

Phyllis Edwards
Superintendent of Schools (Superintendent 021317)

20 Woodholme Lane
palm coast, FL 32164
Lainee1066@gmail.com
(404) 925-9150

PERSONAL INFORMATION

Contact Information

<i>First Name</i>	Phyllis	<i>Last Name</i>	Edwards
<i>Middle Name</i>	A	<i>Email</i>	Lainee1066@gmail.com
<i>Primary Phone</i>	4049259150	<i>Alternate Phone</i>	7706528583
<i>Preferred Contact Method</i>	Email		

Address

<i>Street</i>	52 Leaver Drive	<i>City</i>	Palm Coast
<i>State</i>	Florida	<i>Zip Code/Postal Code</i>	32137

Equal Opportunity Information

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

<i>Ethnicity</i>	Not Hispanic/Latino	<i>American Indian or Alaska Native</i>	No
<i>Asian</i>	No	<i>Black or African American</i>	No
<i>Native Hawaiian or Other Pacific Islander</i>	No	<i>White</i>	Yes

CERTIFICATION

Certification Information #1

<i>Certification Area</i>	Ed Leadership	<i>Certification Area Type</i>	Other
<i>Grade Level</i>		<i>Certification State</i>	Georgia

Certification Information #2

<i>Certification Area</i>	Ed Leadership	<i>Certification Area Type</i>	Other
<i>Grade Level</i>		<i>Certification State</i>	Florida

Certification Information #3

<i>Certification Area</i>		<i>Certification Area Type</i>	
<i>Grade Level</i>		<i>Certification State</i>	

Certification Information #4

<i>Certification Area</i>		<i>Certification Area Type</i>	
<i>Grade Level</i>		<i>Certification State</i>	

Certification Information #5

<i>Certification Area</i>		<i>Certification Area Type</i>	
<i>Grade Level</i>		<i>Certification State</i>	

ADDITIONAL CERTIFICATION AREAS

Certification Area
Details
Certification State

Computer Skills

<i>Years of Experience</i>	<i>Keyboarding Words Per Minute</i>
<i>Word Processing</i>	<i>Spreadsheets</i>
<i>Database</i>	<i>Web / Internet Browser</i>
<i>E-mail</i>	<i>Graphics</i>
<i>Microsoft Windows</i>	<i>Apple Macintosh</i>

EMPLOYMENT HISTORY

Present Position

<i>Present Title</i>	Former Superintendent of School	<i>Name of Employer</i>	City Schools of Decatur
<i>Start Date</i>	07/01/2003	<i>Supervisor Name</i>	Board of Education- call Mary McCrary
<i>Supervisor Phone Number</i>	4043713601		

Duties and Responsibilities

CEO and Educational Leader of the system. Board liaison and secretary; responsible for state and federal programs and mandates, responsible for the budget, buildings and bonds. Ultimately responsible for the safety and supervision of students, teachers and staff. Strategic Planning, assessment and accountability, SACS reports and personnel issues were all under the direction of the Superintendent of Schools.

Reasons for Leaving

Return to Florida after 12.5 successful years in the one location.

I have adult children who live in Flagler County.

May we Contact this Employer **Yes**

Experience in Education #1

<i>From (mm/yyyy)</i>	09/1982	<i>To (mm/yyyy)</i>	05/2003
<i>Employer Name</i>	Flagler County Schools	<i>Assignment</i>	Asst. Superintendent, Director, Teacher
<i>Reason For Leaving</i>	Accept position as a Superintendent	<i>Supervisor Name</i>	Dr. Corley, Dr. Williams, Dr. Kaupke, Buddy Taylor
<i>Supervisor Phone Number</i>	3864377526		

Duties and Responsibilities

I was a teacher in BTMS MS and taught English, LA, Math and Science as well as Social Studies. I became the Director of Title I programs, Director of Elementary Education, Director of Instruction k-12, Assistant Superintendent Instruction and Accountability. I was instrumental in the development of curriculum and professional development programs; including the Prek program, the Pinnacle Program and Continuing Education Professional Development at DBCC now Daytona State.

May we Contact this Employer **Yes**

Experience in Education #2

<i>From (mm/yyyy)</i>	<i>To (mm/yyyy)</i>
<i>Employer Name</i>	<i>Assignment</i>

Reason For Leaving
Supervisor Phone Number
Duties and Responsibilities
May we Contact this Employer

Supervisor Name

Experience in Education #3

From (mm/yyyy)
Employer Name
Reason For Leaving
Supervisor Phone Number
Duties and Responsibilities
May we Contact this Employer

To (mm/yyyy)
Assignment
Supervisor Name

Work Experience #1

Employed from (mm/yyyy)
Employer
Reason For Leaving
Supervisor Phone Number
Duties and Responsibilities

07/2003
Decatur City Schools
return to FI

Employed to (mm/yyyy)
Title
Supervisor Name
Supervisor Email

12/2015
Superintendent od Schools
Board of Education

Head of the school system In charge of all instructional, personnel, operational, policy development, budget and PR community relations for the system. Worked cooperatively with the Board of Education, managed school board meetings.

CEO of the system.

May we Contact this Employer

Work Experience #2

Employed from (mm/yyyy)
Employer
Reason For Leaving
Supervisor Phone Number
Duties and Responsibilities

09/1982
Flagler County Schools
accepted Superintendent position

Employed to (mm/yyyy)
Title
Supervisor Name
Supervisor Email

05/2003
Assistant Superintendent Instruction and Accountability
D Kaupke through Bob Corley

all matters related to programs, curriculum, instruction, testing, grants and plans. I was also the Liaison for the Flagler Education Foundation for many years. I was responsible for events like Teacher of the Year, special dinners, fundraisers, scholarships, one for the kids.

I worked first as a teacher at BTMS. I moved next into a curriculum director position for k-5, then as a Director of Instruction PreK-12 and finally as Assistant Superintendent of Instruction,

Experience Summary

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

Years of teaching experience **13**

Years of student teaching experience **2**

Years of administrative experience **27**

EDUCATION

Secondary/High School Information

<i>School Attended</i>	Lourdes Academy	<i>City/State</i>	Miami, Florida
<i>Activities/Honors</i>	Honor Roll, National Honor Society, Academic track, clubs and varsity cheerleading		
<i>Degree</i>	High School Diploma or GED		

College/University/Vocational Institution #1

<i>Name of School</i>	University of Central Florida	<i>Attended From (mm/yyyy)</i>	09/1999
<i>Attended To (mm/yyyy)</i>	05/2003	<i>Degree</i>	Doctorate - PhD
<i>Subject</i>	Educational Leadership		

College/University/Vocational Institution #2

<i>Name of School</i>	Other: Western CT State College	<i>Attended From (mm/yyyy)</i>	01/1975
<i>Attended To (mm/yyyy)</i>	01/1978	<i>Degree</i>	Master of Science
<i>Subject</i>	Elementary Ed		

College/University/Vocational Institution #3

<i>Name of School</i>	Other:	<i>Attended From (mm/yyyy)</i>	09/1969
<i>Attended To (mm/yyyy)</i>	05/1973	<i>Degree</i>	Bachelor of Science
<i>Subject</i>	Elementary Ed		

