

January 30, 2020

School Board of Flagler County,

My name is Dr. Mike Winters and I am writing this letter to notify you of my interest in the position of superintendent of the Flagler County School District. I am currently serving as the Executive Director for Curriculum and Instruction in the Madison Elementary School District in Phoenix, AZ. This is my sixth year in this position; previously I was a principal in the district, a principal and assistant principal in the Laveen Elementary School District, a middle school science teacher in the Alhambra School District in Phoenix, AZ, and a high school Biology and Chemistry teacher in Yuma, AZ.

Some of my career highlights include being named a Rodel Exemplary Principal in 2011, I am a certified Kagan Cooperative Learning trainer, I have written several magazine articles about instructional leadership, and have appeared in several articles about instructional leadership. I lead an aspiring principals cohort each year in the Madison School District and while working at the district office I have developed and implemented several innovative practices district wide.

I believe my training, experience, and success make me uniquely qualified for the position. Thank you for your time and consideration. I look forward to discussing the position with you further.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Winters", with a long horizontal flourish extending to the right.

Dr. Mike Winters

Michael Winters

12138 Villa Hermosa Ct

Sun City, AZ 85373

Home Phone: 602-463-8249

Website: <https://sites.google.com/view/dr-mike-winters>

e-mail: giantprincipal22@yahoo.com

OBJECTIVE: My objective is to positively and effectively lead organizations to high achievement and excellence.

EDUCATION

2012-2017 **Doctorate in Organizational Leadership with an emphasis in K-12 Education, Grand Canyon University**

2005-2007 **Masters of Education Administration, Grand Canyon University**

1994-1999 **Bachelor of Science in Secondary Education, University of Missouri**

EMPLOYMENT

2014-Present **Executive Director for Curriculum and Instruction, Madison District**

2016-Prsent **Adjunct Faculty, Arizona State University**

2011-2014 **Principal, Madison Camelview Elementary School**

2007-2011 **Principal, Cheatham Elementary School**

2006-2007 **Assistant Principal, Cheatham Elementary School**

2002-2006 **7th & 8th Grade Science Teacher, Catalina Ventura School**

1999-2002 **Biology & Chemistry Teacher, KOFA High School**

RECOGNITIONS and HIGHLIGHTS

- **Rodel Exemplary Principal**
- **ASPRA award**
- **ADE Solutions Team leader and member**
- **AdvancED team member**
- **ADE Teacher Retention and Recruitment Task Force member and committee chair**
- **Kagan Cooperative Learning trainer**
- **Presented at Leading Change**
- **Presented at National School Boards Association conference**
- **ADE Committee of Practitioners for Title I member**

PUBLICATIONS

- **Four articles in the Kagan Online Magazine**
- **Subject in two of Dr. Spencer Kagan's books**
- **Featured in article by Dr. Spencer Kagan**
- **Grand Canyon University position paper on teacher retention**
- **Arizona School Board Association Journal article on parent involvement**
- **District Administrator Magazine math interview**
- **Arizona Parenting Magazine reading interview**

REFERENCES

Dr. Kenneth Baca, Superintendent, 602-664-7900, kBaca@madisoned.org

Dr. Quinn Kellis, Superintendent, 623-876-7002, super@dysart.org

Barb Marshall, Assistant Superintendent, 602-664-7930, bmarshall@madisoned.org

Lori Garvey, Deputy Superintendent, 602-664-7913, lgarvey@madisoned.org

**Jason Piontkowski, Director for Research and Evaluation, 602-664-7933,
jpiontkowski@madisoned.org**

Dr. Ron Dickson, Retired Superintendent, 602-628-6004, ron.dickson@cox.net



MADISON
SCHOOL DISTRICT

Madison District Office
5601 N. 16th Street
Phoenix, AZ 85016
Phone: 602.664.7900
Fax: 602.664.7999
madisonaz.org

ADMINISTRATIVE OFFICES

Quinn R. Kellis, Ed.D.
Superintendent

Barbara Marshall
Assistant Superintendent for
Educational Services

Lori Garvey, CPA
Assistant Superintendent for
Administrative Services

January 8, 2018

To Whom It May Concern:

It is indeed my pleasure to provide this recommendation for Dr. Michael Winters, currently the Executive Director of Curriculum & Instruction for the Madison Elementary School District. I have had the opportunity to work with Mike for over ten years, first in his role as principal and now as his direct supervisor, and have seen first-hand the successes generated from his visionary leadership.

