Yolanda Heidelberg

Superintendent of Schools (Superintendent 021317)

4671 Hunters Glade Lane Arlington, TN 38002 yheidelberg@gmail.com (901) 373-4959

PERSONAL INFORMATION

Contact Information

First Name Yolanda Last Name Heidelberg

Middle Name **Yvette** Email yheidelberg@gmail.com

Primary Phone 901-373-4959 Alternate Phone 901-859-6787

Preferred Contact

Method

Email

<u>Address</u>

Street 4671 Hunters Glade Lane City Arlington Zip Code/Postal Code State **Tennessee** 38002

Equal Opportunity Information

Providing this information is strictly voluntary. You will not be subject to adverse action or treatment if you choose not to provide this information. If you choose not to provide this information, please select 'Decline to Identify.'

Ethnicity Not Hispanic/Latino American Indian or No

Alaska Native

Asian No Black or African Yes

American

Native Hawaiian or No White No

Other Pacific Islander

CERTIFICATION

Certification Information #1

Certification Area **Elementary Ed K-6** Certification Area Type **Professional Certification**

Grade Level K-6 Certification State Tennessee

Certification Information #2

Certification Area **Professional Certification School Principal** Certification Area Type

Grade Level k-12 Certification State Tennessee

Certification Information #3

Certification Area **Ed Leadership** Certification Area Type **Professional Certification**

Grade Level Certification State **Tennessee**

Certification Information #4

Certification Area Certification Area Type Grade Level Certification State

Certification Information #5

Certification Area Certification Area Type Grade Level Certification State

Candidate: Yolanda Heidelberg

ADDITIONAL CERTIFICATION AREAS

Certification Area

Details

Certification State

Computer Skills

Years of Experience Keyboarding Words Per

Minute

Word Processing Spreadsheets

Database Web / Internet Browser

E-mail Graphics

Microsoft Windows Apple Macintosh

EMPLOYMENT HISTORY

Present Position

Present Title Principal Name of Employer Shelby County Schools

Start Date 06/01/2001 Supervisor Name Thomas Rogers

Supervisor Phone 901-262-2369

Number

Duties and Responsibilities

Serves as the instructional leader of the school; provide professional development that deals with climate and culture, data analysis, academic state standards, and new teacher monthly PD sessions. Analyze weekly lesson plans and provide authentic feedback. Evaluate teachers using the TEM rubric and non instructional staff with the district rubric. Monitor student interventions and how they respond to interventions. Work directly with Human Resource Department to hire teachers and non instructional staff: Use the Progressive Discipline Protocol with employees: Provide incentives and rewards to all stakeholders to foster student achievement, behaviors, and attendance. Address complaints/concerns and resolve problems. Host monthly parent meetings to discuss new policies, shifts in education, data chats, and the state of the school. Design Emergency Management Plan and conduct mandatory monthly drills to maintain a safe environment for learning; Manages Title 1 budget and School site based budget.

Reasons for Leaving

I am still employed and seeing opportunities to further advance my career with my credentials.

May we Contact this

Employer

Experience in Education #1

Yes

From (mm/yyyy)

Employer Name

Assignment

Reason For Leaving

Supervisor Name

Supervisor Phone

Number
Duties and
Responsibilities
May we Contact this
Employer

Experience in Education #2

From (mm/yyyy)

Employer Name

Assignment

Reason For Leaving

Supervisor Name

Supervisor Phone

Number

Application Date: 3/5/2017 5:38 PM

Candidate: Yolanda Heidelberg

Duties and Responsibilities May we Contact this Employer

Experience in Education #3

From (mm/yyyy) To (mm/yyyy)

Employer Name Assignment

Reason For Leaving Supervisor Name

Supervisor Phone Number Duties and Responsibilities

May we Contact this

Employer

Work Experience #1

Employed from (mm/ Employed to (mm/yyyy)

уууу)

Employer Title

Reason For Leaving Supervisor Name
Supervisor Phone Supervisor Email

Number
Duties and
Responsibilities
May we Contact this
Employer

Work Experience #2

Employed from (mm/ Employed to (mm/yyyy)

уууу)

Employer Title

Reason For Leaving Supervisor Name
Supervisor Phone Supervisor Email

Number
Duties and
Responsibilities

Experience Summary

Actual experience in a scholastic environment (with the exception of non-academic experience).

Years of teaching experience

8

Years of student teaching experience

Years of administrative 20

experience

EDUCATION

Secondary/High School Information

School Attended Whitehaven High City/State Memphis, TN

Activities/Honors

Graduated number 8 ranking out of 384 students.

