

January 27, 2020

Flagler County Schools
1769 East Moody Boulevard, Building #2
Bunnell, FL 32110

Dear Members of the Flagler County School Board and Community,

It is with great pleasure and passion for serving that I submit this letter of interest for the superintendent position of Flagler County. I have been blessed to serve in the field of education for 26 years with a commitment to helping every child find their gift and supporting them as they continue to develop and grow.

I intend to have every child demonstrate learning gains as we eliminate the achievement gap, and the Flagler School District becomes the top-performing system in the state of Florida. In my position as Chief Academic Officer for the Pembroke Pines Charter School System (PPCS), I collaborate with the City Manager/Superintendent and the City Commission/School Board in the operation of six award-winning schools; a public school system that has over 6,000 students, 560 staff members, and a budget of over 49.5 million dollars. With more than 35% of our students eligible for free or reduced lunch and 75% of students as members of minority groups, we have been recognized as a school of excellence and have a waitlist of over 8,000 students. I collaborate with community leaders to bring resources to our students and to ensure they maintain an active presence in our schools. I will make sure to bring the same values and expectations to Flagler County. My goal is to make sure all stakeholders are valued and have clear expectations as we move toward making Flagler County the top school district in Florida.

It has been a pleasure working for PPCS since the fall of 1999. At that time, I had the opportunity to join the city in the second year of this wonderful journey when there were just over 1800 students. It was an excellent opportunity to enrich the educational opportunities for an ever-growing community, with the first municipally run charter school in Broward County.

I began my career as a high school math teacher. I taught in an alternative high school, Title I high school, and suburban middle school. I then moved into administration as an assistant principal, principal, and chief academic officer. Throughout my educational journey, I have used data to drive my decision making, have maintained transparency in my work, and have made sure to celebrate success with all stakeholders along the way.

I have spearheaded the AdvancEd review process for our system accreditation. As a result of this visit, we received 89.1% of the possible rating points, an increase of over 10% from our previous accreditation. Those findings let me establish a strategic abandonment process in which we look for opportunities to align and streamline our educational programs. We have also expanded the career and technical programs for middle school students by delivering MOS

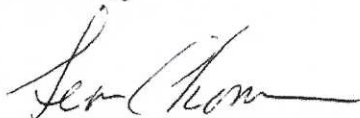
certification opportunities. I also worked on the implementation of our Charter Study Days. These days were designed with teacher collaboration and creativity in mind. They became a means of bringing teachers together to share best practices. These initiatives increase educational opportunities for our students.

I work with the City Manager and the HR Director in union negotiations regarding teacher grievance procedures, conditions of employment, and evaluation procedures. I have worked to create a climate in which we are better to recruit and retain staff, despite salaries currently lower than surrounding area schools. We have developed incentive programs, increased recognition opportunities, and encouraged growth opportunities. I have worked to diversify staff to better represent the student population in the school system; each school I have worked at has seen a rise of over 10% in minority hires.

I have worked tirelessly on fundraising efforts in our community for our charter school system. As a founding member and secretary of the Pembroke Pines Charter School Foundation, Inc (501c3), we have provided over \$500,000 in student and teacher scholarships and over \$4 million in donations to the Pembroke Pines Charter School System. I have also overseen the City Sponsored Early Learning Centers and ensure academic needs are met while maintaining maximum profitability and raising \$700,000 annually to support charter school fundraising efforts.

Board members, community leaders, and employees of Flagler County Schools, I reviewed your data trends as well as your strategic plan, and I am eager to begin a collaborative partnership with you. I am a firm believer that a leader must be transparent, strategic, and reflective. Together, we can create a consensus for the work that must be done. I hope that I will be selected to become your next superintendent, and together, we will make a model for other school districts to observe and emulate nationwide.

Sincerley

A handwritten signature in cursive script, appearing to read "Sean Chance".