Student Teaching #1

<i>Name of School</i>	<i>Subject</i>
<i>Grade</i>	<i>Semester</i>
<i>Year</i>	

REFERENCES

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

liz bin!ey

<i>Title</i>	Superintendent's Administrative Assistant	<i>Relationship</i>	Colleague
<i>Address</i>	Hway 100	<i>City</i>	Bunnell
<i>State</i>	Florida	<i>Zip</i>	32110
<i>Country</i>	United States		
<i>Email</i>	[REDACTED]	<i>Phone</i>	[REDACTED]
<i>From</i>	07/1982	<i>To</i>	05/2003

julie rhame

<i>Title</i>	former board member	<i>Relationship</i>	Supervisor
<i>Address</i>	[REDACTED]	<i>City</i>	Decatur
<i>State</i>	Georgia	<i>Zip</i>	30030
<i>Country</i>	United States		

Email	[REDACTED]	Phone	[REDACTED]
From	07/2003	To	12/2015

bernadette seals

Title	Board Member	Relationship	Supervisor
Address	[REDACTED]	City	Decatur
State	Georgia	Zip	30030
Country	Dekalb		
Email	[REDACTED]	Phone	[REDACTED]
From	07/2005	To	05/2015

valarie wilson

Title	Executive Director Ga School BOARD association	Relationship	Supervisor
Address	[REDACTED]	City	Decatur
State	Georgia	Zip	30030
Country	dekalb		
Email	[REDACTED]	Phone	[REDACTED]
From	05/2003	To	12/2015

DISTRICT QUESTIONS

District Questions

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

Yes

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

No

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

Yes

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

I worked for Flagler County Schools for 21 years. I was a teacher, Department Head, Director and Assistant Superintendent.

Is any member of your immediate family employed by the school district of Flagler County? **No**

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

Been investigated for misconduct related to your employment? **No**

If "Yes", please provide a detailed explanation.

Been arrested or charged(even if no contest or charges dropped or pled down) for a crime? **No**

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

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

No

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

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

No

If yes, please provide a detailed explanation.

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

No

If yes, please provide a detailed explanation.

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

No

If yes, please provide a detailed explanation.

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

No

If yes, please provide a detailed explanation.

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

No

If yes, please provide a detailed explanation.

Have you surrendered a professional license of any kind before its expiration? **No**

If yes, please provide a detailed explanation.

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

No

If yes, please provide a detailed explanation.

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

No

If yes, please provide a detailed explanation.

In Flagler, around 1998, I was accused of using my computer to write my dissertation, I did not do so. I hired an attorney. I continued to work for Flagler..

Also, I filed an EEOC complaint for discrimination and harassment,

It went to mediation and was handled /settled amicably. I continued to work for the school system for another 5 years as an Assistant Superintendent for Instruction and Accountability. It was settled in my favor.

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

No

If yes, please provide a detailed explanation.

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

Yes

Are you considered a **No**
"High Risk" offender,
according to Senate Bill
988?

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

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

No

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

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

No

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

Are you a veteran as **No**
defined by s. 295.07,
Florida Statutes?

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

No

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

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

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

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

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

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

Dr. Phyllis A. Edwards

52 Leaver Drive

Palm Coast, Florida 32137

FLAGLER COUNTY SCHOOL SUPERINTENDENT VACANCY

Submission of Requested Paperwork

Cover Letter

Resume

Weebly Link

Letters of Recommendation- 6 Letters

Thank you Letter and Picture with the President of the United States

Receiving Doctoral Degree- UCF

Georgia Professional Standards Certificate- L7 Highest Level

Transcripts-UCF Doctorate, UNF Administration and Supervision, Western Ct. State College-Master's Degree

Deadline: March 17, 2017

March 17, 2017

Flagler County Board of Education

Burnell, Florida 32110

Dear Board Members:

Please accept this letter as the official intent to apply for the position of superintendent for the Flagler County Schools. I have read the job description and have the necessary qualifications and experience to fulfil the duties of this position.

I was employed by the Flagler School System from 1982 until 2003. During that timeframe, I was a teacher, department chair, Director of Federal Programs, Curriculum Coordinator, Director of Elementary Education, Director of Instruction and Assistant Superintendent of Instruction and Accountability.

I raised my two children in Flagler County. Both went all the way through the school system and graduated from the Flagler-Palm Coast High School.

I left Flagler County to become a school superintendent in the Decatur-city Schools. I was well-prepared by my time in Flagler. I worked with giants like Mr. Buddy Taylor, Andy Anderson, Dennis Fitzgerald, Hershel King, Nancy Dance and more.

I was extremely successful as a superintendent. My tenure of twelve and one half years in one place is a clear demonstration of that success. The letters of recommendation that you will see in my packet are from members of the Board and the school board attorney. Please feel free to contact them for more information. In the twelve years, the Board Members enjoyed long tenure. If changes occurred, it was due to their leaving the district and relocation or deciding to leave after three full terms.

My resume shows the highlights of my time as the Superintendent of Schools. I am very proud of the work that I was able to accomplish from 2003 through 2015. I was named one of the top four Superintendents in the State of Georgia. It was an honor to be singled out as a top superintendent in the entire state. While in Decatur, I worked to accomplish the following:

- Worked to close the achievement gap between white and black students.
- Consistently named in the top echelon of systems by testing and accountability measures.
- Began an Early Childhood Education Program, which was honored as one of the best in the nation, by then President Obama.
- Funded, built and developed a Career Academy, with a two-million-dollar grant from the state.
- Completed two full cycle Strategic Plans with clear and measurable goals and objectives.
- Moved the system from having the worst buildings in the state to some of the most prestigious in the state; including a competition worthy stadium, gymnasium and Performing Arts Center.
- Passed several General Obligations Bonds and Special Purpose Local Option Sales Tax (SPLOST) referenda at a high positive participation rate.
- Began the Expeditionary Learning Program at the K-3 level

- Began the International Baccalaureate Program at 4th grade and move it forward to the high school; including an IB Diploma Program.
- Helped the Board move to E Board documents process and to earn distinction with the state Board (GSBA) as an exemplary board.
- Named by the Atlanta Journal Constitution as a top Metro Workplace- only public school system to be named. This honor is bestowed by employees voting for their workplace on a voluntary basis.
- Named at NSBA as one of the top ten technology systems in the nation.
- Created and fulfilled a plan to remove the school system from a federal desegregation order filed in the 60's. The United States Department of Justice enjoined the school system request to accomplish the lifting of the order.
- Named by Apple as a top technology center for the individual I Pad Project at the 4th and 5th grades of the 4/5 Academy.
- Became one of the first Charter Systems in the state of Georgia and a leader in this strong movement.
- Created Individually School Improvement Plans which dovetailed systemically with the System Strategic Plan.
- Created a Budget Process to link School Improvement needs and objectives to the request of funding.
- Managed a fifty-nine-million-dollar operating budget and oversaw over 75 million in capital funding to rebuild, build, renovate and update schools.
- Worked cooperatively with city leaders to build and open a joint maintenance facility and a joint administrative building-- both opened within the last five years of my tenure.
- Attended to the building of the system and ensuring continuity of key leaders through the development of in house leadership training programs.
- Maintained the fidelity of the high academic achievement of the school system while dealing with a doubling of the student population.
- Created a Healthy School Cafeteria environment; using Farm to Table Concepts. System honored by the State of Georgia with a Golden Radish Award, on several consecutive years.
- Created leadership development, mentoring and portfolio evaluation systems for administrative staff and Principals; creating a deep layer of qualified individuals to move into leadership position.

