

JANET S. WOMACK

January 30, 2020

Dear Search Committee for Flagler Schools:

It is with great enthusiasm and passion for student success that I submit my letter of interest for the position of Superintendent of Flagler County Public Schools. My desire to serve the children of Flagler is driven by my unwavering commitment to provide equity and excellence for every child. Flagler Schools is a recognized leader in education in Florida. Under my leadership, we can take Flagler Schools to the next level to become the best in the nation and among the top internationally in academics, innovation, career and technical education, athletics, and the fine arts.

With seven years of demonstrated experience as a successful superintendent in a leading Alabama school district and Alabama's 2016 Superintendent of the Year, I absolutely love every minute of every day as superintendent because of the incredible opportunity that I have as an instructional leader to impact the future success of today's children. I am a results-driven visionary leader. I have a sense of urgency in everything I do because all students deserve innovation and excellence now. I have a proven record of success in leading others to achieve excellence and believe in empowering others while casting a clear vision with an intense and strategic focus on academic achievement. I believe in the power of teamwork, collaboration and partnerships which can only be developed through intentional and consistent communication. I believe as superintendent that one of my most important duties is to establish and foster a cohesive and transparent relationship with the Board. It is through transparency and collaboration that a superintendent and Board lead a district to levels of success that most only dream could be possible.

Flagler's mission to "ensure educational success through high expectations and innovative thinking in a safe learning environment to empower students to reach their full potential as responsible, ethical, and productive citizens in a diverse and changing world" is one that I have expertise and demonstrated excellence in as a leader. Dynamic learning organizations are driven by providing constant and powerful learning opportunities for both students and staff. Excellence, when pursued vigorously, permeates a culture and creates a contagious energy for collaboration and success. Also, innovation and flexibility provide a platform for untapped student potential, reinvigorated classrooms and intrinsically motivated teachers and leaders. I have the proven leadership ability to lead Flagler Schools to soar to the next level.

Transformational leadership is a must in today's global society where the entrepreneurial spirit must be fostered in every student. Through expanding opportunities in STEM, an increased infusion of advanced technologies, and career-driven platforms students of all ages are equipped to take charge of their own learning that promotes both individualized learning and pacing and the spirit of collaboration. I spent my tenure in my previous district transforming teaching and learning and redefining learning based on creating innovators, problem solvers and effective communicators. Student engagement elevates collective and individual accountability and creates a learner centric environment.

Perhaps one of my greatest strengths is developing leadership in others. I truly believe that the people are the key to success in any organization. Leadership should be developed at every level from the district administrator all the way to developing student leaders. I have successfully led a district in forming collaborative networks and partnerships at the local, state and national levels to empower and provide opportunities for identifying and developing leadership potential. Partnerships with business and industry and institutions of higher learning are critical to this success. When a community captures the vision of a district, the opportunities for success are limitless.

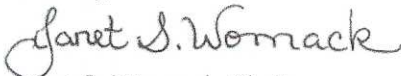
As a superintendent, it is my duty to be fiscally responsible to ensure that everything we do maximizes the return on investment. That includes strategically aligning human capital to support schools based on data. Likewise, it is my role to equip schools with resources and support while providing autonomy and flexibility to lead to a higher level of success. Clearing a path for success also includes the need to remove barriers and unnecessary requirements that tie up enormous amounts of time and energy that would be more effectively directed to instruction, innovation and raising student achievement. This is where my effective experience in the

political arena will be beneficial to Flagler Schools as we create non-traditional learning opportunities for students, classrooms and schools. I am well versed in working in the legislative arena and securing waivers at the state level to create greater opportunities for students and schools.

Having served effectively as a superintendent and in senior leadership roles in two other Alabama districts, coupled with my experience as Executive Director of one of Alabama's eleven Regional Inservice Centers and the leadership roles that I currently hold on the state and national levels, I have established my credibility and unwavering commitment to student success. My approach to leadership, as proven, will continue to be proactive rather than reactive. Communication is the gateway to productive relationships. It is important to work together in the spirit of collaboration, hearing the voices of stakeholders while simultaneously being the voice for Flagler County Public Schools and the district's children. I energetically embrace the importance of working with the Board, school and district administrators, legislators, business community, the Florida State Department of Education, state and national organizations, community members, and most importantly, the parents and students that we are fortunate to have the honor to serve daily.

Unless we choose to be extraordinary, the children of Flagler Schools will not maximize their full potential. I commit to lead tirelessly with a contagious energy for student success. Let's lead Flagler Schools to the top nationally and internationally together.

Sincerely,

A handwritten signature in cursive script that reads "Janet S. Womack". The signature is written in dark ink and is positioned above the printed name.

Janet S. Womack, Ph.D.

DR. JANET S. WOMACK

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EDUCATION

Auburn University, AL	
Ph.D., Curriculum and Teaching	2004
<i>[Honors: Dissertation passed "with Distinction"]</i>	
Auburn University, AL	
Administrative Certification, Educational Leadership	1996
Auburn University, AL	
M.S. Ed., Elementary Education	1994
Jacksonville State University, AL	
B.S. Ed., Elementary Education	1992

PROFESSIONAL EXPERIENCE

Integra Ventures, LLC, Dallas, TX

Sr. Vice President, Education Practice/Consultant

August 2017-Present

Education-focused consultant with an emphasis on helping education leaders build new programs, capabilities and capacities within their schools and districts. Activities included mentoring new superintendents, data analysis, innovation, leadership development, consulting for the establishment of virtual and charter schools, and serving as a consultant to legislators on various education topics.

Florence City Schools, Florence, AL

Superintendent/Chief Executive Officer (Retired)

July 2010-June 2017

Defying the odds to achieve excellence daily for all students. 4,488 students, 530 employees, and 59% poverty. 51% Caucasian, 34% African American, 9% Hispanic, 6% other ethnicities. Top third in district size by ADM (42nd of 136). 15th of 136 in per pupil expenditures from all sources (\$10,521 per student). 40th of 136 in mills equivalent. Total annual expenditures: \$61 million

Auburn City Schools, Auburn, AL

Director of Student Assessment and Federal Programs

July 2007-June 2010

Coordinated programs (Title I/II/III/IV) providing supplemental support through a rigorous & comprehensive instructional program focused on mastery of academic performance as well as to facilitate the student assessment program including data analysis. 76th of 136 in per pupil expenditures with 29% poverty.