Focused, driven, and goal-oriented, Dr. Winters' leadership skills and collaborative style have strengthened classrooms, schools, and the district. As principal, Mike led a school out of School Improvement Status to Highly Performing by focusing on instructional leadership for research-based practices. Not only did he embrace student engagement, Dr. Winters became a certified trainer for Kagan Cooperative Learning. His next school assignment allowed him to show that focusing on quality instruction could not only raise low student achievement, it could transform a school of high student achievement to even higher growth and proficiency evidenced by his school moving from a State Accountability label of "B" to "A" while strengthening teachers' professional skills and student engagement and motivation.

Dr. Winters received formal training in Professional Learning Communities and uses this process to foster collaborative learning among his staff. His strengths as a principal led to a District level position as Executive Director for Curriculum & Instruction, a position he has held for the past four years. Mike's leadership skills and collaborative style have strengthened the district curriculum in terms of content, rigor, accessibility, and implementation. He initiated a curriculum cabinet to provide teacher ownership in the development and implementation of curriculum maps based on the Backwards Design model. In addition, Mike's collaboration with the Director for Research & Evaluation has strengthened the School Integrated Action Plans process, which includes quarterly reviews with each principal.

Dr. Winters has been proactive in working with the Arizona Department of Education, the Greater Phoenix Educational Management Council, and the Arizona School Administrators (ASA) organization, and he stays current on the political, social, economic, legal, and cultural contexts that impact education. While his résumé can provide you with a listing of his accomplishments and recognitions, it is Mike's qualities and characteristics that are the difference in making these accomplishments successful. With his wealth of knowledge and experiences, professionalism, and collaborative style, Dr. Michael Winters will be an asset to your team. It is without hesitation that I highly recommend him for any leadership role.

Sincerely,

Barbara L. Marshall
Assistant Superintendent



MADISON
SCHOOL DISTRICT

December 22, 2017

To Whom It May Concern:

Madison District Office
5601 N. 16th Street
Phoenix, AZ 85016
Phone: 602.664.7900
Fax: 602.664.7999
madisonaz.org

It is my pleasure to recommend Dr. Michael Winters for the opportunity that you have available. I have had the fortune of working with Dr. Winters for almost seven years and have seen first-hand how his leadership skills and collaborative style have strengthened classrooms, schools, and the district.

ADMINISTRATIVE OFFICES

Quinn R. Kellis, Ed.D.
Superintendent

Barbara Marshall
Assistant Superintendent for
Educational Services

Lori Garvey, CPA
Assistant Superintendent for
Administrative Services

Dr. Winters is truly dedicated to public education and to the welfare and advancement of our children. He is focused, strategic, and goal-oriented. Dr. Winters has supported students and staff by creating and implementing a vision of increased student achievement through student engagement and instructional strategies. Teachers have expressed their gratitude for all the support and training they are offered through the professional development program he established. Recently, he created and implemented a new districtwide program to recognize and reward employees (both certified and classified) for completing challenges related to tech integration and the District's strategic plan. The program has received very positive feedback and results from employees. This is just one example of the innovation Dr. Winter's brings to his job and the District!

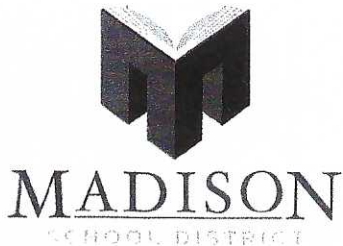
Not only does Dr. Winters have a thorough understanding of the educational aspects of a district, he has a strong knowledge of effective practices for budget and finance and support services. He understands how school and district budgets work, and aligns his department budget to the District's strategic plan for maximum effectiveness. As part of the Aspiring Administrator's training he teaches, Dr. Winters presents information on how every department from Transportation, Maintenance to Food Services contributes to the success of each student. He truly understands the importance of collaboration of all within an organization.

With his abilities, dedication, and passion for education, Dr. Winters will be an asset to your organization. It is without hesitation that I give my highest recommendation. If you have any questions, please feel free to contact me.