I am extremely proud of the work that was accomplished under my leadership both in Georgia and during my time in Flagler. I understand that leadership must be a partnership between leaders and followers. Creating relationships and a collaborative environment is key to the development of a strong team. The superintendent must create a climate of trust for those within the system and for stakeholders. I have always been dedicated to students and teachers. I returned to Flagler County last year and have always considered it my home. Thank you for your consideration.

Sincerely,



Dr. Phyllis Edwards

DR. PHYLLIS ANN EDWARDS

404.925.9150 • dr.phyllis.edwards@gmail.com
52 Leaver Drive Palm Coast, Florida 32137

Academic Preparation

2001 Ed.D in Educational Leadership

University of Central Florida, Orlando, Florida

1986 Certification in Administration and Supervision

University of North Florida

1978 M.S. in Elementary Education

Western Connecticut State College, Danbury, Connecticut

1973 B.S. in Elementary Education

College of White Plains, White Plains, New York

Professional Experience

City Schools of Decatur, Decatur, Georgia, July 2003-December 2015

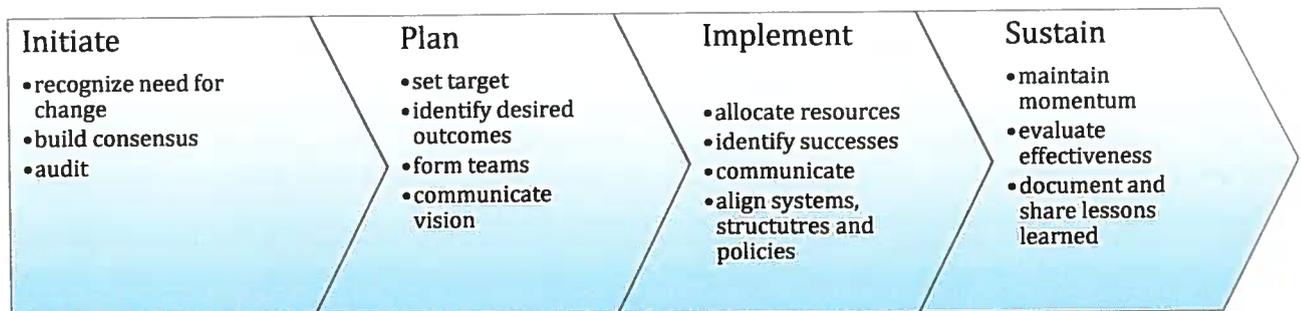
Superintendent of Schools

I took the position of Superintendent of City Schools of Decatur (CSD) in 2003; being sworn in at the then closed Fifth Avenue School. Many challenges awaited me; not the least of which, was the fact of declining enrollment within the system. I presented the Board Members with a comprehensive strategic plan that addressed 5 major goals and over 70 specific strategies with timelines and accountable parties. As part of the Strategic Plan, which has since been revisited and revised, the recommendation was made to close two schools and combine the student population into a different school configuration.

Since taking the oath of Superintendent, I can point to some significant milestones that mark my tenure with the City Schools of Decatur.

- I worked with the board to establish a vision and mission for excellence in student achievement
- I worked with the board and the community to gain support for needed changes, such as school closures
- I provided research and information to the board
- I led the CSD administrators, faculty and staff to implement the strategic plan

Change Management



DR. PHYLLIS ANN EDWARDS

Before I arrived at City Schools of Decatur in 2002...	What I achieved as Superintendent 12 years later in 2015...
Enrollment had reduced by 30%, causing the need to close two to three community elementary schools.	<ul style="list-style-type: none"> ➤ CSD is fastest growing district in Georgia. ➤ More students than the schools can serve – reopening schools and discontinuing taking students from other districts who pay tuition. ➤ Second master plan includes renovation and additions to middle and high schools and adding at least one new elementary school.
Lack of community support for changes and improvement.	<ul style="list-style-type: none"> ➤ Reduced millage rate to reduce taxpayer costs. Home values sustained and increased. ➤ 12-year tenure of high performing superintendent allowed for fidelity of implementation and sustained improvement. ➤ 2012 strategic plan adopted with focus on 21st Century skills, student support, community engagement, leadership and fiscal stewardship.
There were large gaps (40 point spreads) in student performance, particularly between white and black students in math and reading.	<ul style="list-style-type: none"> ➤ Reduced achievement gaps from 40% to 15%; Increased graduation rate from 67.1% to 90 %. ➤ Renfroe Middle School, Clairemont Elementary School and Oakhurst Elementary School have been named Georgia Schools of Excellence.
The district had been under a desegregation order since 1969, but elementary schools remained either predominantly white or black/African American.	<ul style="list-style-type: none"> ➤ In 2007, a U.S. District Court removed the 1969 Desegregation Order from CSD. The Court found that the system “fully and satisfactorily complied with the Court’s desegregation orders.” ➤ Achieving unitary status meant that CSD had eliminated the vestiges of discrimination in the system.
School buildings were old and in disrepair.	<ul style="list-style-type: none"> ➤ An Early Childhood Education Center has been created from the once existing College Heights Elementary School and on February 14, 2013 it was visited by President Barack Obama and hailed as a model for the State of the Union Address “Preschool for All” ➤ The 4/5 Academy at Fifth Avenue opened in 2011 as the first new school in the district in nearly 40 years. It is an International Baccalaureate World School. ➤ The first Master Plan to improve the Decatur High campus realized with a new Decatur Football Stadium and gymnasium and performing arts center. ➤ Fiscally sound, all buildings refurbished or built new.
Lack of organizational and systemic focus and accountability.	<ul style="list-style-type: none"> ➤ 100% of elementary teachers trained in the Expeditionary Learning reform model; 100% of principals certified in teacher evaluation. ➤ High levels of accountability and a laser-like focus on teaching and learning. ➤ The K-3 schools are all model Expeditionary Learning Schools who demonstrate their competency and effectiveness by delivering instruction to teachers from around the nation.
Fragmented professional development and student support service.	<ul style="list-style-type: none"> ➤ Increased teacher retention and quality of applicants; 100% of teachers are “highly qualified”. 300+ applicants for every teaching job ➤ CSD named Top Workplace in Atlanta by the AJC
Fiscal instability and weak fiscal accountability.	<ul style="list-style-type: none"> ➤ Passed special local option sales tax (SPLOST) twice to support infrastructure development.
Parents often chose to move their children to private schools after elementary school.	<ul style="list-style-type: none"> ➤ K-3 Expeditionary Learning; P-12 World Languages ➤ International Baccalaureate Programs 4th-12th grades ➤ High enrollment and top performance on the AP exams ➤ College and Career Academy graduates students with a career certification and college ready. ➤ Decatur High School recognized in top 100 in the nation.