National Honor Society

Application Date: 3/5/2017 5:38 PM

Future Teachers of America

Battalion Executive Commander ROTC

Degree High School Diploma or GED

College/University/Vocational Institution #1

Name of School Other: University of Memphis Attended From (mm/ 08/1984

уууу)

Attended To (mm/yyyy) 05/1989 Degree Bachelor of Science

Subject Elementary Ed

College/University/Vocational Institution #2

Name of School Other: Trevecca Nazarene College Attended From (mm/ 01/1990

уууу)

Attended To (mm/yyyy) 05/1991 Degree Other:

Subject Educational Leadership

College/University/Vocational Institution #3

Name of School Attended From (mm/

уууу)

Attended To (mm/yyyy) Degree

Subject

Student Teaching #1

Name of School Subject
Grade Semester

Year

REFERENCES

A minimum of two references from a previous supervisor is required. If you are currently attending a college/university, references can be a professors and/or instructor.

Phone

Carol Johnson

Title Relationship

AddressCityCordovaStateTennesseeZip38016EmailPhone

From 07/2000 To present

Brenda Mathews

Title Relationship

AddressCityMemphisStateTennesseeZip38125

Email Phone From 01/1990 To present

Thomas Rogers

Email

Title Relationship

AddressCityMemphisStateTennesseeZip38112

From 07/2000 To present

Job Title: Superintendent of Schools

DISTRICT QUESTIONS

District Questions

Have you retired from any State of Florida administered retirement plan? You are considered retired if: 1) You have received any benefits under the FRS Pension Plan (including DROP). 2) You have taken any distribution (including a rollover) from the FRS Investment Plan, or alternative retirement programs offered by state universities (SUSORP), state community colleges (CCORP), state government (SMSOAP), or local governments.

No

If you have retired from a state of Florida administered retirement plan, is the effective date July 1, 2010 or later?

Have you previously been employed, other than a substitute teaching capacity, with the Flagler County School District?

No

If "Yes", please provide the dates of your previous employment with the District and your position.

Is any member of your immediate family employed by the school district of Flagler County?

No

No

If "Yes", please provide the name of your family member, School/Dept where they worked, and Position Held.

Been investigated for misconduct related to your employment?

If "Yes", please provide a detailed explanation.

Been arrested or charged(even if no contest or charges dropped or pled down)

for a crime?

If you answered "Yes" please provide details including the date of the charge, the court action, and the address of the court involved.

Are you currently under indictment or subject of any other pending legal proceeding for a criminal offense?

No

If "Yes", please provide details including the date of the charge, the court action, and the address of the court involved.

Are you under investigation by any local, county, state, federal, or international agency for any reason (including any violation of the Florida Code of Ethics)?

No

If yes, please provide a detailed explanation.

Been named by a state agency responsible for child welfare as a perpetrator in an indicated report of child abuse or neglect?

No

If yes, please provide a detailed explanation.

Had a report of child abuse or sexual activities involving a K-12 student or minor filed against you with a school district, a state or federal agency, a police agency, or in court?

No

If yes, please provide a detailed explanation.

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Have you ever had a professional certificate, credential or license (of any kind) revoked or suspended, or have you been placed on probationary status for any alleged misconduct or alleged violation of professional standards or conduct. Are there any pending adverse actions against you?

No

If yes, please provide a detailed explanation.

Have you ever been denied a professional license for which you applied or granted a professional license on a conditional or probationary basis for any alleged misconduct or alleged violation of professional standards of conduct?

No

If yes, please provide a detailed explanation.

Have you surrendered a professional license of any kind before its expiration?

If yes, please provide a detailed explanation.

Have you ever been disciplined by any public agency responsible for licensure of any kind, including but not limited to educational licensure?

No

If yes, please provide a detailed explanation.

Have you ever been suspended, terminated, non-reappointed, released during a probationary period or resigned in lieu of termination or non-reappointment from an educational institution, the State of Florida, or any other employer/organization including the military?

No

If yes, please provide a detailed explanation.

Have you ever been placed on leave by your employer or left such employment prior to the end of the contract term due to any reason other than the Family Medical Leave Act or a physical disability?

No

If yes, please provide a detailed explanation.

Is your physical/mental health condition such that you can fulfill the essential job functions of the position for which you are applying (either with or without reasonable accommodations)?

Yes

Are you considered a "High Risk" offender, according to Senate Bill

If you answered YES to the question above, please explain in the space provided, including the date of your last conviction.