Auburn University, Auburn, AL

Director of East Alabama Regional Inservice Center (EARIC)

April 2006-July 2007

Coordinated staff development for 15 systems in the East Alabama region to provide cutting edge staff development that promotes research-based strategies, data-driven instruction and continuous improvement.

Russell County Schools, Seale, AL**Director of Instruction**

August 2000- April 2006

Primary focus to provide a seamless curriculum framework for grades K-12, from development to implementation, with an emphasis on research-based practices combined with data-driven instruction yielding increased student achievement and enhanced teacher performance. 125th of 136 in per pupil expenditure with 56% poverty rate.

Russell County High School, Russell County Schools, Seale, AL**High School Principal (Interim)**

2005-2006

Served as the chief instructional and administrative leader of a 1,200 student, 100 employee high school serving grades 9-12 while the District located a full-time replacement for the previous principal.

Russell County Middle School, Russell County Schools, Seale, AL**Middle School Principal (Interim)**

2001

During a principal's extended medical leave covering 4 months, served as the chief instructional and administrative leader for a county-wide middle school serving over 1,000 grade 6-8 students with 80 employees.

Oliver Elementary School, Russell County Schools, Seale, AL**Elementary School Principal**

1997-2000

Led an elementary school serving 430+ grade K-6 students with a staff of 45 employees as the chief instructional and administrative leader.

Russell County Schools, Seale, AL**4th Grade Teacher**

1992-1997

Served as the teacher for a self-contained fourth grade classroom tasked with effectively delivering instruction in all subject areas cultivating the academic, social, and emotional growth of all students.

ACCOMPLISHMENTS

BY THE NUMBERS

Outside funding and donations grew from \$160,400 (prior to my tenure) to over \$2,037,000 during my tenure.

Florence City Schools	2010	2016-2017
AP Courses	14	20
Graduation rate	74%	95% (1 of 24 districts with a rate of 95%+)
Dropout Students	124	14
Scholarship receipts per year	\$9.3M	\$18.2M
Athletic Scholarships	7	21
AP Exams taken	237	527
Teachers with Advanced Degrees	64%	71%
CTE Credentials Earned	50	144
12 For Life Enrollment	24	93
Fine Arts Courses (Grades 9-12)	30	116
1:1 Technology Students	-0-	4,488 (100% of students in K-12)
Enrollment	4,181	4,488
Local funding	38%	44%

Student Suspensions (Grades 7-12)	268	124
General Fund Balance Reserve	\$1,939,547	\$7,145,214
Virtual School Students	-0-	209
CTE Enrollment (Grades 7-12)	63.1% (2011-12)	73.8%
College and Career Readiness (Graduates)	83%	93%

- Average 2015 ACT Composite Score by System (PARCA) – Florence City Schools: 23rd of 136 districts. One of only 3 in top 36 with a poverty percentage greater than 55%. Demonstrates a commitment to equity and excellence for all students.
- Six (6) National Merit Semifinalists for Florence High School Class of 2017. Only eight (8) high schools, out of more than 360 in Alabama, had more named to the list for academic excellence.

FLORENCE CITY SCHOOLS... BECOMING #1

- Set the vision to become #1 in Alabama and among the top in the nation, and the mission to "Empower Students to Explore, Create, Challenge, Innovate and Lead"
- Conducted tours of our schools for personnel from more than fifty (50) school districts across the Southeast inquiring about innovation, technology, and instructional excellence in FCS
- Students and faculty have won 3,197 state, national, and international awards from 2010-2015
- Noted by Niche 2015 National School Rankings for academic excellence—Florence City Schools ranked in the top 8% in Alabama; Forest Hills (4%), Harlan (4%) and Weeden (3%); Hibbett Middle ranked in the top 9%; Florence Middle ranked in the top 8% in the state and Florence High School ranked in the top 3% of all high schools in state
- Named by Niche as a 2015 *Top 10 Best Places to Teach in Alabama* District
- Retained title of the #1 school district in Alabama with the most students selected for middle and high school All-State Chorus and Show Choir for the third year in a row
- Branded district with 5-Star Service approach (Personalized Service, Performance, Professionalism, Partnerships, Proactive) – a comprehensive program designed to instill a service-focused mindset in the faculty and staff while providing a clear set of expectations for all
- Championed selection as *National Blue Ribbon School of Excellence* (Forest Hills Elementary)
- Adopted the "Why Not" philosophy since students, their families, and the community should never be asked to wait for excellence
- Multiple administrators, programs, and teachers have published in national journals
- Featured by former State Superintendent in many keynote addresses at numerous statewide meetings over the past three years, highlighting our district as a model for innovation, the fine arts, and relentless pursuit to ensure the success of every student
- Over 90% of the college-bound students in 2015, 2016, and 2017 received a scholarships
- Featured in Alabama GRIT video for excellence in instruction. The movie trailer for the video was shown in theaters throughout the state of Alabama in 2016.
- Highlighted in ASCD video series for Walsh and Sattes book, *Questioning for Classroom Discussion*
- Achieved these notable school and/or district awards under my leadership: Alabama Torchbearer Schools (Harlan Elementary, Weeden Elementary); CLAS Banner Schools (Florence High School, 12 For Life); Intel Schools of Distinction National Finalist for Excellence in Mathematics (Forest Hills Elementary); U.S. News and World Report: America's Best High Schools (Florence High); NASSP Re-designated Breakthrough School (Florence Middle); Alabama's Model Partnership for

Mental Health (FCS and Riverbend); School Nutrition Magazine (Harlan Elementary); National Federation of High Schools Network for #1 in Nation Live Sports Broadcast (Florence High); Forbes Magazine (Florence High School); National Award of Excellence by the National School Public Relationship Association (Florence Academy of Fine Arts); Alabama Department of Archives and History state award for preserving history and records (Florence City Schools Memorabilia Room); Newsweek Best High Schools (Florence High); Top 100 High School Hospitality Programs in the Nation by Sullivan University (Florence High); Alabama SIOP Demonstration Site for EL (Weeden Elementary); Achieved Excellence in Career and Technical Education including three Alabama Advisors of the Year, an Alabama Teacher of the Year, a National Teacher of the Year, and an Alabama Career Counselor of the Year; nationally award-winning 12 For Life program.