DR. PHYLLIS ANN EDWARDS

Flagler County Schools, Bunnell, Florida 1982-2003

Assistant Superintendent Instruction and Accountability

Director of K-12 Instruction

Teacher of grades 5-8

21+ years of experience in Flagler County Schools. I began as a middle grades teacher under the direction of Mr. Buddy Taylor. I taught English, Language Arts, Math and Science from 1982 until 1987. I was the Department Chair and nominated for Teacher of the Year, the year George Herrera was chosen. I also taught Title I. In 1987, I became an administrator in curriculum and federal programs. I worked for Dr. Conklin. I was placed at Wadsworth, with Nancy Willis and acted in her stead when she was away from the building. The following year, I moved to the Central Office and became the Director of Elementary Education. Under my direction, the Prekindergarten Early Intervention Programs were started. I provided curriculum development, support and training for all the elementary schools and also was responsible for all state and federally-mandated grants and plans as well as assessment. I later became the Director of Instruction (PreK-15). I worked with all levels PreK-college; being the key staff person on the development of the Advanced Technology Center with Daytona State and Volusia County Schools. I managed the Teacher of the Year Program and was the liaison between the schools and the Foundation before a Director was hired. I was responsible for all professional development, Title 1 and ESOL; as well as all testing and accountability including the development of reports. Under my direction, the first Strategic Plan was developed for the schools. I also assisted in redistricting when new schools were opened. I was named the Assistant Superintendent for Instruction and Accountability around 2000; with the same duties I previously carried. I instituted the then Pinnacle Program in cooperation with the Daytona State Provost, Dr. Howard Turner. I also jointly developed the Walden Pond Project, which provided professional development for all teachers and was housed at Daytona Palm Coast campus. In 2003, I left Flagler to become the Superintendent of Schools for Decatur-city Schools, where I served for twelve and one half years.

Ossining Union Free School District, Ossining, New York 1975-1982

Public Schools of the Tarrytowns, Sleepy Hollow, New York

Teacher of grades 3 and 5

Presentations and Committees

2015 Member of Governor Deal's Superintendents' Advisory Board

2014 GSBA/GSSA Annual Conference; Finalist for Georgia Superintendent of the Year

2014 eBoard User Conference: All Aboard! Keynote Speaker

2013 Georgia State Board of Education; Ten-year Charter Application for Reauthorization

2012 eBOARD User Conference: Mission Possible! "Using eBOARD to Manage Unique Governance Structure of Charter Systems"

2009-2015 Golden Radish Top Recognition State Award for High-quality, healthy foods in a school environment

Awards

DR. PHYLLIS ANN EDWARDS

2014 Finalist for Georgia Superintendent of the Year

2012-2015 National School Boards Association (NSBA) & Center for Digital Education, Digital School District

2013-2015 Apple Distinguished School, 4/5 Academy at Fifth Avenue "Visionary Leadership"

2013-2014 National School Public Relations (NSPRA) National Communications Award Winner for Social Media, Internal eNewsletter, Annual Report

2013-2014 Georgia School Public Relations (GSPRA) Four "Best in Category" Communications Awards

2010-2015 The Dr. Phyllis Edwards Education Scholarship founded in 2010

Key Leadership Qualities

- Dedication to go "above and beyond" expectations
- Focused, creative and inspirational team leader
- Strong facilitation, persuasion and diffusion skills
- Outstanding interpersonal and collaborative skills
- Excellent written and oral communication skills
- Extremely organized and motivated self-starter
- Committed and passionate about education

<http://drphyllisedwards.weebly.com>

404 325 3150

Dr. Phyllis Ann Edwards

Home Superintendent Experience Awards and Presentations Video and Resume more...



Meet Dr. Phyllis Edwards
In the following pages, you will read more about my 42 years of professional and educational experience.

[email me](#)



5120 Sugarloaf Parkway
Lawrenceville, Georgia 30043
770.962.2985 *main*
800.226.1856 *toll-free*
770.962.5392 *fax*

Doug P. Roper, III, *President*
Valarie Wilson, *Executive Director*

[visit gsba.com](http://visit.gsba.com)

President Elect
William Wade
Dawson County

June 15, 2016

Vice President
Thomas (Tom) Odom
Oconee County

Re: Recommendation for Dr. Phyllis A. Edwards

Treasurer
George Bevels
Floyd County

To Whom It May Concern:

Past President
Nath Morris
Hall County

District Directors

First
Lamar Allen
Effingham County

I am honored to write a letter of recommendation on behalf of Dr. Phyllis Edwards. My relationship with Dr. Edwards is defined by our work together in my capacity as a school board member and parent. I served as a member of the City Schools of Decatur Board of Education for twelve years, and Dr. Edwards served as our superintendent for ten of those years. I actually had the privilege of being on the board that interviewed and subsequently hired her, and I proudly lay claim to some role in the legacy of her outstanding tenure. Further testament to her success is the fact of her defying the national trends and odds of the 4-6 year service tenure for superintendents; Dr. Edwards served City Schools of Decatur for 12 amazing years.

Second
Frank Griffin
Lee County

Third
Mark Cantrell
Muscogee County

Fourth
Katrina Young
Rockdale County

Fifth
Dr. Mary Kay Murphy
Gwinnett County

Sixth
Sue Brown
Coweta County

Seventh
Louis Fordham
Whitfield County

Eighth
Millard Allen
Glynn County

Ninth
Elaine Wilson
Dawson County

Tenth
Gwen Tucker
Warren County

Eleventh
Vernon Payne
Clarke County

Twelfth
Fred Wilson
Houston County

Thirteenth
Bill Perry
Dublin City

Fourteenth
Warren Lee
Valdosta City

The City of Decatur and City Schools of Decatur (CSD) sits inside of DeKalb County, which is home to Georgia's second largest school district, DeKalb County Schools (DCS); DCS has over 105,000 students. Additionally, City Schools of Decatur borders both Fulton County Schools (96,000 students) and Atlanta Public Schools (55,000 students). While CSD's student population is not nearly the size of the aforementioned districts, Dr. Edwards was tasked with the same academic, extracurricular, community, legislative and social issues as our larger neighbors, and in some cases the size of our population in navigating those issues presented even bigger challenges. Add to that reality the task of leading a high performing school district in a community that is not only diverse, but also very engaged is not an



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Lawrenceville, Georgia 30043
770.962.2985 *main*
800.226.1856 *toll-free*
770.962.5392 *fax*

visit gsba.com

easy task. Upon her arrival to CSD, Dr. Edwards found that her students came from either very poor backgrounds or very affluent backgrounds. As a testament to her leadership skills, Dr. Edwards did an amazing assessment of our strengths and weaknesses, engaging staff, educators, students, parents and community members in this work; this engagement process became a staple in how she operated throughout her tenure. As a result of that assessment, difficult decisions needed to be made, and Dr. Edwards did not shy away from making those decisions, she utilized research and diplomacy to carry the community through the changes that were necessary to set us on the trajectory that has propelled CSD to being one of the state's top school systems.

The best descriptor I could give to her leadership style is transformative. She inherited a system that was good, and made us great. The paradigm shift within our school system and community not only propelled us to another level, it also set the expectations for our staff, educators and students. All along the way in this transformative work, Dr. Edwards was mindful of the relationship with her board, and engaged us as critical members of the governance team. As a board member and chair of the board for seven years of her time at CSD, I can confidently say Dr. Edwards clearly understands that a strong governance team is absolutely essential in creating sustainable transformation that promotes high student achievement.