Have you ever had any record sealed or expunged in which you were convicted, found guilty, had adjudication withheld, entered a pretrial diversion program, or pled guilty or nolo contendere (no contest) to a criminal offense other than a minor traffic violation (DUI is NOT a minor traffic violation)? Failure to answer this question accurately could result in dismissal from employment. A YES or NO is required by Florida Law.

No

If Yes, you must specify the City Where Arrested, State, Date of Arrest, Charge(s), and Disposition(s). Please NOTE: Sealed or expunged records must be reported pursuant ss. 943.0585 and 943.059, FS. However, the existence of such records will not be disclosed nor made part of your certification file which is public record.

Have you ever been convicted, found guilty, had adjudication withheld, entered a pretrial diversion program, or pled guilty or nolo contendere (no contest) to a criminal offense other than a minor traffic violation (DUI is NOT a minor traffic violation)? Failure to answer this question accurately could result in dismissal from employment. A YES or NO is required by Florida Law.

No

If Yes, you must specify the city where arrested, state, date of arrest, charge(s), and disposition(s).

Candidate: Yolanda Heidelberg

Job Title: Superintendent of Schools

Are you a veteran as defined by s. 295.07, Florida Statutes?

No

Are you claiming Veteran's Preference? If yes, a DD214 must is required and can be submitted under attachments.

No

If you are claiming Veteran's Preference, please indicate the provision under which you qualify.

Provision 1 – A veteran of any war who has served on active duty for one day or more during a wartime period, excluding active duty for training, and who was discharged under honorable conditions from the Armed Forces of the United States of America.

Provision 2 – A veteran with a service-connected disability who is eligible for or receiving compensation, disability retirement, or pension under public laws administered by the U.S. Department of Veterans Affairs and the Department of Defense.

Provision 3 – Receipt of any Armed Forces Expeditionary Medal is qualifying for veterans' preference.

Provision 4— The spouse of a veteran who cannot qualify for employment because of a total and permanent service-connected disability, or the spouse of a veteran missing in action, captured, or forcibly detained by a foreign power.

Provision 5 – The unremarried widow or widower of a veteran who died of a service-connected disability.

If you state that you were "A veteran of any war...", please indicate the war, according to these options:

Korean Conflict: June 27, 1950 to January 31, 1955

Vietnam Era: February 28, 1961 to May 7, 1975

Persian Gulf War: August 2, 1990 to January 2, 1992

Operation Enduring Freedom: October 7, 2001 to date to be determined

Operation Iraqi Freedom: March 19, 2003 to date to be determined

ATTACHMENTS

Attachment

Resume
Cover Letter
Transcript
Reference Ltrs (Include
All)

Other Other

DISCLAIMERS AND AFFIRMATION

District Policy

We conform to all the laws, statutes, and regulations concerning equal employment opportunities and affirmative action. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, gender identity, or national origin, age, disability status, Genetic Information & Testing, Family & Medical Leave, protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint or otherwise oppose discrimination.

Application Confirmation Statement

I affirm that all information set forth in this application is accurate, truthful and complete. If I am employed by Flagler County School District, I will abide by all Board of Education and school policies, work on assigned committees, and continue my

Candidate: Yolanda Heidelberg

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professional growth to the best of my ability and within reasonable and personal standards. I grant permission for school officials to obtain a personal record check from the federal, state, county, and/or local law enforcement agencies and Division of Family Services. I understand that references may be contacted as soon as I submit an application. I release individuals listed as references and current or former employers from any liability for information given in response to a request for an employment reference.

I understand that I will be required to take a drug test and that some positions in the district require a physical exam prior to assuming any position for which I may be employed. In the event that I am employed by the District and in the further event that I have provided false or misleading information in this application or in subsequent employment interviews, I understand that my employment may be terminated at any time after the discovery of the false or misleading information.

I agree to the terms

Affirm

above

Initials YH

Affirmation Date 03/05/2017

Application Date: 3/5/2017 5:38 PM

YOLANDA HEIDELBERG

•4671 Hunters Glade Lane • Arlington, TN 38002• <u>yheidelberg@gmail.com</u> • 901.373.4959 - Home• 901.859.6787- Cell•

CAREER OBJECTIVES

To acquire a leadership position in education as the director of schools where my expertise will allow me to enhance teaching and learning, prepare students for the modern world, promote diversity and inclusiveness, thus making a valuable contribution to the community at large.

SUMMARY

Seasoned visionary and innovative leader with 20 years of experience in administration and supervision along with 8 years of teaching elementary education within the 16th largest school district in the United States. Proven expertise in budget and data analysis, organizational and planning skills, problem solving, community relations, internal communications, and team building skills.