INNOVATION AND INSTRUCTIONAL IMPROVEMENT

- Received an Innovation Flexibility waiver (2015) by Dr. Bice to use Scantron's Performance Series test both formatively and for summative purposes for accountability instead of administering the ACT Aspire. This waiver approval eliminates duplicative testing and places the focus on instructional improvement while placing increasing accountability on teacher performance.
- Conducted 1,521 classroom walk-throughs by district and school instructional leaders across seven schools for the purpose of improving student engagement, student achievement, and teacher performance. This has been a dynamic partnership with classroom teachers focused on 20 identified teacher behaviors that impact student engagement producing extraordinary results in academic achievement.
- Formed a new partnership between FCS and the American College of the Building Arts in Charleston, South Carolina, to launch our own Building Arts program in Fall, 2015
- Opened the Florence Academy of Fine Arts (FAFA) in 2013 with 124 students accepted into the inaugural group of the Academy and opportunities for students to major in performing arts, visual arts or digital arts. The Academy continues to grow each year with 70 new students joining in 2015-2016 school year.
- Served as the ACT national site for the iPad Device Pilot project to inform decisions regarding the use of technology on ACT assessments
- Increased Dual Enrollment for college courses through the University of North Alabama by 38%.
- Established Diploma Distinctions for Advanced Placement, Academic Honors, Career Technical, Fine Arts, Athletics and UNA First 30
- Formed dynamic partnerships with Alabama Best Practices Center, A+ College Ready, SREB, AdvancED, and Dr. Jackie Walsh (national author and expert on quality questioning) to provide a research-based support structure for teachers and leaders on results-driven instruction
- Increased number of Advanced Placement (AP) mathematics, English and Science courses taken by 86%
- Increased number of Pre-AP courses taken by 25%
- Overcame statewide proration through local funding initiatives. Creativity, innovation, partnerships and external funding were the keys to this accomplishment.
- Successfully implemented InfoSnap, an online enrollment system for current and new students, increasing efficiency and eliminating thousands of sheets of paper and forms that are annually completed by families
- Launched Florence Virtual High School in grades 9-12 in 2013— one of the first Virtual Public High Schools in the state of Alabama designed for ALL students (full virtual/credit

advancement/flexible schedule). The program was expanded to include grades 7-8 in 2015 to provide more options and opportunities for students.

- Constructed and implemented quarterly benchmark assessments in grades K-4 in ELA and Mathematics, 5-6 in all four core areas, 7-12 in all four core areas and foreign languages to increase mastery of standards and inform instructional decisions
- Partnered with First Metro Bank to open the Falcon Branch inside FHS run by students to serve students
- Designated as 1 of 2 districts in Alabama by State Board of Education as an Innovative School System (IS2) in 2011 where FCS was granted permission to waive the rules to take students to a higher level. FCS eliminated the English and Social Studies portions of the Graduation Exam; waived certification requirements in the arts to access our community's nationally and internationally known artists to form the Florence Academy of Fine Arts; waived certification requirements for 12 For Life program which led to remarkable growth in student success; formed Pathways at the middle grades as a creative solution to decrease drop-outs.
- Launched 1:1 iPad initiative in 2011 that grew to grades 5-12 and deployed digital resources in these corresponding grade levels. (The world became our textbook!) This 1:1 initiative has now expanded to grades K-12 with a mixture of Google Chromebooks and Apple iPads.
- Added Instructional Coaches to all schools and became a top district for the Alabama Best Practices Center in acquiring expertise (through teams of administrators, instructional coaches and teachers attending ongoing training) and in leading statewide training for other districts across the state of Alabama
- Instituted Credit Advancement in nine (9) courses in FCS—Opportunity for students to take a mastery test and exempt the course itself
- Formed a strategic alliance with the world-renowned FAME Studios to utilize music legends to teach courses in the recording arts in FAFA to our FCS students
- Launched the first Equestrian team in a public school district in Alabama and purchased two horses (Dave and Willie) to add to our Falcon team
- Opened the Florence City Schools Memorabilia Room to commemorate the closed schools, with a special emphasis on Bradshaw and Coffee High Schools
- Launched Twitter hashtag campaign (#FCSLearn) and FCSLearn Yapp app to increase communication with parents, staff, community and our national presence
- Partnered with Northwest Shoals Community College to provide options and opportunities for College and Career-Ready success for all students
- Opened a state-of-the-art recording studio within Florence High School that will rival any studio in Nashville, and provide opportunities for our students to work consistently with GRAMMY award-winning artists

BUILDING CAPACITY FOR FUTURE SUCCESS

- Implemented IMPACT 80 – an innovative partnership among FCS/UNA/Private Donor to make it possible for current FCS teachers and administrators to earn a Masters or Specialist degree for 1/3 of the cost. A total of 49 educators have completed the program and 55 were presently enrolled upon my retirement in 2017. A total of 680 graduate courses were taken for college credit from summer 2013 to spring 2017. The program is still in existence today.
- Formed a new partnership between FCS and the University of North Alabama (UNA) called *UNA First 30* whereby rising 11th grade students in 2015-2016 will complete their entire first year of college by the time they graduate from Florence High School in May, 2017, for a total cost of

\$1,560. This program has continued with students graduating high school as sophomores and juniors in college.

- Launched the Florence City Schools @TLC Digital Café—an impactful tool as our district develops a culture of collaborative sharing and learning from one another
- Formed the Falcon Learning Conversations Network (FLCN) to provide four intense days of research-based professional learning for all FCS instructional staff as a model to grow together
- Received notification that eight members of the Central Office team have been appointed to various state level boards of directors (CLAS, AdvancED, AASOP, CTE, etc.)
- Focused on the importance of consistent data meetings at the district, school, department and grade level to increase student achievement and to become more intentional about instructional strategies
- Secured a \$210,000 donation from the Anderson Family Foundation to create Advance 12—an opportunity for 12 current FCS administrators to pursue a doctorate degree in instructional leadership through Samford University for a reduced cost (12 administrators committed to remaining in FCS an additional 3 years after completing the program, thereby, stabilizing our leadership). The group graduated with their doctorates in December 2016.
- Added K-12 Academic Leader supplements—an \$84,000 annual investment in teacher leadership while building leadership capacity and allowing opportunity to permeate a culture of excellence
- Selected as one of 13 districts in Alabama to develop a new evaluation system for Educator Effectiveness. The FCS system was developed by teachers for teachers.
- Designed a calendar to create maximum benefits for students, families and employees with seven additional long weekends for students/families and seven additional data/PD days for employees to create a laser focus on individualized academic gains