Sean Chance

Sean Chance

310 NW 158th Ave Pembroke Pines Fl 33028 · 305-788-0074 · Seanschance@gmail.com

Professional Experience

Chief Academic Officer July 2016 – Present

City of Pembroke Pines Charter School | 12350 Sheridan Street, Pembroke Pines Fl, 33026

Chief Academic Officer for the largest municipally run public charter school organization in the state of Florida. A system consisting of 6 schools, with 6,100 students, 560 staff members, and a budget of over \$49 million. More than 35% of the students are eligible for free or reduced lunch and 75% of members of minority groups.

- Eliminated the 10% gap in English Language Arts and Math for the Hispanic population.
- Increased acceleration points for school grade by 15% for middle school and 5 % in high school in three years through the expansion of Career and Technical program by providing certification opportunities for students.
- Maintain a 99% graduation rate
- ELA proficiency in elementary schools increased from 76% to 80%
- Increased third-grade reading proficiency from 78% to 88%.
- Math students in the lowest 25% gains increased from 48% to 57%.
- Eighth-grade math proficiency increased from 86% to 92%.
- Spearhead the continuous improvement process leading to AdvancED Accreditation with an IEQ score of 356.4 out of 400 and 100% of learning standards meeting or exceeding expectations.
- Work with the City Manager/Superintendent, Governing Board, City Controller, Budget Analyst, and school leadership to ensure that the resources are appropriately allocated to meet the academic goals developed for the system as outlined in our strategic plan.
- Collaborate with the City Manager and HR Director on Union negotiations regarding teacher evaluation procedures, grievance procedures, conditions of employment, etc.
- Work with educational advisory boards to provide recommendations to the Governing Board regarding operational effectiveness resulting in all schools identified as A-rated schools and as Schools of Excellence.
- Collaborate with the City Controller to sustain the recognition for the Government Finance Officers Association (GFOA) Budget Award.
- Engage in a budget process that includes a needs analysis, review of the impact on student achievement, and uphold fiscal responsibility for the system.
- Present proposals to City Officials focused on improving organizational effectiveness based on stakeholder feedback, student data, and financial reporting.
- Determine funding projections based on Full Time Equivalent Student Population.

- Oversee City Sponsored Early Learning Centers and ensure academic needs are met while maintaining maximum profitability and raising \$700,000 annually to support charter school fundraising efforts.
- Spearhead the Strategic Abandonment Process to ensure program effectiveness and financial responsibility for all schools resulting in annual savings.
- Created a more inclusive process for underrepresented students in advanced level courses and increased the enrollment of minority students by 33%.
- Provide executive leadership for the system's professional development team and work with the governing board and school board to increase professional development opportunities.
- Established Charter Study Days that allow teachers to meet and share best practices and have shown to be effective with an 85% staff approval rating.
- Implemented a pay for referral teacher recruitment process that resulted in a 40% increase in highly qualified applicants.
- Revised a new teacher program and implemented a mentoring program for teachers in need of additional support resulting in an increased retention rate of 20%.
- Ensure that guidelines regarding teacher evaluations are met and aligned to state standards.
- Mentor new and aspiring administrators through the PROPEL Program.
- Chair and participate in the Request for Proposal Evaluation Committees for:
 - School Uniforms
 - Food Service Management Company
 - Vending Machines
 - Transportation Services
 - School Bus Tracking system

Principal, July 2015 – Present

City of Pembroke Pines Charter Central Campus Elementary and Middle | 12350 Sheridan Street, Pembroke Pines FL, 33026

Executive leader for two top-performing charter schools, which include a middle school and elementary school with a total of over 1300 students, over 130 staff members, and multiple outsourced service providers.

- Lead the number one middle school in Broward County, the sixth-largest school district in the nation, since 2016.
- Improve elementary school grade from 62% to 70%.
- Improve middle school grade from 66% to 77%.
- Increased science proficiency in fifth grade from 58% to 77%.
- Math proficiency increased from 80% to 88%.
- English Language Arts proficiency increased from 76% to 85%.
- Provide initiatives utilizing the Plan, Do, Check, Act model with a focus on data-driven decisions.
- Lead the 26th ranked middle school based on school grade in the state of Florida