PROFESSIONAL EXPERIENCE

2016 NATIONAL BLUE RIBBON SCHOOL

JACKSON ELEMENTARY

2001 – present

Memphis, Tennessee

PRINCIPAL

Manages human, fiscal, material physical and time resources to provide a safe, healthy effective instructional environment with a 73% Latino population. Develops the vision and mission of the school with and among the community thereby fostering a culture of high expectations for students, staff, and parents to maximize student growth. Develops and implements programs within organizational policies; report major activities to executive level administrators through conferences and reports. Attends, conducts staff, committee, and professional meetings to exchange information; attends professional classes, seminars or conferences to improve professional skills.

Key Contributions:

- Promotes student learning using data, development, knowledge of human development and learning theory, best practices and appropriate technologies
- Promotes, monitors, conducts, and evaluates professional development that focuses on student learning and closing the achievement gap
- Evaluates teachers using the Teacher Effectiveness Model (TEM) as well as the non-instructional staff with a district rubric
- Ensures that diversity is recognized and valued throughout the school
- Establish partnerships with area businesses, institutions of higher education and community agencies
- Responsible for the overall administrative clinical planning, development and operations of the school health program for children needing medical attention that might impact their classwork
- Advises, consults, and instructs members of the multi-disciplinary behavioral therapy staff in specific physical, occupational, behavioral and speech therapy

. . .

- Coordinate vision, hearing, dental and physical screenings for students to become healthy learners
- Collaborates with families and students in IEP meetings to implement rehabilitation plans at home

EDUCATION AND CREDENTIALS

Assisted Care Living and/or Administrative License #2657

BOARD OF LICENSING HEALTH CARE FACILITIES AWARDED JULY 7, 2015

BACHELOR OF SCIENCE DEGREE IN ORGANIZATIONAL LEADERSHIP WITH A CONCENTRATION IN HEALTHCARE MANAGEMENT

Union University AWARDED JULY 2014

MASTERS IN ADMINISTRATION AND SUPERVISION

TREVECCA NAZARENE COLLEGE AWARDED MAY 1991

BACHELOR OF SCIENCE IN ELEMENTARY EDUCATION UNIVERSITY OF MEMPHIS AWARDED MAY 1989

CERTIFICATIONS

CNA CPR

CORE COMPETENCIES

ADEPT IN WINDOWS 95 OS AND LATER
VARIOUS MICROSOFT OFFICE APPLICATIONS INCLUDING MS EXCEL,
POWER POINT, WORD AND WORD PERFECT

AWARDS

2016 NATIONAL BLUE RIBBON SCHOOL
EXEMPLARY PERFORMANCE FOR CLOSING THE ACHIEVEMENT GAP
HTTPS://www.youtube.com/watch?v=CtrrNCDWLKI

HTTP://www.chalkbeat.org/posts/tn/2016/12/07/meet-the-leader-behind-one-memphis-schools-blue-ribbon-success/

ALPHA SIGMA LAMBDA SCHOLARSHIP AND LEADERSHIP 2014

RECOGNIZED BY GOVERNOR HASLAM AND U.S. SECRETARY OF EDUCATION ARNE DUNCAN 2012 REWARD SCHOOL

RECOGNIZED BY FORMER GOVERNOR PHIL BREDESEN FOR EDUCATION CONSUMERS FOUNDATION VALUE ADDED ACHIEVEMENT AWARD 2006

NOMINATED FOR THE NATIONAL DISTINGUISHED PRINCIPAL AWARD 2006

Yolanda Heidelberg 4671 Hunters Glade Lane Arlington, TN 38002 901-373-4959 (home) 901-859-6787 (cell) yheidelberg@gmail.com

March 4, 2017

Flagler School District c/o Florida School Board Association

Please accept this letter and resume in reference to the Superintendent position within the Flagler School District.

My detailed experiences as a school leader have led to refine operating procedures and an increase in the overall effectiveness and relevancy of desired student outcomes in Shelby City Schools, the 16th largest urban district in the United States with a child poverty rate of 49%. Because of my successes, I have served as a Shelby County Schools central office representative on the Professional Development Governance Committee. Recently, I have been appointed to serve on the SCS Principal Advisory Committee with the Chief of Schools. I am a mentor for new principals. Although Flagler School District is a smaller district unlike what I work in, I am learning that urban is not always conducive to raising a family. Therefore, I want to broaden my scope of work, improve the quality of life for my family, and continue to grow professionally with these varied experiences that I may glean from Flagler and equally share my knowledge as a win-win.