FACILITIES IMPROVEMENTS

\$3,900,000	Forest Hills Elementary, addition and renovations	2011-2012
\$527,000	Weeden Elementary Kitchen Renovation	2010-2011
\$1,200,000	New Indoor Athletic Training Facility	2013
\$629,000	Forest Hills Roofing Project	2013
\$577,000	Harlan Elementary and TPD Facility Roofing Project	2015
\$7,500,000	New Florence Freshman Center	2014
\$1,000,000	New Soccer Sports Facility	2014
\$3,000,000	Additions and Renovations to Florence High School and Auditorium	2015
\$2,400,000	New FHS Baseball and Softball Complex	2015
\$593,000	FHS Student Parking Lot Addition	2015
\$30,000,000	New Florence Middle School (Completed in 2018)	2016
\$500,000	FHS Commons Area Renovation	2016

- Secured and fully renovated the 6th floor of the City-County Government building for our new FCS Central Office to free up the Richards Center for the creation of the FCS Technology and Professional Development Center (\$0 lease for 15 years, renewable with the city's provision of utilities for the space)
- Increased safety by installing card-swipe entry systems into all school building facilities

PRIOR RESPONSIBILITIES IN PREVIOUS SENIOR LEADERSHIP POSITIONS

Responsibilities as the Director of Federal Programs and Student Assessment at Auburn City Schools (AL):

- Responsible for all Title I, Title II, Title III and Title IV programs
- Coordinated the ACS student assessment program including national, state, and local assessments (over 22,000 assessments administered per year)
- Responsible for analyzing all data from DIEBELS, SAT10, ARMT, ADAW, ASA, AHSGE, plus preparing multi-year comparison charts, sharing and presenting data to Board, administrators, teachers, and other stakeholders through presentations
- Facilitated building a pervasive data culture for the Auburn City Schools
- Maintained budgets for the following programs:
 - District Federal Programs: Title I, Title II, Title III, Title IV
 - District Immigrant Funds
 - District Testing
- Led the Auburn City Schools ESL Advisory Council
- Coordinated the district ESL program including services provided by teachers to approximately 200 English Language Learners and approximately 70 monitored students
- Supported school-level leadership team to ensure that all students attained a diploma
- Led the development and implementation of the District Data Room
- Guided the implementation of ThinkLink formative assessment (grades 2-9)
- Modeled methods and approaches for addressing the needs of at-risk students
- Led collaboration between school district and local Boys and Girls Club
- Worked collaboratively with Auburn University's College of Education through the ACS/AU Professional Development System to increase the focus on academic achievement
- Delivered formal presentations regarding district data including more than 70 formal presentations to stakeholders during tenure at Auburn City Schools
- Coordinated translation services of key documents, parent meetings, and web audio/video presentations to accommodate the needs of non-English speaking students, parents, and other stakeholders
- Conducted extensive needs assessments to drive instructional improvement
- Established and maintained partnerships with multiple local businesses and international community
- Monitored student achievement data to ensure attainment of AYP
- Facilitated Credit Recovery efforts
- Created digital data packets (CDs), customized by school, to provide for timely sharing of data
- Identified areas for focus based on student achievement results
- Collaborated with school and system leadership to maximize Title I resources for impact on academic achievement
- Maintained the eGAP planning and budgeting system for federal programs
- Designed and implemented interactive technology-based charts to plot data (Click-N-Get)
- Coordinated programs for ESL families
- Met monthly with all Title I teachers in the district

Responsibilities as the Director of the East Alabama Regional Inservice Center (EARIC) at Auburn University:

- Served 2,560 teachers and administrators through more than 250 annual training sessions
- Coordinated cutting-edge staff development programs for the 15 school districts in the East Alabama region
- Worked with individual districts to identify and address specific staff development needs

- Planned regional conferences, workshops, institutes, and seminars
- Coordinated planning teams throughout the region
- Conducted needs assessments and data analysis to drive staff development delivery
- Coordinated and monitored staff development programs
- Identified, evaluated, and secured consultants for staff development
- Created and oversaw the distribution of quarterly marketing materials, including the EARIC Newsletter and brochures
- Revised, maintained, and oversaw the on-going effectiveness of the EARIC website and resource materials
- Planned and conducted Center research and evaluations designed to improve educational and analytical outcomes
- Prepared annual budgets and regularly monitored expenditures
- Regularly met and consulted with EARIC Governing Board and Professional Development Coordinators
- Collaborated with systems to align school improvement plans with professional development and schedule on-going training to address identified and targeted needs
- Organized three national presenters to provide two-day training sessions for leadership teams from 13 school districts plus leaders from SDE, Technology in Motion, ABPC, and AUCOE

Responsibilities as the Director of Instruction for the Russell County School District:

- Secured \$3,153,229 in grants funding (2000-2006) from private donors as well as state and federal sources to support reading, bullying prevention, technology, workforce development, Pre-K, dropout prevention, safety, parental involvement, and social services
- Responsible for all curriculum for a K-12 school district serving a rural county in Alabama
- Updated and maintained curriculum checklists and pacing guides for K-12 programs
- Met with all principals collectively and individually a minimum of twice per month to share, inform, and collaborate concerning instruction
- Responsible for district-wide oversight of Career-Tech programs
- Assembled and led committees to review programs and recommend strategies for improvement of the academic program
- Responsible for all match back of student data for all assessment instruments for accountability/AYP (Designated Accountability Coordinator)
- Coordinated all staff development for the Russell County School District
- Oversaw the SACS/CASI Accreditation process
- Responsible for analyzing all data from DIBELS/SAT10/ARMT/ADAW/AHSGE and preparing multi-year comparison charts, sharing and presenting data to Board, administrators, teachers, and other stakeholders through presentations
- Collaborated with all departments within the RCSD to maximize instructional effectiveness
- Coordinated homebound services for regular education students
- Maintained home school information for students within the Russell County school zone
- Coordinated district spelling bees, science fair, and other district wide competitions
- Worked with parents on issues pertaining to instruction
- Tracked all staff development hours and provided certificates to employees for certification renewal
- Created PowerPoint presentations for community meetings, Board meetings, institute day, staff development days, Rotary and civic groups, etc.