CSD is one of Georgia's highest performing systems, and in large part that success can be attributed to Dr. Edwards. So I am honored to recommend her as a candidate for superintendent for your district. The combination of her extraordinary leadership skills, her ability to be a visionary, her compassion for all people (particularly children),



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her ethical and moral compass, and the fact that she is just a good person makes her an excellent choice to lead your system.

Please feel free to contact me if you need any further information.

Sincerely,

A handwritten signature in black ink that reads "Valarie Wilson". The signature is fluid and cursive.

Valarie Wilson
Executive Director
Georgia School Boards Association

(Former School Board Member (2002-2014)
City Schools of Decatur)



June 8, 2016

Dear Search Committee:

Please accept this letter of recommendation for Dr. Phyllis Edwards in support of her application as Superintendent. I have had the pleasure of knowing Dr. Edwards throughout her 13+ year tenure as Superintendent in the City Schools of Decatur. I met her initially when I was Senior Executive Director of the Georgia Leadership Institute for School Improvement when she led a team of school and districts leaders through the Institute intensive leadership development process.

I later worked with her and the board of the City Schools of Decatur to support their annual governance team development, and with all of her principals and district direct reports to develop their leadership and school improvement facilitation skills from 2010 until her recent retirement. She was intensively involved in coaching and developing her leaders, teachers and staff.

During that time I also conducted a comprehensive study of her leadership of the systemic change and improvement process in the City Schools of Decatur for the International Society for Performance Improvement *Performance Improvement Journal*. I learned that when she arrived in the district the city system had been experiencing declining enrollment with school closures and very low levels of student performance, especially among low socio-economic subgroups. Under her leadership, the district steadily improved from one of the states' lowest performing school districts to the second-ranked school district in the state, and the high school was rated in the top 100 in the nation. She successfully moved the district out from under a desegregation order that had been in place since the 1960s and led the implementation of a P-21 systemic, comprehensive improvement process.

Her intensive focus on success for every student and rigorous instruction by caring, highly qualified adults caused the City of Decatur to move from a community of crumbling school buildings to new and state-of-the art modernized campuses. During the economic down-turn that impacted virtually every part of the nation home prices rose steadily in Decatur. Every job opening has an average of 300 applicants, and the students have access to Expeditionary Learning, Advanced Placement, the Career Academy, International Baccalaureate and World Languages. Her district led the state in developing and implementing a strong teacher and leader evaluation system. They opened a birth to four pre-school, which was recently honored by a visit from President Obama to recognize their excellent work. Her district has also earned national instructional technology awards. The districts' biggest challenge at this time is finding real estate within the footprint of the city system to expand schools since Decatur is a highly-sought place to live for families with children and young professionals.

The City of Decatur is a challenging, complex bi-modal community. The local families are deeply devoted to their local schools; however, they tend to expect the school system to provide everything they want regardless of the realities of the system's restrictions. For example, some parents try to get students qualified as gifted or disabled without diagnostics, change school start times, bring a non-certified support pet to school, etc; by pleading their case to individual board members. Dr. Edwards was always attentive, interested and skilled at helping every student get what they needed in a fair and equitable manner, while managing unrealistic or unequitable expectations. She worked well with the community, yet maintained a humble and service-centered approach to her leadership.

Dr. Edwards is what some people would call "a work horse, not a show horse". She quietly, confidently and skillfully leads her educators and stakeholders forward in collaborative efforts. When she needs to be tough, she can make the hard decisions in a balanced and thoughtful manner. She is politically savvy and highly ethical.

If your district requires a leader who can work with every type of stakeholder group, family, leader and educator, to make good work great work, I am confident that you will find her to be a good candidate. I have worked with 172 of the 180 districts in Georgia, and with education leader around the nation. She ranks in the top 2% of those leaders. Her work is truly an act of service, and she is a pleasure to work with as a peer or as a leader.

Best wishes for your search efforts.

Best regards,

Deb Page, CPT

President, The Institute for Performance Improvement

678-428-2363

Deb@TIFPI.edu.org

June 6, 2016

To Whom It May Concern:

It is with pleasure that I write on behalf of Dr. Phyllis Edwards. As legal counsel for the City Schools of Decatur, I worked with her on nearly a daily basis during her thirteen year tenure as Superintendent.

During Dr. Edwards' tenure, she took a well performing small school system and oversaw its growth into a mid-sized system that performed at an extraordinarily high level. During her time at the City Schools of Decatur, as the system grew and her leadership in multiple areas paid dividends, the school system became a system of excellence in which our community and the State of Georgia took great pride. Under her leadership, the system became one of the finest performing school systems in Georgia, as well as the southeastern United States.

Dr. Edwards oversaw the strategic planning process for the school system, which resulted in many advancements in curriculum, as well as undertaking a significant number of construction projects. She built new schools, renovated and made substantial additions to old ones, with every project coming in on time and under budget. She was a hands-on supervisor who made certain that the citizens got what they were paying for and received it for a fair price and in a timely manner. She also had the idea for and oversaw the creation of an Early Childhood Learning Center. This program has brought many benefits to our community, but most particularly, many children who would not otherwise have been ready to start school began school on an even footing with their peers. Because of this, the achievement gap significantly decreased during her tenure and the Early Childhood Learning Center is now the pride of this community and has been held out as an exemplary program by the State of Georgia. Additionally, she had the idea for and brought to Decatur the International Baccalaureate Program, which has been hugely successful. During her time as Superintendent, she dealt with a myriad of complex and difficult issues, and in each instance, she was a pragmatic and thoughtful leader who always found the correct solution.

On a personal note, it was a pleasure working with Dr. Edwards. She is personable, friendly, smart, creative, collaborative and a natural leader. She is willing to listen to all ideas and very carefully weighs all that is brought to her. She is a true professional and one who can make the hard decisions. Throughout those years of working with her, I can tell you that she is a superb leader who would be a benefit to any system.

Without reservation, I recommend Dr. Edwards to be a superintendent and have no doubt that whatever system she leads will be significantly improved by her leadership. If I may answer any questions regarding Dr. Edwards, please do not hesitate to contact me.

Respectfully,

A handwritten signature in blue ink, appearing to read 'R. B. Wilson', with a long horizontal flourish extending to the right.

Robert B. Wilson
General Counsel for City Schools of Decatur

Bernadette J. Seals
[REDACTED]

Decatur, Georgia 30030
[REDACTED]
[REDACTED]

May 30, 2016

Re: Recommendation for Dr. Phyllis Edwards

Dear Sir or Madame,

This letter is being provided on behalf of Dr. Phyllis Edwards, as a recommendation for the position of Superintendent of your school system. Dr. Edwards is the embodiment of true organizational leadership. It has been said, "Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen." I believe this is exactly what Dr. Edwards did for City Schools of Decatur ("CSD"), during her tenure as superintendent. She set a vision with clear and attainable goals, established a culture of continual assessment and meaningful evaluation, motivated and influenced staff and community members to adapt to change.