Sincerely,

Lori Garvey

Assistant Superintendent – Admin Services



December 18, 2017

Re: Letter of Recommendation for Dr. Michael Winters

To Whom it May Concern;

Madison District Office
5601 N. 16th Street
Phoenix, AZ 85016
Phone: 602.664.7900
Fax: 602.664.7999
madisonaz.org

It is my pleasure to write this letter of recommendation on behalf of Dr. Michael Winters, a candidate for an administrative position in your organization. I have known Dr. Winters for the past four years in my capacity as Superintendent of the Madison School District where he serves as Director of Curriculum and Assessment. During this time I have been particularly impressed with Dr. Winter's instructional leadership skills, his appreciation for the work others do, and his exceptional character.

ADMINISTRATIVE OFFICES

Quinn R. Kellis, Ed.D.
Superintendent

Barbara Marshall
Assistant Superintendent for
Educational Services

Lori Garvey, CPA
Assistant Superintendent for
Administrative Services

Dr. Winters demonstrates successful instructional leadership. As Principal of Camelview elementary school he directed substantial improvement sufficient to raise the school's academic label to an 'A'. As Director of Curriculum and Instruction, Dr. Winters continues to drive academic success throughout the district with new text book adoptions, a district-wide professional development catalogue, data informed goal setting, active engagement strategies, and transformative technology integration. Dr. Winters leads a team of instructional coaches, social workers, trainers, media specialists, and a host of professional development instructors. Dr. Winters understands the business of learning and achieves notable success in Madison.

As a District administrator, Dr. Winters maintains strong relationships of trust with school staff. Where others may forget what it is like to be in the classroom, Dr. Winters spends much of his day visiting schools, coaching teachers and site administrators, and developing support resources for schools. He leads by example through prescriptive modeling, learning, researching and applying best practices. These supports are evidence of Dr. Winter's sincere interest in the specific needs of classroom teachers and school leaders.

Dr. Winters is often seen with a friendly smile and a warm approach. He maintains high moral and ethical standards. He values the impact of leadership while keeping his feet grounded in humility and compassion. Dr. Winters' educational, professional and personal triumphs set him a step above his peers. I strongly recommend Dr. Michael Winters for your serious consideration. If you would like additional examples of his qualifications, please do not hesitate to contact me.

Sincerely,

Quinn R. Kellis, Ed.D.
Superintendent
Madison Elementary School District

GRAND CANYON UNIVERSITY

Office of Academic Records

3300 West Camelback Road

Phoenix, AZ 85017-1097

(602) 639-7500

OPE ID: 00107400

Michael J. Winters
12138 Villa Hermosa Ct
Sun City, AZ 85373

Student ID: [REDACTED]
DOB: 22/Oct

Official Transcript when envelope is sealed

Cum:	72.0	72.0	285.90	3.970	TOTAL HOURS:	72.0
DIS-970	Research Continuation V				3.0	A 12.0
	5/12/2016 to 7/6/2016					

Cum:	75.0	75.0	297.90	3.970	TOTAL HOURS:	75.0
DIS-975#	Research Continuation Course				0.0	CR 0.0 R*
	7/14/2016 to 9/7/2016					

Cum:	75.0	75.0	297.90	3.970	TOTAL HOURS:	75.0
DIS-975#	Research Continuation Course				0.0	CR 0.0 R*
	9/15/2016 to 11/9/2016					

Cum:	75.0	75.0	297.90	3.970	TOTAL HOURS:	75.0
DIS-975#	Research Continuation Course				0.0	CR 0.0 R*
	11/17/2016 to 1/25/2017					

Cum:	75.0	75.0	297.90	3.970	TOTAL HOURS:	75.0
DIS-975#	Research Continuation Course				0.0	CR 0.0 R*
	2/2/2017 to 3/29/2017					

Cum:	75.0	75.0	297.90	3.970	TOTAL HOURS:	75.0
	Atmpt	Crptd	Pts	GPA		

Credentials awarded for Doctor of Education in Organizational Leadership with an Emphasis in K-12 Leadership vb11 (3) enrollment Credential Date Awarded Doctor of Education in Organizational Leadership 3/29/2017 Dissertation: The Relationship Between Teachers' Performance on the Ventures for Excellence and Their Teaching Effectiveness	
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Credentials awarded for Master of Education in Education Administration v03 (3) enrollment Credential Date Awarded Master of Education in Educational Administration 7/1/2007	
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***** END OF TRANSCRIPT *****
 ***** ISSUED: 23 May 2017 *****