- Provided content and oversaw updates to the school district website
- Researched and reviewed new programs to strengthen instruction
- Presented at state, regional, and national meetings to promote the school district
- Developed partnerships with local military leaders in support of BRAC (Base Re-Alignment Commission) and served as the district liaison
- Oversaw the full implementation of ARI/ARA/ARI Plus and ARFI
- Developed and maintained education grants and funding programs
- Prepared and regularly submitted reports for Alabama State Department of Education
- Led the revision of the School Board Policy Manual
- Coordinated services for library media specialists and counselors
- Completed instructional sections for State Comprehensive Monitoring
- Created and maintained promotional materials for the school district
- Reviewed grade analysis sheets quarterly for all teachers grades K-12
- Monitored and plotted assessment data on a monthly basis (i.e., DIBELS)
- Organized summer school programs
- Maintained Budgets for:
 - District Instructional Funds
 - District Professional Development
 - ARI/ARA/ARI Plus/ARFI
 - Learn and Serve
 - High Hopes
 - External Grants
- Wrote High Hopes Application and coordinated High Hopes program with RCHS
- Assimilated data from community meeting feedback forms, needs assessment for staff development, and other surveys distributed throughout the school year
- Assisted with recruitment process and created visual displays and presentations for recruitment
- Maintained, reviewed, and updated Grading, Promotion, and Retention policies
- Maintained oversight for creating and updating the RCSD Student Handbook and Statement of Responsibilities
- Worked collaboratively with Superintendent on updates to the Strategic Plan
- Reviewed and processed all field trip requests for the district, including academic, extracurricular, and athletic
- Approved staff development detached duty forms—district wide
- Coordinated the placement of all interns and practicum students from Alabama State University, Auburn University, and Troy University
- Produced the RCSD Quarterly District Newsletter
- Led textbook adoption process
- Led TEAM Math and TEAM Science initiatives
- Coordinated international partnership with the British Council through Teachers International Professional Development (TIPD) for teams from the United Kingdom cities of Blackburn, Darwen, South Gloucestershire, Hartfordshire, and Leeds

OTHER NOTABLE ACCOMPLISHMENTS

<i>Cognia Board of Directors (Accreditation and continuous improvement agency for 70 countries and 37 states; formerly known as AdvancED and Measured Progress)</i>	<i>2016-Present</i>
<i>Auburn University College of Education National Advisory Council</i>	<i>2016-Present</i>

<i>Named Alabama Superintendent of the Year</i>	2016
<i>Finalist for Alabama State Superintendent of Education</i>	2016
<i>University of North Alabama Engineering Advisory Board</i>	2016-2017
<i>Appointed by Alabama Speaker of the House and Speaker Pro Tem to the Alabama Digital Learning Study Commission. Elected as the Vice-Chair of the Commission</i>	2015-2017
<i>Business Education Alliance Advisory Council</i>	2016-2017
<i>School Superintendents of Alabama (SSA) Board of Directors</i>	2014-2017
<i>Board of Directors of the Council for Leaders in Alabama Schools (CLAS)</i>	2014-2017
<i>Alabama State Department of Education, Attendance Revision Committee, Chair</i>	2014-2015
<i>Alabama Virtual School Task Force, Assisted in drafting the Virtual School Legislation that will be implemented in all Alabama districts in fall 2016</i>	2014-2015
<i>AdvancED Alabama Educator of the Year</i>	2014
<i>AdvancED National Commission</i>	2011-2014
<i>Recognized on the national and state levels as a leader in innovation and excellence</i>	2012-Present
<i>2012 No'Ala Renaissance Person of the Year Nominee</i>	2012
<i>Member of the team recognized as the Zimpher Award winner at the 2010 Holmes Partnership Conference, Charleston, SC, for the Best PDS Partnership in the Nation (Auburn City Schools and Auburn University College of Education)</i>	2010
<i>Delivered numerous state and national presentations on topics including innovation, excellence, data-driven leadership, virtual education, fine arts, and 1:1 technology adoption and implementation</i>	2011-Present
<i>Recognized by the Alabama State Board of Education for being named one of 14 exemplary leadership sites across the state by the Alabama Reading Initiative</i>	2006
<i>Financial Wizard Award, Russell County Schools, AL</i>	2000
<i>Auburn University Outstanding Graduate Student, College of Education, Department of Curriculum and Teaching</i>	2004

ACCREDITATION/ADVANCED EXPERIENCE

<i>Cognia Board of Directors (Accreditation and continuous improvement agency for 70 countries and 37 states; formerly known as AdvancED and Measured Progress)</i>	2016-Present
<i>Vice-Chair, Alabama AdvancED Council</i>	2010-2011

<i>Vice-Chair, SACS/CASI Program Planning Committee representing the Southern States region</i>	2007
<i>Member, Alabama AdvancED Council</i>	2006-2014
<i>AdvancED National Professional Development Expert to train leaders in District Accreditation process across 30 states</i>	2006-2009
<i>Vice-Chair, District Accreditation visit, North Carolina</i>	2006
<i>Chair of five (5) District Accreditation visits (Virginia, North Carolina and Georgia for districts ranging in size from 700 to 40,000 students)</i>	2005-2010
<i>Alabama Representative, SACS/CASI Program Planning Committee</i>	2005-2010
<i>Led Russell County Schools to achieving District Accreditation (1st in Alabama, 9th nationally)</i>	2005
<i>Team Member, District Accreditation visit, Louisiana (6th visit in the nation)</i>	2005

PRESENTATIONS

Presented at events for/to numerous organizations such as SSA, AASB, CLAS, Alabama Dean's Association, AdvancED, Standard and Poor's, Moody's, Rotary Club, Kiwanis Club, various other community groups, the City of Florence, Southwire Corporation, Alabama Legislature, ALSDE, Alabama Alliance for the Arts, Alabama Best Practices Center, the Alabama Department of Mental Health, and national conferences. Presentations have been made in the following locations: New York City, Chicago, Houston, Atlanta, Washington, Charleston, Daytona, Orlando, Montgomery, Huntsville, Mobile, Tuscaloosa, Auburn, Troy, Florence, Birmingham, Point Clear, and Orange Beach in addition to a plethora of states to provide expertise in accreditation and continuous improvement.