- Monitor instructional priorities so that they are developed in a manner that focuses on student performance.
- Continue to increase electives for elementary school students by adding opportunities such as science and foreign language.
- Increase opportunities for middle school students to participate in high school credit courses.
- Spark interest in the arts programs by expanding the electives department.
- Bolster school ratings and to continue to hold the place of the number one middle school in Broward County based on school grade.
- Appropriated resources and empower the Athletic Director and coaches leading to the top boys and girls' athletic department in Broward County.
- Increase staff diversity to better represent the student population
- Improve school morale by providing:
 - Leadership opportunities
 - Mentoring program
 - Creating multiple project ownership opportunities
 - City Recognitions
 - Various Success Celebrations for all stakeholders, Parents, Staff, Students, and Community Members
 - Positive Behavior Programs such as:
 - Chances treats
 - Charter Champions

Principal July 2002 – June 2015

City of Pembroke Pines Charter East Campus Elementary | 10801 Pembroke Road, Pembroke Pines FL, 33025

The Executive Leader for an elementary school with over 50% free and reduced lunch and 80% minority students.

- Improved the school performance from a C school to an A school over three years and maintain the A grade with improved performance over the following years at the school.
- Improved staff morale, parent involvement, and community engagement, which resulted in student performance improvement.

Education

- Fellow, District Administration National Superintendents Academy, 2019
- Education Specialist, Nova Southeastern University, Educational Leadership, 1999
- Master of Science, University of Florida, Food and Resource Economics, 1993
- Bachelor of Science, University of Florida, Food and Resource Economics, Minor in Business Administration, 1993

Boards and Community Affiliations

Positive community relations are an integral part of any successful school system. Establishing a collaborative environment and creating the foundation for effective partnerships help school systems grow and meet the needs of their community. These relationships support school systems by providing resources for the schools that are invaluable to the future of our students.

- Serve as an Officer for the Pembroke Pines Charter School Foundation, Inc (501c3).
 - Serve as a founding member since 2004 and secretary since 2011
 - Partner with local businesses to raise over \$400,000 a year to support charter school efforts
 - Establish community relationships and have raised over \$500,00 for student and teacher scholarships since 2004
 - Donated over \$4.5 million to the Pembroke Pines Charter School System
- Serve as a Keiser University Advisory Board Member
 - Develop partnerships between University and local High Schools
 - Facilitate employment opportunities for students
 - Serve as a liaison between Keiser University and the Community
 - Align course content to the community's needs
 - Provide the community with Nutrition Fairs
- Presenter at various events such as:
 - National Association of School Principals
 - PPCS New Teacher Academy
 - Eta Phi Beta Sorority-Provide Leadership Workshops Annually to Community Youth

Certifications

- FIU Principal Institute, 2018
- Broward CLASS (Coaching Leaders to Attain Student Success), 2018
- PROPEL (Principal Rapid Orientation and Preparation in Educational Leadership Program), 2017
- LEAD (Leadership Experiences and Administrative Development), 2017
- Principal, 2002
- Clinical Educator, 1998



**PEMBROKE PINES
CITY MANAGER'S
OFFICE**

Frank C. Ortis
MAYOR
954-450-1020
fortis@ppines.com

Iris A. Siple
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954-450-1030
isiple@ppines.com

Jay D. Schwartz
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tgood@ppines.com

Angelo Castillo
COMMISSIONER
DISTRICT 4
954-450-1030
acastillo@ppines.com

Charles F. Dodge
CITY MANAGER
954-450-1040
cdodge@ppines.com

January 15, 2020

To whom it may concern;

I am pleased to write this letter of recommendation on behalf of Mr. Sean S. Chance for the position of Superintendent. As the current City Manager of Pembroke Pines and Superintendent of the Pembroke Pines Charter School System (PPCSS), I understand the type of person that is needed to accomplish this challenging but important job. The talent, vision, and integrity he has displayed in leadership roles will make him an outstanding Superintendent. My recommendation is based on my observation of his strong leadership as Principal and Chief Academic Officer and analysis of years of proven results on student performance for the largest municipally owned and operated public charter system in Florida. Chance possesses the talent and skills needed to be an impactful superintendent. He surrounds himself with like-minded individuals that share his passion and commitment to public education. He excels in the innovative thinking required to create solutions to complex problems, and he also has the unique ability to operationalize his initiatives to ensure the highest levels of implementation.