My experience as a public educator and administrator has been transformational with a 73% ELL population. My leadership has resulted in the creation of a team that is data driven, goal oriented and outcome aligned. Recently, our Title 1 School was recognized as a 2016 National Blue Ribbon School for closing the achievement gap. Additionally, Great Cities and Great Schools, Education Quality Index Study, recognized us as one of 10 schools in Tennessee in closing the achievement gap in 2016. I earned a Bachelor's Degree in Elementary Education and a Master's Degree in Administration and Supervision along with a Superintendent's license that qualifies me for the position. Moreover, I am dependable, trustworthy, innovative, a creative problem solver with strong planning, and organizational skills. My work history reveals constant timeliness of actual adherence to deadlines that accomplish job responsibilities with minimal direction. I have the passion and fortitude to organize schools if given the chance and make a lasting impression within your Flagler School System. I am impressed with the great work that has been done over the years and excited about the future possibilities. I am adept at working collaboratively within the community and work environment to sustain this work.

If possible, I would very much appreciate an opportunity to share my credentials with you. Thank you kindly for your time and consideration.

Yolanda Heidelberg

Yolanda Heidelberg

Impact on student achievement

My experience as a public educator and administrator has been transformational with our 73% ELL population. My leadership has resulted in the creation of a team that is data driven, goal oriented and outcome aligned. Recently, our Title 1 School was recognized as a 2016 National Blue Ribbon School for closing the achievement gap. Additionally, Great Cities and Great Schools, Education Quality Index Study, recognized us as one of 10 schools in Tennessee in closing the achievement gap in 2016. In 2012, our school was recognized as a Tennessee Reward School for our academic performances. Duly noted, my detailed experiences as a school leader have led to refine operating procedures and an increase in the overall effectiveness and relevancy of desired student outcomes in Shelby City Schools, the 16th largest urban district in the United States with a child poverty rate of 49%. Because of my successes, I have served as a Shelby County Schools central office representative on the Professional Development Governance Committee, which impacted how the district presented professional development to teachers and school administrators. I serve as a mentor for novice principals and share my expertise so that these novice principals can replicate. Recently, I have been appointed to serve on the SCS Principal Advisory Committee with the Chief of Schools.

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≡ Menu

Yolanda Heidelberg v



Yolanda Heidelberg (000260713)

Evaluations (/Educators/Overview/161967?evaluationId=433681&tab=evaluation&backUrl=%2F)

Licensure (/Educators/Overview/161967?evaluationId=433681&tab=licensure&backUrl=%2F)

Transactions (/Educators/Overview/161967?evaluationId=433681&tab=transactions&backUrl=%2F)

Staff Assignments (/Educators/Overview/161967?evaluationId=433681&tab=staff&backUrl=%2F)

TASL (/Educators/Overview/161967?evaluationId=433681&tab=tasl&backUrl=%2F)

Licenses

License Type	Status	Source	Issue Date	Effective Date	Expiration Date	Renewal Date	Endorsements	
Professional Administrator	Active	Conversion	08/06/2003	08/06/2003	08/31/2022	03/28/2013	483	Details (/Licensure/License/Index/331758)
Professional	Active	Conversion	07/01/1993	07/01/1993	08/31/2023	02/04/2013	090, 101, 109	Details (/Licensure/License/Index/331756)
 Apprentice Teacher	Inactive - Superseded	Conversion	07/01/1990		08/31/1995		101	Details (/Licensure/License/Index/331757)
Probationary Teacher	Inactive - Superseded	Conversion	08/01/1989		08/31/1994		101	Details (/Licensure/License/Index/331759)

Degrees / Majors

Name	Date Conferred	Institution Name	Degree/Major Type
Bachelor Degree	05/06/1989	University Of Memphis	Bachelor Degree
Masters + 30 Degree	04/27/1991	University Of Memphis	Masters + 30 Degree
Masters Degree Administration & Supervision	04/27/1991	Trevecca Nazarene University	Masters Degree

Educator Preparation Program Completion Status

		1	•	
EPP/institution	Enroliment	Added By	Enrollment Date	Completion Date

Professional Development Points 0 pending requests

Add PDPs (/Licensure/Pc

Overall Evaluation Scores

Evaluation	Category	Description	Date Awarded	Points Earned	
2011-2012 / Memphis City Schools (Retired) / Administrator	Overall Evaluation Score		06/01/2012	10	
2012-2013 / Memphis City Schools (Retired) / Administrator	Overall Evaluation Score		06/01/2013	15	
2013-2014 / Memphis City Schools (Retired) / Administrator	Overall Evaluation Score		06/01/2014	15	
2015-2016 / Shelby County / Administrator	Overall Evaluation Score		06/01/2016	_ 20	