Michael Winters
12138 Villa Hermosa Ct
Sun City, AZ 85373

Jennifer Lech
 Jennifer Lech
 University Registrar

THE WORD VOID APPEARS WHEN PHOTOCOPIED

THIS TRANSCRIPT HAS AN ANTI-COPY ENCRYPTED ALPHA NUMERIC BACKGROUND

GRAND CANYON UNIVERSITY

Office of Academic Records

3300 West Camelback Road

Phoenix, AZ 85017-1097

(602) 639-7500

OPE ID: 00107400

Michael J Winters
12138 Villa Hermosa Ct
Sun City, AZ 85373

Student ID: [REDACTED]
DOB: 22/Oct

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Cum:	12.0	12.0	48.00	4.000	TOTAL HOURS:	12.0	LDR-804	Leading Across Cultures	3.0	A	12.0			
								6/19/2014 to 8/13/2014						
RSD-851	Residency: Dissertation				3.0	A	12.0	Cum:	42.0	42.0	168.00	4.000	TOTAL HOURS:	42.0
	6/17/2013 to 6/23/2013													
Cum:	15.0	15.0	60.00	4.000	TOTAL HOURS:	15.0	RES-880	Formalizing the Research Prospectus	3.0	A	12.0			
								8/14/2014 to 10/8/2014						
EDL-807	History and Politics of K-12 Education				3.0	A	12.0	Cum:	45.0	45.0	180.00	4.000	TOTAL HOURS:	45.0
	5/9/2013 to 7/3/2013													
Cum:	18.0	18.0	72.00	4.000	TOTAL HOURS:	18.0	EDL-827	Strategic Planning in K-12 Education	3.0	A	12.0			
								10/9/2014 to 12/3/2014						
EDL-812	Governance and Structures in K-12 Education				3.0	A	12.0	Cum:	48.0	48.0	192.00	4.000	TOTAL HOURS:	48.0
	7/4/2013 to 8/28/2013													
Cum:	21.0	21.0	84.00	4.000	TOTAL HOURS:	21.0	RES-885	Developing the Research Proposal	3.0	B+	9.9			
								12/4/2014 to 2/11/2015						
RES-861	Analysis of Existing Research				3.0	A	12.0	Cum:	51.0	51.0	201.90	3.960	TOTAL HOURS:	51.0
	8/29/2013 to 10/23/2013													
Cum:	24.0	24.0	96.00	4.000	TOTAL HOURS:	24.0	DIS-955	Dissertation I	3.0	A	12.0			
								2/19/2015 to 4/15/2015						
EDL-817	Building a K-12 Community				3.0	A	12.0	Cum:	54.0	54.0	213.90	3.960	TOTAL HOURS:	54.0
	10/24/2013 to 12/18/2013													
Cum:	27.0	27.0	108.00	4.000	TOTAL HOURS:	27.0	DIS-960	Dissertation II	3.0	A	12.0			
								4/23/2015 to 6/17/2015						
EDL-822	Trends and Issues in K-12 Education				3.0	A	12.0	Cum:	57.0	57.0	225.90	3.960	TOTAL HOURS:	57.0
	1/2/2014 to 2/26/2014													
Cum:	30.0	30.0	120.00	4.000	TOTAL HOURS:	30.0	DIS-965	Dissertation III	3.0	A	12.0			
								6/25/2015 to 8/19/2015						
RES-866	Approaches to Research Design and Data Analysis				3.0	A	12.0	Cum:	60.0	60.0	237.90	3.970	TOTAL HOURS:	60.0
	2/27/2014 to 4/23/2014													
Cum:	33.0	33.0	132.00	4.000	TOTAL HOURS:	33.0	DIS-966	Research Continuation I	3.0	A	12.0			
								8/27/2015 to 10/21/2015						
RSD-881	Residency: Presentation of Progress or Results				3.0	A	12.0	Cum:	63.0	63.0	249.90	3.970	TOTAL HOURS:	63.0
	6/9/2014 to 6/13/2014													
Cum:	36.0	36.0	144.00	4.000	TOTAL HOURS:	36.0	DIS-967	Research Continuation II	3.0	A	12.0			
								10/29/2015 to 12/23/2015						
LDR-825	Strategic Planning and Change				3.0	A	12.0	Cum:	66.0	66.0	261.90	3.970	TOTAL HOURS:	66.0
	4/24/2014 to 6/18/2014													
Cum:	39.0	39.0	156.00	4.000	TOTAL HOURS:	39.0	DIS-968	Research Continuation III	3.0	A	12.0			
								1/7/2016 to 3/2/2016						
								Cum:	69.0	69.0	273.90	3.970	TOTAL HOURS:	69.0
								DIS-969	Research Continuation IV	3.0	A	12.0		
								3/10/2016 to 5/4/2016						