Presented at the local, state, and national levels over the past 17 years on the following topics:

- Unleashing Innovation
- Expanding Opportunities through Virtual Schools
- Visionary Leadership
- Strategic Planning
- Effective Communication Strategies between Boards and the Superintendent
- Building Partnerships between K-12 and Higher Education
- Data-Driven Leadership
- Refining Our Focus
- Vital Partnerships: K-12 School Districts and Mental Health
- Defining Excellence
- The Power of Partnerships: K-12, Business and Industry Working Together
- Student Engagement
- 20 Teacher Behaviors that Transform Instructional Practice
- Moving Forward (Organizational Change)
- 21st Century Teaching and Learning
- Partnerships in Action
- District and School Accreditation

- Formative Assessment
- Transforming Schools
- Securing Bond Funding
- Cost-Saving Measures and Solutions in Lean Budget Times
- Accountability/AYP/Growth and Gains
- Redefining Expectations
- 1:1 Technology and Digital Learning
- Continuous Improvement
- Innovative Solutions: Working Smarter, Not Harder
- Forming a Fine Arts Academy
- Building Capacity: Investing in Current and Future Leaders
- Instructional Leadership
- Transition to Plan 2020
- College and Career Readiness
- Did You Know?

Guest speaker at numerous undergraduate and graduate classes at the University of North Alabama, Auburn University, Auburn University at Montgomery, Troy University, and Columbus State University (Georgia) to contribute to developing pre-service teachers, current teachers, as well as future and current administrators.

MEMBERSHIPS

<i>School Superintendents of Alabama</i>	<i>2010-present</i>
<i>CLAS (Council for Leaders in Alabama Schools)</i>	<i>2001-present</i>
<i>Respect. Serve. Prosper, Advisory Board Member</i>	<i>2017-present</i>
<i>Prosper High School Girl's Lacrosse, Director.</i>	<i>2018-present</i>
<i>Rotary Club International, Member</i>	<i>2010-2017</i>
<i>Loving the Shoals Committee, Member</i>	<i>2010-2012</i>
<i>Shoals Scholar Dollars Program, Leadership Team</i>	<i>2010-2012</i>
<i>Leadership Lee County, Program Member</i>	<i>2009</i>
<i>Boys and Girls Club of Greater Lee County, Secretary and Board Member</i>	<i>2008-2010</i>
<i>East Alabama Regional Inservice Center, Board of Directors</i>	<i>2008-2010</i>
<i>Alabama Staff Development Council, State Board of Directors</i>	<i>2004-2007</i>
<i>Future Teachers of Alabama, State Advisor</i>	<i>2004-2005</i>
<i>Russell County Children's Policy Council, Member</i>	<i>2001-2003</i>
<i>Auburn University Laboratory Experience Committee, Advisory Board</i>	<i>2000-2006</i>
<i>Principally Speaking Network, Member</i>	<i>2014-2017</i>
<i>Strategic Doing, Member</i>	<i>2014-2017</i>
<i>Alabama Best Practices Center Network, Member</i>	<i>2005-2017</i>

<i>University of North Alabama College of Education, Advisory Committee</i>	<i>2010-2017</i>
<i>Alabama State Department of Education Accountability Roundtable, Member (Appointed October 2006-June 2007 to represent Alabama Inservice Center directors)</i>	<i>2006-2007</i>
<i>Alabama State Department of Education Technology Initiatives Advisory Board, Member</i>	<i>2006-2007</i>
<i>Regional Professional Development Coordinators, EARIC, Member</i>	<i>2000-2006</i>
<i>Russell County Pre-K Advisory Board, Member</i>	<i>2001-2006</i>
<i>Downtown Florence Unlimited, Member</i>	<i>2013-2017</i>
<i>Education Research and Inservice Center Board of Directors, University of North Alabama, Member</i>	<i>2010-2017</i>

REFERENCES

Dr. Eric Mackey, Alabama State Superintendent
Email: emackey@alsde.edu
Phone: (334) 694-4900

Dr. Mark Elgart, President and CEO, Cognia
Email: melgart@cognia.org
Phone: (678) 392-2285 ext. 5553

Bill Jordan, Former Board President, Florence City
Schools
Email: bjordan@florenceal.org
Phone: (256) 710-1486

Dr. Vic Wilson, Executive Director, Council for
Leaders in Alabama Schools
Email: vic@clasleaders.org
Phone: (256) 612-0905

Dr. Jackie A. Walsh, Education Consultant and
Author
Email: walshja@aol.com
Phone: (334) 462-7879

Dr. J. Terry Jenkins, Auburn City Schools
Superintendent (Retired)
Phone: (334) 332-1253

Scott Williams, Southwire Corporation
Email: scott.williams@southwire.com
Phone: (256) 710-4754

230 Glynlakes Drive
Pike Road, Alabama

January 25, 2020

Dear Colleagues in Education,

It is my great honor to write this letter recommending a worthy colleague, a brilliant educator, and a talented leader; but, no, I am not recommending three separate people! All three of those descriptors -- worthy colleague, brilliant educator, and talented leader -- aptly describe Dr. Janet Womack, former superintendent of the Florence City Schools. In the summer of 2010 when Dr. Womack was beginning her tenure as superintendent in Florence, I was also pursuing a new, but parallel, path. I was leaving a local superintendency, transitioning to my current position in which I would have the opportunity to interact with and observe the many great superintendents in our state.

Beginning our new journeys in the same summer, she and I also began to swap ideas, concerns, and opportunities for impacting student learning. Her insights and sage advice certainly informed by vision, and she has had an enormous impact on her peers around the state as well. I could repeat her resume for you, but that would be a waste of this opportunity because as readers you already have seen how she has united a team and inspired a community to reinvent and invigorate its schools. Even though I have witnessed dozens of positive education stories, none is more impressive than Florence under Dr. Womack's leadership.