PPCSS's success and accolades have been bolstered by the academic progress and revolutionary initiatives in its most fragile schools. Mr. Chance has served as the force behind the plans that have supported leadership development, professional growth, and operational effectiveness in regards to fiscal and human resources. These initiatives and collective work served to spearhead a dramatic shift in culture in some of our lowest-performing schools. Through data analysis and a commitment to continuous improvement, Mr. Chance engages in thoughtful, informed, data-driven decision making. He is knowledgeable and experienced with curriculum, standards-based instruction, monitoring of student learning, and, most importantly, demonstrates a genuine commitment to ensuring high-quality education for all students.

Every child has a gift, and it is our job to help them find it, is the philosophy that drives Mr. Chance. This has been evidenced through the multitude of programs he has implemented across our schools that help children find their interests and inner talents. From establishing foreign language programs in our elementary schools, launching interest-based clubs in our middle schools, and supporting an award-winning sports program, these initiatives have helped students expand their knowledge as they grow to be well-rounded individuals.

Many times he has sought to engage me in academic, thought-provoking discussions regarding the nature of our work, and it is during these moments that I can appreciate his dedication and motivation, which goes far beyond data and trends. His approach and thirst for knowledge in finding ways to help each child reach their full potential permeates the culture of any school he touches.

Mr. Chance would be an excellent addition. I am honored to recommend him and more than happy to speak with you further if additional input is needed. I can be reached via email at cdodge@ppines.com or by phone at 954-450-1040 if necessary.

Sincerely,



Charles F. Dodge
City Manager

CFD/md



PEMBROKE PINES
CITY COMMISSION

Frank C. Ortis
MAYOR
954-450-1020
fortis@ppines.com

Iris A. Siple
VICE MAYOR
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isiple@ppines.com

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Angelo Castillo
COMMISSIONER
DISTRICT 4
954-450-1030
acastillo@ppines.com

Charles F. Dodge
CITY MANAGER
954-450-1040
cdodge@ppines.com

January 15, 2020

To Whom It May Concern:

Mr. Chance is highly motivated and goal-oriented. He works with his team and builds positive relationships with his employees. He is one of the most approachable leaders I have known and is often seen supporting the school at football games, talking with families on parent nights, and collaborating with community partners in fundraising events. Through his leadership, people want to give him their best effort. By staying true to his beliefs and establishing long-lasting relationships, he has been able to build a culture that is results-oriented with student success at its core.

As a member of my leadership team, he has served honorably, passionately, and has led by example. He is an energetic and charismatic instructional leader who makes decisions in the best interest of students while remaining fiscally responsible. These key attributes have made him an essential member of our negotiation team. When meeting with our teacher union representatives, he proved to be an asset by bridging the gap in areas such as a staff evaluation structure, discipline procedures, and teacher planning requirements. Mr. Chance has earned the trust and respect of both internal and external stakeholders, including our Governing Board Members, Parent advisory board, and students. On many occasions, he is an ambassador for our school system and has met with legislators to assist us in garnering support for our system initiatives.

He is a role model for students, staff, and parents, and an example of someone that is dedicated to a growth mindset. His ability to establish relationships and lead organizations is one that will be carried with him wherever he goes. While he would be greatly missed on my leadership team, I am confident that he has the skills, dedication, and passion for leading your district to new heights in the role of Superintendent. I can be reached via email at fortis@ppines.com or by phone at 954-450-1020 if necessary.

Sincerely,

Frank C. Ortis
Mayor

FCO/kfr

Alan G. Prescott
P.O. Box 246271
Pembroke Pines, FL 33024

To Whom It May Concern

I, Alan G. Prescott, am writing this letter of recommendation for Principal Sean Chance, who I've known for over 20 years. I am a current law enforcement supervisor and very involved within my community, which includes the Pembroke Pines Charter School System. I worked closely with Principal Chance as I served in the capacity of a former elementary and middle school parent, Foundation member, and Parent Advisory Chairperson and member for the Pembroke Pines Charter School System.