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Sun City, AZ 85373

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University Registrar

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OPE ID: 00107400

Michael J Winters
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Student ID: [REDACTED]
DOB: 22/Oct

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Current Enrollment

Program: Doctor of Education In Organizational Leadership
Status: Graduated
EDA: 3/29/2017

Withdrawal Date:

05/SP2		Credits	Grades	QPts
EDA-529	Educational Administration Foundation & Framework 3/17/2005 to 7/6/2005	3.0	A	12.0
EDA-531	Organizational Theory 3/17/2005 to 7/6/2005	3.0	A	12.0
Sem:	6.0 6.0 24.00 4.000			
Cum:	6.0 6.0 24.00 4.000			
TOTAL HOURS:		6.0		

05/SU2		Credits	Grades	QPts
EDA-530	Educational Leadership 7/7/2005 to 10/26/2005	3.0	A	12.0
EDA-532	Legal Issues in Education 7/7/2005 to 10/26/2005	3.0	A	12.0
Sem:	6.0 6.0 24.00 4.000			
Cum:	12.0 12.0 48.00 4.000			
TOTAL HOURS:		12.0		

05/FA2		Credits	Grades	QPts
EDA-533	Public School Finance 10/27/2005 to 3/1/2006	3.0	A	12.0
EDA-540	The Principalship 10/27/2005 to 3/1/2006	3.0	A	12.0
Sem:	6.0 6.0 24.00 4.000			
Cum:	18.0 18.0 72.00 4.000			
TOTAL HOURS:		18.0		

06/SP2		Credits	Grades	QPts
EDA-541	The Assistant Principalship 3/2/2006 to 4/26/2006	3.0	A	12.0
EDA-550	Supervision and Instructional Leadership 5/11/2006 to 7/5/2006	3.0	A	12.0
Sem:	6.0 6.0 24.00 4.000			
Cum:	24.0 24.0 96.00 4.000			
TOTAL HOURS:		24.0		

06/SU2		Credits	Grades	QPts
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EDA-560	Curriculum Development 9/4/2006 to 10/29/2006	3.0	A	12.0
ESL-523	English Language Teaching Found & Methods 7/3/2006 to 8/27/2006	3.0	A	12.0
Sem:	6.0 6.0 24.00 4.000			
Cum:	30.0 30.0 120.00 4.000			
TOTAL HOURS:		30.0		

06/FA2		Credits	Grades	QPts
EDA-570	Action Research in Education Administration 10/30/2006 to 12/24/2006	3.0	A	12.0
EDA-590	Technology In Administration 1/8/2007 to 3/4/2007	3.0	A	12.0
Sem:	6.0 6.0 24.00 4.000			
Cum:	36.0 36.0 144.00 4.000			
TOTAL HOURS:		36.0		

07/SP2		Credits	Grades	QPts
EDA-580	Internship in Educational Administration 3/12/2007 to 5/6/2007	3.0	A	12.0
Sem:	3.0 3.0 12.00 4.000			
Cum:	39.0 39.0 156.00 4.000			
TOTAL HOURS:		39.0		

RES-811	Introduction to Advanced Graduate Studies and Scholarship 9/13/2012 to 11/7/2012	3.0	A	12.0
Cum:	3.0 3.0 12.00 4.000			
TOTAL HOURS:		3.0		

LDR-802	Progressions in Leadership Thought 11/8/2012 to 1/16/2013	3.0	A	12.0
Cum:	6.0 6.0 24.00 4.000			
TOTAL HOURS:		6.0		

LDR-800	Ethical Dilemmas and Stewardship 1/17/2013 to 3/13/2013	3.0	A	12.0
Cum:	9.0 9.0 36.00 4.000			
TOTAL HOURS:		9.0		

RES-850	Foundations for Research 3/14/2013 to 5/8/2013	3.0	A	12.0
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Sun City, AZ 85373

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