Together with her community, civic and business leaders, university faculty, and -- most importantly to her -- Florence students, she has led the way to build a world-class curriculum in a Mayberry-like town. Her residents truly have the best of both worlds. Through the fine arts collaborative, talented adults whose passions have taken them into music, art, and design, are sharing their skills and wisdom with students. Some of these students want to pursue artistic careers. Others simply enjoy the creative outlet, but will seek careers outside the traditional arts. For many, it is the hook that has kept them in -- or brought them back to -- school. No matter their lives' paths, they will be all the richer because of these opportunities.

An educator has heart of a saint and the passion of a fighter. I am so glad that my path crossed and in some ways combined with Dr. Womack's because she meets that definition.

With best regards, I am,

Sincerely yours,



Eric G. Mackey
State Superintendent of Education
Alabama

Letter of Recommendation

Dr. Janet Womack

It is my honor to provide this letter of recommendation for Dr. Janet Womack for the position of Superintendent for the Flagler County Schools. I met Dr. Womack over a decade ago when she served as an evaluator on one of the nation's first school systems to seek the highly acclaimed District Accreditation. Since that first opportunity to work with her she has displayed an unwavering commitment in helping educators and communities improve learning for students.

As Flagler County seeks to appoint a new Superintendent it is critical that the individual be able to connect the context of the learner's experience to the development and implementation of improvement strategies that will positively influence and impact the work of students, teachers, and leaders. Dr. Womack is such a leader. She has the knowledge and successful experience in creating and improving learning environments that lead to improving student success. She also has the knowledge and successful experience in advocating and supporting policy and practice that will have a positive impact on the learning experience. In short, she is the rare type of leader that can connect the classroom to the board room. Flagler County would be most fortunate to benefit from her leadership as it strives to improve student learning and school quality.

Dr. Womack assumed the role of a highly recognized leader in Alabama early in her educational career. Her skill as a leader was highly evident when she led her school system through the District Accreditation as the ninth school system in the nation to earn this achievement. In that process she displayed her skill and disposition to building the capacity of her school system to improve through a highly collaborative approach that brought together the community, parents, educators and students as the system sought to make improvements for every learner to succeed.

Dr. Womack is also the type of leader that focuses on her responsibilities on the students she serves rather than simply her role. Each and every day she displays an unwavering focus on student success whether it be in a meeting with parents of a struggling student, sharing with her local board of education on the benefits of a new instructional program, or presenting to local and national leaders on creating an effective accountability program that promotes and guides continuous improvement with a focus on student learning. In each case Dr. Womack frames her views on what is the best strategy or opportunity we can provide for a child to find success. She places the learner first, no matter what.

Currently, Dr. Womack serves on the Cognia Board of Directors. Her expertise in student assessment and school improvement are invaluable assets in the governance of

the organization. Cognia is a global non-profit serving over 36,000 institutions in 85 countries. Dr. Womack informs and guides the strategic direction of the organization while providing practical knowledge and experience in what it takes to implement and achieve positive, lasting change in schools.

In seeking your next Superintendent, you want a leader that other leaders want to emulate as well as one that is making a difference that benefits students and the educational environment. Dr. Janet Womack is such a leader. She is an engaged leader with unrelenting focus on the needs of every learner and an unwavering commitment to helping others be successful in their efforts to help each and every learner succeed. Without question the communities throughout the county would benefit under the leadership of Dr. Womack. It is without hesitation that I highly recommend Dr. Womack for this critical leadership role.

Respectfully submitted,

Mark A. Elgart, President/CEO



To whom it may concern:

It is an honor and pleasure to write a letter of reference for Dr. Janet Womack. I had the distinct honor and pleasure of serving the Florence City school district with Dr. Womack for seven years with five of those years serving in the role of school board president.

Dr. Womack's diverse educational background as a teacher, principal, Director of instruction, In-Service Center Director, Director of Federal programs and student assessment, and now as one of the few veteran superintendents in the state, gives her a very unique, well rounded educational perspective. Dr. Womack's educational background enables her to foster a spirit of excellence within the school district as well as creating a collaborative environment that moves her vision, to be # 1 in the state of AL and among the top in the nation, forward. The vision of being #1 in the state and among the top in the nation has inspired the Florence community to embrace our school district like never before.

As Superintendent of the Florence City school district, Dr. Womack's innovation and ability to build strong partnerships within the city and state have been very impactful to the staff and students of the district. The integration of technology into the curriculum has been very successful and one that truly sets the district apart from others throughout the state. Her vision, which led to the formation of the Florence Academy of Fine Arts, not only expanded the opportunities for students but integrated the music culture of the community into the school district.

As a leader, Dr. Womack can set high standards and expectations in her role as superintendent, and always strives to actively involve the community and other stakeholders in establishing the goals and mission of Florence City Schools. Dr. Womack has the unique ability to identify problem areas, collaborate with stakeholders, and then take immediate action to correct and improve said areas. Dr. Womack is hardworking, ethical and honest in her decision making and always makes decisions based on what is best for all students, and not what is necessarily convenient for adults. Dr. Womack strives to maintain a high level of confidentiality among her team and strives to equally distribute, pertinent information among her leadership team and the board of education. Communication is one of Dr. Womack's greatest strengths. When she was hired as Superintendent she expressed to the board that for us to make good, informed decisions, she would always provide us with adequate information and data on which to base our decisions. Dr. Womack can utilize data to drive and individualize instruction, which in turn raises student achievement. Dr. Womack's transparency with the board is unprecedented. Dr. Womack is consistent and calculated in her decision making and always stands firm, even when the decision is tough, to ensure success is eminent. Dr. Womack has an energy level that is contagious and she is strategic with every action to ensure that increases in academic achievement are always at the forefront of every decision.

I would like to close with the words of Dr. Womack when interviewed after winning the state superintendent award. I feel her words very adequately describe her leadership as superintendent.

"I'm honored to be chosen by this group, but this award isn't about me doing anything as one person. I'd like to think this award is because we're innovative and always striving to do what's best for kids. It represents the students, faculty, staff, administrators, board, parents and community who have caught the vision to innovate and create learning opportunities that will allow every student in Florence to achieve their goals and dreams.

Please feel free to contact me if I can be of further assistance.

Sincerely,

A handwritten signature in black ink that reads "Bill Jordan".