Dr. Edwards was superintendent of CSD for over 12 years. During those years, the school system was faced with many challenges: closing schools, removing a desegregation order, repurposing old buildings, dwindling budgets, and rising enrollments. While some of our challenges were not unique to CSD, Dr. Edwards' leadership was remarkable throughout those challenging times. She continually brought budgets before the board with meaningful cuts and purposeful additions while always maintaining that student needs should drive all decision-making. During her tenure, Dr. Edwards challenged her staff to remain focused on increased student achievement and growth, support for our teachers and consideration for the expectations of our community. The vision of Dr. Edwards and her focus on the CSD mission were a stabilizing force for this district.

When Dr. Edwards became superintendent, she was challenged by the school board to create a plan to sustain the school system, which had issues of major state budget cuts, and declining enrollment. She developed a plan that included reconfiguring the K-5 school model into K-3 and 4-5 levels and closing and repurposing two schools. As with any reconfiguration, this caused angst among long time members of the community content with their small neighborhood schools. Since that time, the K-3 and 4-5 school configurations have become a part of the Decatur community and our enrollment has grown by at least 10% annually for the last six

Re: Dr. Phyllis Edwards

Page 2

school years. This growth makes CSD, according to the Georgia Department of Education, “the fastest growing school district in the state.”

As many systems struggled with the divisions among tiers of educational standards between their individual schools, Dr. Edwards stressed that CSD operate as a school system instead of a system of schools. She and her administrators worked to insure that while each school maintained its individuality and community feel; the standards and expectations of education from the providers should be consistent throughout the system. This ideal has been maintained through collaborative planning throughout the grade levels and schools. This ideal was further embraced when the state of Georgia presented the opportunity for school systems to petition to qualify as Charter Systems. Dr. Edwards saw this as an opportunity to further engage the Decatur community in the learning process and the educational development of its children; and took on the challenge of creating a plan for becoming a Charter System. This process led to CSD becoming one of the first Charter Systems in the State in 2008 and successfully renewing its Charter system status in 2013 through 2023. Under Dr. Edwards’ leadership, CSD utilized its Charter System status to involve stakeholders through school-based governance teams to seek innovative methods of bringing increased educational opportunities to its students.

In an effort to close the achievement gap by providing a high quality early childhood program in partnership with Headstart and Early Headstart, Dr. Edwards, with full support of the Board, opened the College Heights Early Childhood Learning Center (ECLC) serving students, infant – PreK. College Heights ECLC’s reputation as one of the highest quality early childhood learning environments in the state of Georgia was the reason behind a visit by President Obama in February 2013. The President’s visit was confirmation that the way to enhance and ensure the successful educational progress of all students is to provide, through planned, purposeful and playful lessons, the highest caliber of learning experiences and opportunities for our youngest children.

Under Dr. Edwards’ leadership, CSD has also been technology focused. Our facilities have been upgraded to include the latest technology in the classrooms. On the 4-5 grade level, a One to One iPad® project was initiated that won recognition from Apple Inc.® Through engaging stakeholders, Dr. Edwards assured that this program was extended into the middle school; and sought innovative methods of implementing the Bring Your Own Device program on the high school level.

Dr. Edwards also led the way in preparing our students for Career Readiness, which led to the development of a Career Academy at CSD which offers a variety of career pathways to students. In the few years of its existence, the DHS Career Academy, in a cooperative effort with DeVry University, has graduated several students with both their high school Diploma and a College level Associates Degree.

Dr. Edwards instilled a commitment by all stakeholders of providing resources to our schools and teachers to enable them to provide instruction that engages students in purposeful work that has meaning and value beyond the classroom. Through Dr. Edwards’ leadership, the system was able to continue to provide meaningful Professional Learning opportunities for all staff even

Re: Dr. Phyllis Edwards

Page 3

when funding was tight. Through her insight and attention to budgetary details, CSD was one of the few school systems in the state that did not furlough its teachers during the recent recession.

Under the leadership of Dr. Edwards, CSD was a shining example of a mission focused, well run, academically challenging and award-winning school district. Dr. Edwards' leadership was instrumental in CSD being the beneficiary of numerous state, national and international recognitions and experiences for our students, staff and system.

When Dr. Edwards chose to leave CSD, there were several other school systems and education related organizations that approached her, both in Georgia and Nationally. They would have offered her a position immediately, but through her commitment to CSD she agreed to remain in her position until the board could secure a new superintendent, and she stayed even longer to aid in a smooth transition of leadership. Although CSD is a relatively small system, less than 5000 students, other much larger systems sought her out as and asked her to apply to their systems as superintendent.

Any school system that decides to hire Dr. Phyllis Edwards as their superintendent will be making a wise decision. They will be the recipients of a leader with a great deal of knowledge and one that has the courage to make the tough decisions that must be made in insuring the nurturing and growth of its students. She is an innovative thinker and one that believes in the continual professional development of her staff. Her focus is always on the needs of the students and attending to what needs to be done to provide for their development and success. Hopefully, your system will be the one that makes this wise choice.

Please feel free to contact me if you have any questions.

Regards,



Bernadette Seals
City Schools of Decatur Board of Education

June 2, 2016

Re: Recommendation for Dr. Phyllis A. Edwards

Dear Hiring Manager:

I am writing this letter of recommendation for Dr. Phyllis Edwards from the perspective of a parent, a community activist and as a school board member who worked alongside her for twelve and a half years while she was Superintendent of City Schools of Decatur (CSD), a position she held until December, 2015.

Under Dr. Edwards' transformative leadership, our school system went from a good school system to a great one. She inherited a system that suffered from many challenges: rapidly declining enrollment, dwindling budgets, segregated schools with inequitable results, sub-par facilities, no strategic plan, a wide achievement gap and a federal desegregation order just to name a few. Within the first six months Dr. Edwards, after extensive research and stakeholder input, created a strategic plan based on a new vision and mission for CSD. That plan laid the groundwork for CSD to become one of the top districts in Georgia, and for the past six years, the fastest growing district in the state.

The accomplishments our district achieved thanks to her wise leadership are vast and too numerous to list them all. Here is a sampling of her accomplishments:

- Developed an Early Childhood Learning Center for kids birth to four, which has been so successful in helping to combat the achievement gap that President Obama came to visit the center and held it as a national best practice for early learning.
- Reconfigured seven K-5 elementary schools to three K-3 schools and one 4/5 academy, saving taxpayers millions of dollars in operational costs over time while putting more resources towards instruction. This reorganization also racially balanced all of our elementary schools and was lauded by the Justice Department, giving us Unitary Status and out from under the decades-old Desegregation Order.

- Systemically initiated the Expeditionary Learning Model at all of the K-3 schools within the schools.
- Created an IB Program that begins at the 4th grade and culminates with students able to participate in the IB Diploma Program.
- Reduced the achievement gap more than 70% overall.
- Increased the district's graduation rate from 77% to 89% in one year thanks to an innovative public-private partnership to help struggling students. The graduation rate continued to climb, reaching 97% this year, the highest in CSD history.
- Received overwhelming voter support and passed two GO Bonds and two eSPLOST elections.
- Built a world-class gymnasium, Performing Arts Center and Stadium at Decatur High School.
- Built CSD's first Career Academy with a \$3M dollar grant from the state.
- Built the first new CSD school in 40 years with the addition at 5th Ave Elementary.
- Kept the millage rate to pre-2003 levels while improving Instruction for all students.
- Working with the Ga. Lt. Governor, became one of the first school systems in the state and in the nation to become a Charter System.
- Because of her strong support of CSD staff and her ability to create a healthy working environment, CSD was recognized as a Top Workplace in Ga. by the *Atlanta Journal-Constitution* in 2013.
- Continued to add staff in the areas of language, physical education, music and art when most systems were cutting due to the state cutbacks and the economy.