Training, Coursework, or National Board Certifications

Date Attended	Туре	Description	Status	Status Date	Clock Hours	CEUs	Points Accrued
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View Unapproved PDPs

Experience

District	Position	Start	End	Experience Months	Experience Days
Shelby County	Principal (Elem)	2015-07-01	2016-06-30	12	0
Shelby County	Principal (Elem)	2014-07-01	2015-06-30	12	0
Shelby County	Principal (Elem)	2013-07-01	2014-06-30	10	0
Memphis	Principal (Elem)	2012-07-01	2013-06-30	10	0
Memphis	Principal (Elem)	2011-07-01	2012-06-30	10	0

Showing the most recent experience Show All Experience

Assessments

Date Taken Passed Assessment Code Score Passing Score Series

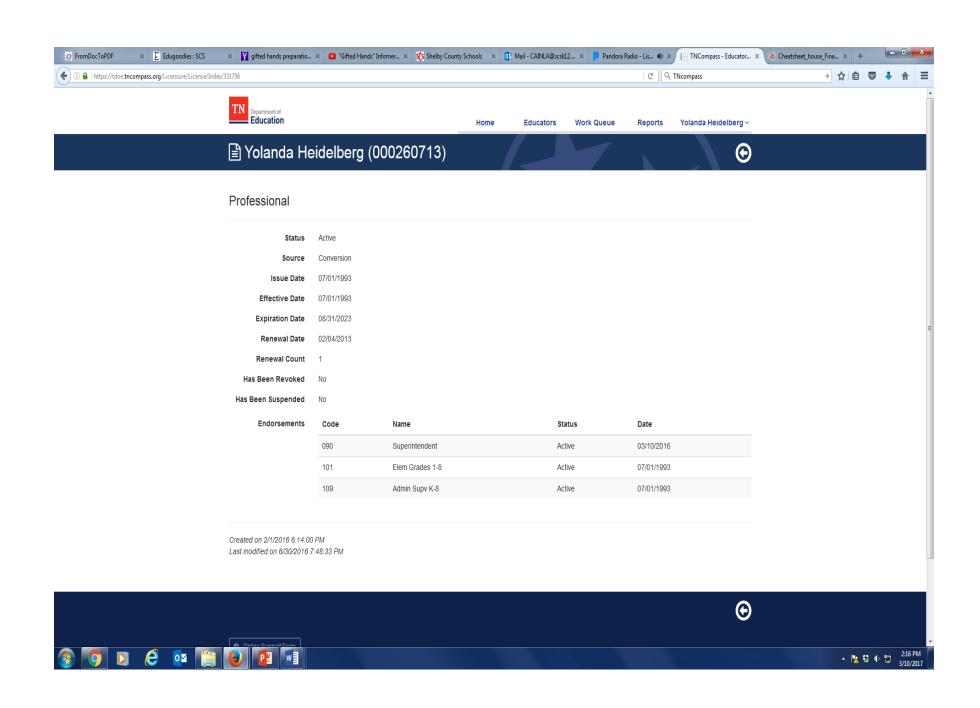
Assessment data prior to 01/01/2006 on file with the Office of Educator Licensing and Preparation.