Principal Chance has proven to be a hard-working, tenacious leader, who is willing to take on any challenge. He spearheaded several major changes to include the "A Plus Initiative" in which all of the schools that he presided over received the top "A" rating. He oversaw the monumental transition within the charter school system from the Florida Comprehensive Assessment Test (FCAT) to the Florida Standard Assessment (FSA.) He prepared the school for the state accreditation by evaluating the process and ensuring that all teachers and students were ready for the inspection process. He also supervised the Advanced ED Program, without any loss of continuity to compliance, ultimately providing the school with an opportunity to perform at a much higher academic standard.

Principal Chance led all meetings effectively, communicating clearly his objectives, steps in the process, and expected goals. He has been instrumental in his major role as the Charter School Foundation Chair- person. He has been extremely meticulous and responsible in managing funds to support both teachers and students in scholarships based on rigorous academic standards. He's been a fiscally responsible leader in fundraising efforts throughout his tenure in the Pembroke Pines School System. He is always instilling school pride in the students through various activities both in and out of the classroom. Principal Chance is loved by the students, and equally appreciated by parents, teachers, and other stakeholders within the schools support system.

Principal Chance is an educator with a wide knowledge base that includes but is not limited to: student academics, state required testing, campus finances, youth growth and development, staff training and community enrichment. He has strong communicative, mentoring, and leadership skills that will not only benefit a single school system but an entire school district. His expertise and professionalism have made him a very progressive leader that is highly qualified and well-suited for a Superintendent position within your district.

Please feel free to contact me at (954) 654-1506.

Sincerely,



Alan G. Prescott



UNIVERSITY OF FLORIDA

Office of the University Registrar
Gainesville, FL 32611-4000

222 Criser Hall, Box 114000
352-392-1374

Do Not Release to Third Party Without Student Permission

32608 SFOA

STUDENT NAME: SEAN S CHANCE
 SOCIAL SECURITY NUMBER: ██████████
 DATE OF BIRTH: JULY 07, 1969
 GENDER: MALE
 BASIS OF ADMISSION: HIGH SCHOOL
 COLLEGE: CONTINUING EDUCATION
 MAJOR: FOOD & RESOURCE ECONOMICS
 RESIDENCY STATUS: RESIDENT ALIEN
 DATE PRINTED: MARCH 12, 1997
 TYPE OF CREDIT: SEMESTER HOURS
 COPIES REQUESTED: 02 COPY NUMBER: 01 PAGE NO.: 02

This transcript is not valid without the university seal and signature of the University Registrar.