- And because of all her accomplishments and positive attributes, Dr. Edwards was named one of the top 4 Superintendents in the state of Georgia last year by the Ga. School Superintendents Association.

She accomplished all these (and many, many more) with one thing in mind – our students. Every decision we ever made as a leadership team/board was based on putting ALL kids first. She was able to create a system that strives to engage all students in authentic learning in order for them to think critically and become well-rounded, confident leaders.

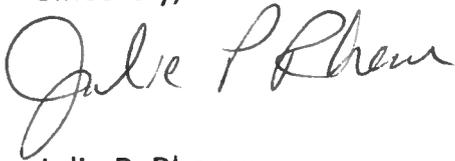
Dr. Edwards possesses all the qualities of a visionary leader. She's communicative, empathetic, ethical, passionate, inspiring, humble, creative, confident, positive, intuitive, honest, affable, committed, accountable, flexible and knowledgeable. In Jim Collin's book "Good to Great," Level 5 leaders are the pinnacle of leadership, but most leaders only obtain the Level 4 status. A level 5 leader is a humble leader who can leave their ego at the door in order to do what's best for the organization they serve. They are the first to accept responsibility when something goes wrong, and the last one to take credit when things go right. Dr. Edwards is definitely a Level 5 leader and could successfully run any large or small school district, or any Fortune 500 company for that matter. She's that talented.

Being superintendent in a community like Decatur is not an easy task. We have a disparate community in that we have the very poor and the very affluent, who are also highly intelligent and very demanding (and opinionated!). In order to keep the district solvent early on, Dr. Edwards had to make some very difficult decisions and close several schools, which is never an easy or popular route to take with affected parents. Not only did she handle those difficult times with grace, respect and compassion for all affected, she was so successful with her plan that it transformed our community into a unified community. So instead of CSD being a system of schools where the beloved elementaries ruled the roost, she transformed it into a school system. Some of her biggest critics from those early, difficult days under her watch are now some of her biggest cheerleaders because they saw her strategic plan(s) implemented so successfully and how much it benefitted our students and taxpayers. It was a sad day for me and for our community when Dr. Edwards left the district.

Being on our school board and working side by side with Dr. Edwards was truly and honor for me because of her commitment to our students. She was such a pleasure to work with in every aspect, even during difficult times and situations, and would relish the opportunity to work with her again. In conclusion, I highly recommend Dr. Phyllis Edwards as superintendent - any district would be extremely fortunate to have her at their helm.

Please feel free to contact me if you need any further information.

Sincerely,



Julie P. Rhame

Former School Board Member (2004-2016)

City Schools of Decatur

[Redacted contact information]

7-1-2016

To Whom It May Concern:

It is my honor to recommend Dr. Phyllis Edwards for the position of Superintendent of Schools. I make this recommendation as a 15-year resident of Decatur, Georgia and as a teacher in the City schools of Decatur for 20 years. When Dr. Edwards became our school superintendent, the City of Decatur Schools were in need of strong, principled leadership. There were difficult decisions, which needed to be made; decisions that would influence the overall health of our school system and community in the years to come. Dr. Edwards involved the community in the decision making progress, and at the end of the process lead the community into the 21st century. The status of the City Schools of Decatur as one of the best in the state of Georgia and the country is well known. As a leader, Dr. Edwards faced these challenges with strength, dignity and grace. She became and is a strong leader, and earned the respect of this community and staff. Dr. Edwards has an uncanny ability to listen to varying voices in the community, include all the stakeholders and make courageous decisions. She will be a welcome addition to any school system as a leader.

Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Mary Elizabeth Kelly". The signature is written in a cursive style with a large, stylized initial "M".

Dr. Mary Elizabeth Kelly

THE WHITE HOUSE
WASHINGTON, DC 20500

POSTAL PROTECTION

POSTAL PROTECTION



USA 46

Dr. Phyllis Edwards
758 Scott Boulevard
Decatur, GA 30030

30030235758



THE WHITE HOUSE
WASHINGTON

Thank you for all your help with my recent visit. It is critical to my job as President to regularly travel outside of Washington, D.C., and speak with Americans about their concerns and aspirations. Your involvement in my trip was instrumental to its success and much appreciated.

Thank you again for your kind assistance. I wish you all the best.

Sincerely,

A handwritten signature in black ink, appearing to be "Barack Obama", written in a cursive style. The signature is positioned above a colorful watercolor wash at the bottom of the page.







GEORGIA EDUCATOR CERTIFICATE

Georgia Professional Standards Commission
200 Piedmont Avenue, Suite 1702
Atlanta, GA 30334-9032

The Georgia Professional Standards Commission affirms that this individual has met the requirements for a Georgia Educator Certificate as indicated.

Phyllis Edwards
5372 Gauley River Drive
Stone Mountain, GA 30087

Certificate Number 460388	Date Printed 7/5/2016
Certificate Level 7	Effective Date 7/1/2003

Title/Type Field

Validity Period

SRL EDUCATIONAL LEADERSHIP - TIER II [FLD710]

07/01/13 TO 06/30/18

The Standard Professional leadership certificate indicates that all requirements for professional leadership certification have been met, including applicable Special Georgia Requirements. The Standard Professional leadership certificate is issued to Georgia educators completing GaPSC-approved educator preparation programs prior to September 30, 2009. It is also issued to educators who meet reciprocity requirements.

C CLEARANCE CERTIFICATE [FLD694]

07/01/13 TO 06/30/18

The Clearance certificate is issued at the request of a the employing Georgia local unit of administration (LUA) to educators who satisfactorily complete fingerprint and background check requirements and do not have a certificate that is currently revoked or suspended in Georgia or any other state. All educators employed by a Georgia LUA must hold a Clearance certificate. There are no academic requirements necessary to qualify for this certificate. All holders of this certificate are subject to the Georgia Code of Ethics for Educators.

Please see the last page for legends and other information

The holder of this certificate is responsible for being knowledgeable about current and revised rules.