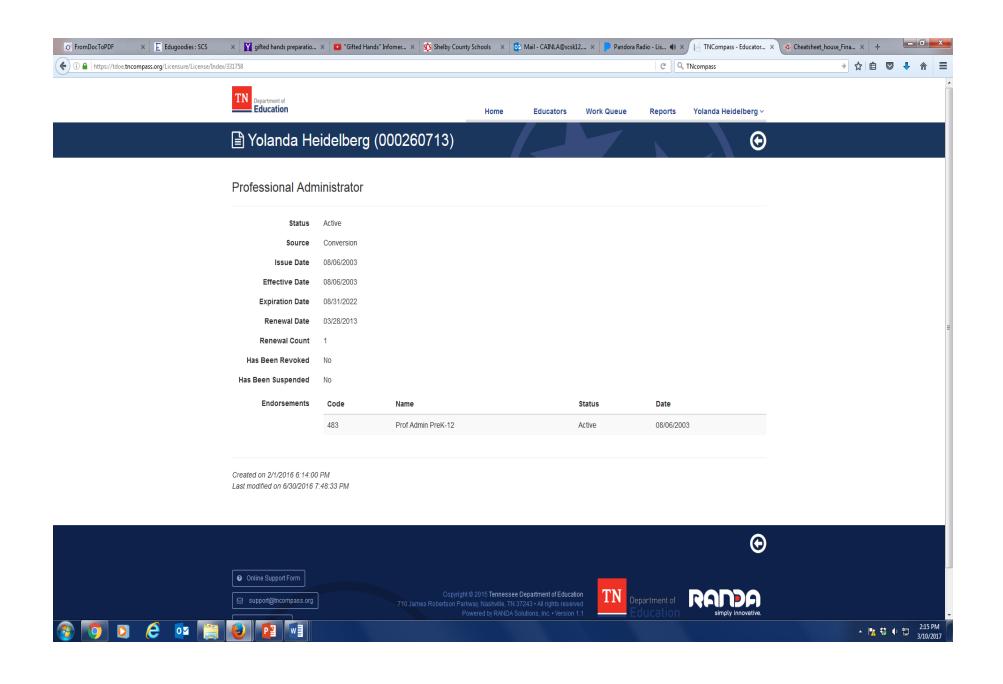
Attachments

Add Attachment

Name Type Description Created Created By

Transcripts





9.00

MEMPHIS MEMPHIS

Memphis, TN 38152 - (901) 678-3927 Office of the Registrar

Grade

Course Title

Course

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tion in Elementary Education 3.00 3.00 Sea Date of Birth Grade Official Graduate Academic Record щщ Name: YOLANDA HENSON THOMPSON Student Number: 03-12 Course Title Nurrent Academic Program
The Graduate School Major: No Major Admitted Program: The Graduate School Cum GPA: 2 NCATE

6, 1989

ISSUED TO STUDENT

12.00

SPED-6900 CONSULTN SCHL/FLY/CMTY SPED-7000 PSYC-ED PRB EXCRP CH AD

12.00

Registrar_{12-08-d} Word a Schway

YOLANDA THOMPSON 6328 MIDSUMMER WAY MEMPHIS TN 38115

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Office of the Registrar Memphis, TN 38152 - (901), 678-3927

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Thompson Yolanda Yvette 6328 Midsummer Way Memphis, TN 38116

Trevecca Nazarene University 333 Murfreesboro Road Nashville, TN 37210

ID number:

Birth date: 12-Mar-1966

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^{*} means repeat of course
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To Whom It Concerns Most:

It is with great pleasure that I recommend Mrs. Yolanda Heidelberg for a leadership position in your organization. I have observed Mrs. Yolanda Heidelberg in several arenas and currently have the pleasure of working with and supervising her in Shelby County Schools. These experiences inform the content of this letter and motivate me to recommend her.

Mrs. Heidelberg is one of the brightest, most passionate educators I have encountered in my 20 years in education. Her leadership, perseverance, tenacity, and commitment to transformational leadership can only begin to describe her expertise. I have observed her in leadership as she effectively leads Jackson Elementary School to improve instructional constructs and programs for all students, including, but not limited to, an ELL population of greater than 70%. During this phase, she organized instructional and data walks for teachers, which dramatically improved actionable feedback and academic outcomes for all students. This initiative proved to be noteworthy, as evidenced by being recognized and labeled as a National Blue Ribbon School by the United States Department of Education. Additionally, her collaborative and shared vision for teaching and learning are influential, as evidenced by her undeniable strong parental involvement and the support of all community stakeholders. The design and delivery of her professional development work are both creative and differentiated, with a seamless alignment to data and intentional impact in students' academic achievement.

Mrs. Heidelberg is poised in ensuring that public education is still a very worthy profession. It is evident that her leadership style fosters a culture of collaboration, dedication, respect, and trust among all who know her. As a result of her collaborative contagious leadership style and skills, many professional educators tend to seek her, and glean ideas from her powerful leadership and instructional best practices.

Mrs. Heidelberg possesses personal qualities that are refined to their essence as a testament to precision, balance, and proportion. It is evident when you meet her that the decisions that impact students' achievement are driven by the effectiveness of her intellectual ability, moral compass, and character. If your organization seeks a superior candidate with a record of having an innovative and aggressive approach to improving education, Mrs. Yolanda Heidelberg would be an excellent first choice.

If I can be of further assistance to you in this effort, please do not hesitate to contact me.



Thomas D. Rogers, Ed.D.

Instructional Leadership Director, Zone 9 Shelby County Schools Department of Schools and Leadership 160 S. Hollywood (Rm 256) Memphis, TN 38112

Memphis, TN 38112 Cell: (901) 262-2369

Email: rogerstd@scsk12.org

Brenda F. Mathews District Level Instructional Coach for Literacy

Memphis, TN 38112

To Whom It May Concern,

I am writing this letter of reference for Shelby County Schools Principal, Mrs. Yolanda Heidelberg who has applied to be considered for the position of superintendent with your school district. Principal Heidelberg, is an outstanding communicator, a data-driven instructional leader, a resourceful and creative person and a leader who creates a culture that is inclusive of parents, students and teachers.