Barbara Talmadge
 Barbara Talmadge
 University Registrar



Prefix & Course Number	Course Title	Type	Grade	Credit	Credit Earned	Credit for GPA	Prefix & Course Number	Course Title	Type	Grade	Credit	Credit Earned	Credit for GPA
UNIVERSITY OF FLORIDA 4AG 1991 SPRING							UNIVERSITY OF FLORIDA 8AG 1993 FALL						
AEB 3111	LINEAR PROGRAM AGRIC	B+		2.00	2.00	2.00	AEB 6971	MASTERS RESEARCH	S		9.00	9.00	
AEB 4324	PROD DEC OF AG FIRMS	B		3.00	3.00	3.00	AWARDED MASTER OF SCIENCE GRADUATED DEC 18 1993 MAJOR FOOD & RESOURCE ECONOMICS						
AEB 4905	SPECIAL PROBLEMS	A		1.00	1.00	1.00	EARNED HRS 9.00 GRADE PTS .0 HRS CARRIED .00						
AEB 4931	ISSUES IN AG LAW	S		1.00	1.00		UNIVERSITY OF FLORIDA OCE 1996 SUMMER						
ECO 3203	INTERMED MACROECON	C+		4.00	4.00	4.00	REGISTERED AS A NON-DEGREE STUDENT CORRESPONDENCE WORK						
FOS 2001	HANS FOOD	B+		2.00	2.00	2.00	EDF 3210	EDUCATION PSYCHOLOGY	B		3.00	3.00	
HAN 3021	PRINS OF MANAGEMENT	C		3.00	3.00	3.00	MAC 1102	COLLEGE ALGEBRA 1	B		3.00	3.00	
PEL 1341	TENNIS 1	S		2.00	2.00		EARNED HRS 0.00 GRADE PTS 0.00 HRS CARRIED 0.00						
AWARDED BACHELOR OF SCIENCE IN AGRICULTURE GRADUATED MAY 04 1991 MAJOR FOOD & RESOURCE ECONOMICS MINOR BUSINESS ADMINISTRATION							END OF TRANSCRIPT.						
EARNED HRS 18.00 GRADE PTS 43.00 HRS CARRIED 15.00													
UNIVERSITY OF FLORIDA 7AG 1991 SUMMER JUNE-AUGUST - 6 WEEKS ADMITTED TO GRADUATE SCHOOL													
AEB 6905	PROB FOOD & RES ECON	A		4.00	4.00	4.00							
EARNED HRS 4.00 GRADE PTS 16.00 HRS CARRIED 4.00													
UNIVERSITY OF FLORIDA 7AG 1991 FALL													
AEB 6933	INTERMEDIATE MICRO	A		3.00	3.00	3.00							
AEE 6935	TECH/SCIENT COMM AG	B+		3.00	3.00	3.00							
ECO 6206	MACROECONOMIC THEORY	B+		3.00	3.00	3.00							
GEB 5805	MATH APPL TO BS & ECO	B		3.00	3.00	3.00							
EARNED HRS 12.00 GRADE PTS 42.00 HRS CARRIED 12.00													
UNIVERSITY OF FLORIDA 7AG 1992 SPRING													
AEB 6553	ELEM OF ECONOMETRICS	B		3.00	3.00	3.00							
AEB 6815	SCI & RES METHODOLOGY	A		2.00	2.00	2.00							
AEB 6971	MASTERS RESEARCH	S		4.00	4.00								
FIN 5405	FINANCIAL MANAGEMENT	B		3.00	3.00	3.00							
EARNED HRS 12.00 GRADE PTS 26.00 HRS CARRIED 8.00													
UNIVERSITY OF FLORIDA 7AG 1992 FALL													
AEB 6905	PROB FOOD & RES ECON	A		1.00	1.00	1.00							
AEB 6971	MASTERS RESEARCH	S		11.00	11.00								
EARNED HRS 12.00 GRADE PTS 4.00 HRS CARRIED 1.00													
UNIVERSITY OF FLORIDA 8AG 1993 SPRING													
AEB 6385	MANAGE STRAT AGRIBUS	B+		3.00	3.00	3.00							
AEB 6971	MASTERS RESEARCH	S		9.00	9.00								
EARNED HRS 12.00 GRADE PTS 10.50 HRS CARRIED 3.00													
UNIVERSITY OF FLORIDA 8AG 1993 SUMMER MAY-AUGUST - 12 WEEKS													
AEB 6971	MASTERS RESEARCH	S		6.00	6.00								
EARNED HRS 6.00 GRADE PTS .0 HRS CARRIED .00													

If photocopied or chemically altered, the word "COPY" will appear.

The name of the university appears in small letters across the face of this 8 1/2" X 11" document.

NAME Chance, Sean S
 STUDENT NUMBER [REDACTED]



3301 College Avenue
 Ft. Lauderdale, Florida 33314

As of January 1, 1994 Nova University an
 eastern University of the Health Sciences
 Nova Southeastern University.

COURSE NUMBER	COURSE TITLE	GRADE	CREDIT HOURS	QUALITY POINTS	NOTES
GRADUATE Academic Record					
Program: ADVANCEMENT OF EDUCATION					
CTR - EDUCATION SPECIALIST					
Major: EDU LEADERSHIP					
----- 1998 WINTER -----					
Admitted Program: ADVANCEMENT OF EDUCATION					
CTR - EDUCATION SPECIALIST					
Major: EDU LEADERSHIP					

