |
| Starting Fall 2018 All Graduate Level Programs | 4.0 | 3.75 | 3.5 | 3.0 | 2.25 | 2.5 | 2.0 | 1.75 | | | 0.0 | | | X | | | | X | | X | X | | | | X | X | | X | |

Nova Southeastern University is accredited by the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call (404) 679-4500 for questions about the accreditation of Nova Southeastern University.

The Family Educational Rights and Privacy Act of 1974 prohibits disclosure of information from this transcript to third parties.

Prior to the fall 2004 semester for Ed.D. programs in the Fischler College of Education, Pass (P) was equivalent to a grade of A or B and No Pass (NP) was equivalent to a grade of F.

**HPD Numeric Grading—Equivalent Alpha Grade

| | |
|--------|---|
| 90-100 | A |
| 80-89 | B |
| 70-79 | C |
| 00-69 | F |

** Prior to 2000 B+ was 3.5 and C+ was 2.5

@ Prior to 2015, for a pre-requisite course where credit is earned but not calculated in the GPA, the grade is followed by an underscore, i.e., (A_).

- Grades for Remediation**
- 70R—Repeated Course to Remediate a Prior Course Failure
 - 70E—Failed Course Remediated by Examination
 - 75R—Repeated Course to Remediate a Prior Course Failure
 - 75E—Failed Course Remediated by Examination
 - 80R—Repeated Course to Remediate a Prior Course Failure
 - 80E—Failed Course Remediated by Examination
 - CR—Course Remediated
 - C(E)—Course Remediated
 - RP—Pass Remediated

Starting with the Fall 2018 semester, the remediation grades used in specific Health Professions Division professional programs (D.O., Pharm.D., O.D., D.M.D., and M.D.) are CR and 70E. These grades indicate that the student initially failed the class, was permitted to repeat work, and has passed the class.

A course number ending in H indicates an honors course.

Disclaimer:
KEY TO THE TRANSCRIPT is subject to change without notice.
Grading is based on each program's published guidelines.

Definitions: Grades that do NOT affect GPA

- AP Advanced Placement
- AU Audit
- CE Credit by Exam
- CL CLEP
- EQ Credit awarded based on prior experience
- I Incomplete
- IP Incomplete Pass/In Progress
- IW Incomplete Withdrawal
- NG No Grade Submitted (not used after the Fall 2004 term)
- NP No Pass
- NPR No Progress
- P Pass
- PH Passing with Honors
- PM Pass Marginally
- PR Progress
- RSC Required Subject Completed (not used after the fall 2004 term)
- S Satisfactory (highest grade possible in this course)
- W Withdrawal Without Penalty
- WP Withdrawal While Passing
- WU Administrative Withdrawal
- UPS Unpaid Seat
- Z No Grade Submitted by Instructor
- ZZ Conversion Grade
- For All Programs
- Prior to fall 1997

As of January 1, 1994, Nova University and Southeastern University of the Health Sciences became Nova Southeastern University.

| COMMENTS |
|---|
| Course followed by: E—EXCLUDED FROM GPA I—INCLUDED IN GPA |

| |
|--|
| Definitions: Affects GPA WF—Withdrawal While Failing XF—Unofficial Withdrawal IF—Incomplete Failure |
|--|

TO TEST FOR AUTHENTICITY: Translucent globe icons **MUST** be visible from both sides when held toward a light source. The face of this transcript is printed on blue SCRIP-SAFE paper with the name of the institution appearing in white type over the face of the document.

NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY • NOVA SOUTHEASTERN UNIVERSITY

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