As a central office employee, specifically a member of the Shelby County School District Performance Improvement Team, I served her school, Jackson Elementary in Memphis, Tennessee. Mrs. Heidelberg and I met periodically to discuss teacher evaluations and to development plans of improvement for her struggling teachers. Prior to our meetings, I communicated with Mrs. Heidelberg via e-mail and telephone. She is an outstanding communicator who exhibits strong verbal and written communication skills.

My position required me to meet with Principal Heidelberg and her school leadership team to ascertain how I could best support her school in the academic realm. I attended several parent data meetings. As a data driven leader, Principal Heidelberg, analyzed school data and required her teachers and her students to analyze data. She empowered her teachers by requiring them to plan and conduct grade level data meetings with the parents of their students. Also, she coached the teachers to ensure that they understood their data, they explained their data logically and they provided next steps to engage parents in supporting their child in having successful academic outcomes.

Principal Heidelberg is a very resourceful leader who actively seeks resources to motivate her students to achieve academic success. Through her resourcefulness, all students who obtain preset academic goals are provided a new bicycle at the end of the school year. Also, Principal Heidelberg has developed partnerships with various community members who volunteer to tutor students as well as provide tangible resources to Jackson Elementary School.

Principal Heidelberg is an expert at developing a culture of teaching and learning while providing extra-curricular activities and programs to allow parents, students and teachers to engage with each other in unique ways. Under her leadership, Jackson Elementary School stages yearly student play productions, vocabulary parades, a Hispanic Heritage Month Festival, college-themed classroom doors, data displays in the halls, College and Career Readiness

bulletin boards, outdoor garden, Game Day, weekend homework, required summer homework, etc. Parental involvement is encouraged and welcomed! During traditional events, such as Donuts with Dad and Muffins with Mom, essentially 75-80 percent of the parents participate.

Principal Heidelberg and Jackson Elementary were awarded the National Blue Ribbon status this school year as a reward for her ability to garner community support for the school, her instructional leadership and the inclusive culture that she has developed among the parents, students and teachers of the Jackson Elementary family.

If you need any additional information, please do not hesitate to contact me at 901-494-0598 or email at 1mathews@bellsouth.net

Best regards,

Brenda Mathews

March 4, 2017

To whom it may concern:

I am pleased to write this letter of support for Principal Yolanda Heidelberg. I have known Mrs. Heidelberg for over a decade when I served as Memphis City Schools' Superintendent and she served and continues to lead school improvement at Jackson Elementary School in Memphis. Mrs. Heidelberg has successfully led this school for over 15 years and the school has consistently received local, state and national recognitions. Most recently, her school received the 2016 National Blue Ribbon School Award. This award is rarely achieved by schools with the level of economic, racial, cultural and linguistic diversity that exists at Jackson. She strives for excellence, does not use these challenges as excuses and always acknowledges the hard work of others and honors and lifts others on her team.

Perhaps what has been most impressive about her leadership has been her capacity to sustain growth, even as her student population has changed, and a majority of the students enrolled are now English Language Learners. Her teachers, staff and especially her students and parents are among her strongest allies. This is because she goes beyond the call of duty to connect with all stakeholders and creates a culture that encourages all voices to be heard and to participate.

She builds strong partnerships, has collaborated with a number of business, community and corporate sponsors to support students and school initiatives. She recognizes the importance of parents as key to success, and the need for students to learn beyond the school day. Every summer, students return to school having spent the summer working on science projects assigned by Principal Heidelberg. It is truly inspiring to see these students, and their parents arrive and proudly march in to the school with excitement showcasing their learning efforts.

I have invited Mrs. Heidelberg to be a guest speaker to our aspiring principals and teacher leaders to be sure that early in their career development process, they learn the skills and orientation needed to be successful in the most difficult and challenging schools. She is truly an example for them.

She is both a strong, and humble leader, a leader who develops and honors others and who is a true asset to our school community. As the former Superintendent in Memphis and Boston, I have been fortunate to work with and learn from Mrs. Heidelberg, and respect her leadership.

Please contact me if you have additional questions at 901-634-6971. I hope that you will give her every consideration.

Sincerely,

Garal Bhuson

Carol R. Johnson, Executive Director, Programs, New Leaders, South Region

ReferenceLetter

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ReferenceChecks

No result available.