CUR -05224	ED RSCH PRAC SEC SCH ED	A	3.00	12.00	
EDL -05000	COM & SUPER ED LEAD ROLE	A	3.00	12.00	
CSE -05000	COMP LIT TCHRS & ADMIN	A	3.00	12.00	
EDL -05220	SCH LAW FOR ADMIN	B	3.00	9.00	
EDU -05222	METH TEACH SEC MATH	A	3.00	12.00	

Current AHRs 15.00 EHRs 15.00 GPCR 15.00 OPTS 57.00 GPA 3.800
 Cumulative AHRs 15.00 EHRs 15.00 GPCR 15.00 OPTS 57.00 GPA 3.800

----- 1998 SUMMER 2 -----

EDL -05110	SCHOOL LEADERSHIP	A	3.00	12.00	
EDL -05005	EDU BUDGTN AND FIN	A	3.00	12.00	
EDL -05225	PRSNL SEL AND DEV	A	3.00	12.00	

Current AHRs 9.00 EHRs 9.00 GPCR 9.00 OPTS 36.00 GPA 4.000
 Cumulative AHRs 24.00 EHRs 24.00 GPCR 24.00 OPTS 93.00 GPA 3.875

** End of GRADUATE Record **

THE RECIPIENT OF THIS DOCUMENT IS INFORMED THAT THIS WORKING / UNOFFICIAL TRANSCRIPT DESIGNED FOR INTERNAL UNIVERSITY USE BY STAFF AND STUDENT ONLY. THIS TRANSCRIPT IS NOT VALID FOR EMPLOYEE TUITION REIMBURSEMENT, EMPLOYMENT OR SIMILAR PURPOSES. ONLY THE STUDENT CAN INITIATE A REQUEST FOR AN OFFICIAL TRANSCRIPT WHICH SHOULD BE USED TO VALIDATE AND CERTIFY ENROLLMENT, COURSES COMPLETED AND/OR DEGREE AWARDED.

KEY: R - REPEATING COURSE/RETESTED
 . - COURSE NOT APPLIED TO CURRENT PROGRAM
 # - INITIAL STATISTICS INCLUDED IN CUMULATIVE STATISTICS

OFFICIAL SIGNATURE

Mr. Sean S. Chance
 2421 NW 181st Terrace
 Miami FL 33056

PAGE 1
 12/3 P/98
 Academic Transcript

Student No: [REDACTED]

Record of: Sean S Chance
2421 NW 181st Terrace
Miami, FL 33056

Issued To: Sean Chance
2421 NW 181st Terrace
Miami, FL 33056

Course Level: FCAB GTEP - Ed.S. degrees
Only Admit: Winter 1998

Current Program:
College : Fischler Grad Sch Edu/Hum Serv
Major : Education Leadership

SUBJ NO.	COURSE TITLE	CRED	GRD	PTS	R
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PRE-SYSTEM INSTITUTION SUMMARY HOURS:

EHrs: 15.00 GPA-Hrs: 15.00 Pts: 57.00 GPA: 3.80

INSTITUTION CREDIT:

Fall 1998

SPECIAL NOTICE*****
THIS STUDENT HAS SUCCESSFULLY COMPLETED A STATE
APPROVED MODIFIED CORE PROGRAM IN EDUCATIONAL
LEADERSHIP

END OF SPECIAL NOTICE*****

EDL 0530 Org Mgmt Of Schs 3.00 A 12.00

EL 0600 Sem In Knowldg Base Of El 3.00 P 0.00
EHrs: 6.00 GPA-Hrs: 3.00 Pts: 12.00 GPA: 4.00

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

Earned Hrs GPA Hrs Points GPA
TOTAL INSTITUTION 21.00 18.00 69.00 3.83

TOTAL TRANSFER 0.00 0.00 0.00 0.00

OVERALL 21.00 18.00 69.00 3.83
***** END OF TRANSCRIPT *****

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CERTIFY ENROLLMENT, COURSES COMPLETED AND/OR DE-
GREE ANALYSIS.

Date Issued: 04-JAN-1999

Page: 1

NOVA
SOUTHEASTERN
UNIVERSITY
3301 College Avenue
Ft. Lauderdale, Florida 33314

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

See reverse side for legend

University Registrar