Bill Jordan – Former Florence City Board of Education Member
256-710-1486
bjordan@florenceal.org

AUBURN UNIVERSITY

Auburn University, Alabama

MAR 12 2007

Name: Janet S Womack

ID:

DATE: 03-06-07

PAGE: 1 of 2

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MS. ADDIE SWINNEY, PERSONNEL DIR
855 E. SAMFORD AVE.
AUBURN AL 36830

C. Doyle Bickers

Director of Admissions and Records



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Official Academic Record

Auburn converted to the semester system from quarters as of Fall Term 2000. Prior terms are on a quarter system and are reported as quarter hours. Cumulative totals for the student for FALL 2000 AND AFTER are reported as semester hours. One quarter hour equals 0.67 semester hours.

Degrees Awarded:

Doctor of Philosophy Aug 5, 2004

College of Education

Major: Elementary Education

Cum GPA: 3.874

Master of Education Aug 26, 1994

College of Education

Major: Elementary Education

Dissertation title: Journey to change: The effects of job-embedded, ongoing staff development on teacher performance and student achievement in the area of writing in Russell county schools

Spring 1993

Admitted Program:

College of Education

Master of Science

Major: Elementary Education

Course	Grade	Q	S	Q	S	GPA
CTEE-0649 ELEM SCH PROGRAM	A	2.67	10.68			
CTEE-0652 CURR&TCH MATH	A	2.67	10.68			

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	5.34	5.34	5.34	21.36	4.00
Cumulative	5.34	5.34	5.34	21.36	4.00

Fall 1993

Course	Grade	Q	S	Q	S	GPA
CTEE-0652 CURR&TCH SOC SCI	A	2.67	10.68			
FOUN-0618 LEARN THEORY EDUC	B	2.67	8.01			

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	5.34	5.34	5.34	18.69	3.50
Cumulative	10.68	10.68	10.68	40.05	3.75

No Further Entries This Column

Winter 1994

Course	Grade	Q	S	Q	S	GPA
FOUN-0610 MEASURMNT EVAL IND	A	2.67	10.68			
FOUN-0661 RES & EXP IN EDUC	B	2.67	8.01			

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	5.34	5.34	5.34	18.69	3.50
Cumulative	16.02	16.02	16.02	58.74	3.66

Spring 1994

Course	Grade	Q	S	Q	S	GPA
CTEE-0652 CURR&TCH LANG ARTS	A	2.67	10.68			
EDMD-0530 REFERNC MTL&SERVS	A	2.67	10.68			
FOUN-0620 MOTIVATN TO LEARN	A	2.67	10.68			

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	8.01	8.01	8.01	32.04	4.00
Cumulative	24.03	24.03	24.03	90.78	3.77

Summer 1994

Course	Grade	Q	S	Q	S	GPA
CTEE-0650 SUNBLT WRIT PROJ	A	6.67	26.68			
CTEE-0652 CURR&TCH SCIENC TM	A	2.67	10.68			

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	9.34	9.34	9.34	37.36	4.00
Cumulative	33.37	33.37	33.37	128.14	3.84

Fall 1995

Program Changed To:

Non-Degree Program-Graduate

Major: Administration of Elementary & Secondary Education

Course	Grade	Q	S	Q	S	GPA
EDLD-0601 ORG ADM PUBLIC ED	A	2.67	10.68			
EDLD-0625 INTERNSHIP	S	0.67				
EDLD-0630 PRIN CURRIC INSTR	A	2.67	10.68			

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	6.01	6.01	5.34	21.36	4.00
Cumulative	39.38	39.38	38.71	149.50	3.86

No Further Entries This Page

AUBURN UNIVERSITY

Auburn University, Alabama

Name: Janet S Womack
ID:
DATE: 03-06-07
PAGE: 2 of 2

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-----Winter 1996-----
EDLD-0602 SCHOOL MANAGEMENT A 2.67 10.68
EDLD-0625 INTERNSHIP S 1.33

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	4.00	4.00	2.67	10.68	4.00
Cumulative	43.38	43.38	41.38	160.18	3.87

-----Spring 1996-----
EDLD-0606 PERSONNEL ADMIN A 2.67 10.68
EDLD-0625 INTERNSHIP S 2.67

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	5.34	5.34	2.67	10.68	4.00
Cumulative	48.72	48.72	44.05	170.86	3.87

-----Fall 1996-----
EDLD-0608 CONST FNDS OF ED B 2.67 8.01

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	2.67	2.67	2.67	8.01	3.00
Cumulative	51.39	51.39	46.72	178.87	3.82

-----Summer 2003-----

Program Changed To:
Doctor of Philosophy
Major: Elementary Education

CTEE-7910 PRACTICUM S 3.00
FOUN-7220 APPLIED QUALITATIVE RESEARCH A 3.00 12.00
FOUN-8100 PROGRAM EVALUATION A 3.00 12.00

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	9.00	9.00	6.00	24.00	4.00
Cumulative	60.39	60.39	52.72	202.87	3.84

-----No Further Entries This Column-----

-----Fall 2003-----
CTEE-7900 INDEPENDENT STUDY S 3.00
FOUN-7300 DESIGN & ANALYSIS IN EDUC I A 3.00 12.00
FOUN-8120 TEACHER EVALUATION A 3.00 12.00

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	9.00	9.00	6.00	24.00	4.00
Cumulative	69.39	69.39	58.72	226.87	3.86

-----Spring 2004-----
CTEE-7970 SPECIAL TOPICS A 2.00 8.00
CTEE-8990 RESEARCH AND DISSERTATION TD 9.00
Thesis/Dissertation
FOUN-7310 DESIGN & ANALYSIS IN EDUC II A 3.00 12.00

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	14.00	14.00	5.00	20.00	4.00
Cumulative	83.39	83.39	63.72	246.87	3.87

-----Summer 2004-----
CTEE-8990 RESEARCH AND DISSERTATION TD 1.00
Thesis/Dissertation

Good Standing

	AHRS	EHRS	QHRS	QPTS	GPA
Current	1.00	1.00	0.00	0.00	0.00
Cumulative	84.39	84.39	63.72	246.87	3.87

Requirements completed for Doctor of Philosophy

NCATE-ACCREDITED PROGRAM OF THE SCH. OF ED. COMPLETED.
STATE OF ALABAMA APPROVED PROGRAM. PASSED THE GENERAL ORAL
EXAM FOR PHD ON 1-24-2004. PASSED THE FINAL ORAL EXAM FOR
PHD ON 6-17-2004.

-----End of Academic Record-----