Kamila Benson Luigs
Chair

Kelly C. Henson
Executive Secretary

Any alteration of this certificate will render it void



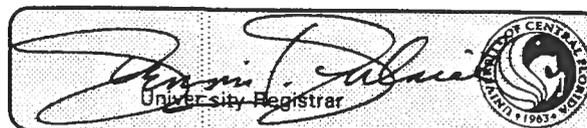
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LAST	EDWARDS		
FIRST	PHYLLIS		
MAIDEN MIDDLE	PERROTTA		
SEX	HIGH SCHOOL ATTENDED		
F	LOCATION		
	HIGH SCHOOL GRADUATION		

MRS DEBBY MYERS
FLAGLER COUNTY SCHOOL BOARD
PO BOX 755
BUNNELL, FL 32110



COURSE						SEMESTER HRS CREDITS		
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT	
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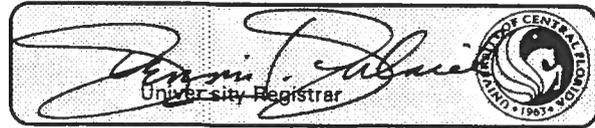
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STUDENT NAME			
LAST EDWARDS			
FIRST PHYLLIS			
MAIDEN MIDDLE PERROTTA			
SEX	HIGH SCHOOL ATTENDED		
F	LOCATION		
HIGH SCHOOL GRADUATION			

MRS DEBBY MYERS
FLAGLER COUNTY SCHOOL BOARD
PO BOX 755
BUNNELL, FL 32110



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COURSE				SEMESTER HRS CREDITS			
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
ENTERED GRADUATE PROGRAM							
MAJOR: EDUCATIONAL LEADERSHIP							
SPRING TERM 1995 (01/05/95-05/04/95) 02 000827 6D							
EDA	7930	0087 SEM IN SCHOOL ADM	B		3.0	3.0	9.0
EDA	7205	0087 PLN RES EVAL SYST	B		4.0	4.0	12.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				7.0	7.0	7.0	21.0
UCF (G)				7.0	7.0	7.0	21.0
OVERALL (G)				37.0	37.0	37.0	132.0
SUMMER TERM 1995 (05/11/95-08/04/95)							
EDA	7101	C087 ORG THEORY IN ED	A		3.0	3.0	12.0
EDA	7192	C082 ED LEADERSHIP	A		4.0	4.0	16.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				7.0	7.0	7.0	28.0
UCF (G)				14.0	14.0	14.0	49.0
OVERALL (G)				44.0	44.0	44.0	160.0
FALL TERM 1995 (08/24/95-12/11/95)							
EDF	6401	C087 STAT ED DATA	A		3.0	3.0	12.0
EDA	7225	0089 ED PERS CONT NEG	A		4.0	4.0	16.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				7.0	7.0	7.0	28.0
UCF (G)				21.0	21.0	21.0	77.0
OVERALL (G)				51.0	51.0	51.0	188.0

COURSE				SEMESTER HRS CREDITS			
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
SPRING TERM 1996 (01/08/96-04/29/96)							
EDF	7403	0087 QUANT ED RESEARCH	B		3.0	3.0	9.0
EDA	7195	0081 POL GOV FIN ED OR	A		4.0	4.0	16.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				7.0	7.0	7.0	25.0
UCF (G)				28.0	28.0	28.0	102.0
OVERALL (G)				58.0	58.0	58.0	213.0
SUMMER TERM 1996 (05/08/96-08/02/96)							
EDA	7274	A087 SEM APP TECH ED	B		3.0	3.0	9.0
EDA	7235	B087 SEM IN SCH LAW	A		3.0	3.0	12.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				6.0	6.0	6.0	21.0
UCF (G)				34.0	34.0	34.0	123.0
OVERALL (G)				64.0	64.0	64.0	234.0
FALL TERM 1996 (08/26/96-12/16/96)							
EDF	7463	0087 SUR REC/QUAL DATA	A		3.0	3.0	12.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				3.0	3.0	3.0	12.0
UCF (G)				37.0	37.0	37.0	135.0
OVERALL (G)				67.0	67.0	67.0	246.0
SPRING TERM 1997 (01/06/97-04/28/97)							
PAD	5806	0081 LOCAL GOVT OPER	A		3.0	3.0	12.0
EDA	6908	0003 INDEPENDENT STUDY	A		3.0	3.0	12.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				6.0	6.0	6.0	24.0
UCF (G)				43.0	43.0	43.0	159.0
OVERALL (G)				73.0	73.0	73.0	270.0

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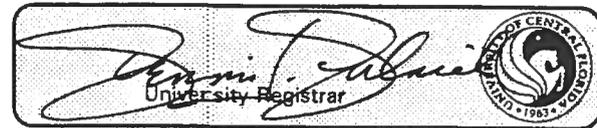
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Office of the University Registrar
Orlando, FL 32816-0114
FICE 003954

P.O. Box 160114
(407) 823-3100

PAGE	DATE PRINTED	STUDENT IDENTIFICATION NUMBER	BIRTH DATE
03 OF 04	01/23/02	[REDACTED]	05/15/51
STUDENT NAME			
LAST EDWARDS			
FIRST PHYLLIS			
MAIDEN MIDDLE PERROTTA			
SEX	HIGH SCHOOL ATTENDED		
F	LOCATION		
HIGH SCHOOL GRADUATION			

MRS DEBBY MYERS
FLAGLER COUNTY SCHOOL BOARD
PO BOX 755
BUNNELL, FL 32110



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COURSE				SEMESTER HRS CREDITS			
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
SUMMER TERM 1997 (05/05/97-08/04/97)							
EDA 6908	C001	INDEPENDENT STUDY	A		1.0	1.0	4.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		1.0	1.0	1.0	4.0	4.000	
UCF (G)		44.0	44.0	44.0	163.0	3.705	
OVERALL (G)		74.0	74.0	74.0	274.0	3.703	
****ADMITTED TO CANDIDACY							
FALL 1997							
FALL TERM 1997 (08/21/97-12/13/97)							
EDA 6908	0081	INDEPENDENT STUDY	B		1.0	1.0	3.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		1.0	1.0	1.0	3.0	3.000	
UCF (G)		45.0	45.0	45.0	166.0	3.689	
OVERALL (G)		75.0	75.0	75.0	277.0	3.693	
SPRING TERM 1998 (01/05/98-05/02/98)							
EDA 7980	0003	DISSERTATION	S		3.0	3.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		3.0	3.0	0.0	0.0	0.000	
UCF (G)		48.0	48.0	45.0	166.0	3.689	
OVERALL (G)		78.0	78.0	75.0	277.0	3.693	
SUMMER TERM 1998 (05/12/98-08/03/98)							
EDA 7980	C003	DISSERTATION	S		3.0	3.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		3.0	3.0	0.0	0.0	0.000	
UCF (G)		51.0	51.0	45.0	166.0	3.689	
OVERALL (G)		81.0	81.0	75.0	277.0	3.693	

COURSE				SEMESTER HRS CREDITS			
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
FALL TERM 1998 (08/20/98-12/12/98)							
EDA 7980	0009	DISSERTATION	S		9.0	9.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		9.0	9.0	0.0	0.0	0.000	
UCF (G)		60.0	60.0	45.0	166.0	3.689	
OVERALL (G)		90.0	90.0	75.0	277.0	3.693	
SPRING TERM 1999 (01/06/99-05/03/99)							
EDA 7980	0004	DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		4.0	4.0	0.0	0.0	0.000	
UCF (G)		64.0	64.0	45.0	166.0	3.689	
OVERALL (G)		94.0	94.0	75.0	277.0	3.693	
SUMMER TERM 1999 (05/11/99-08/03/99)							
EDA 7980	C004	DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		4.0	4.0	0.0	0.0	0.000	
UCF (G)		68.0	68.0	45.0	166.0	3.689	
OVERALL (G)		98.0	98.0	75.0	277.0	3.693	
SUMMER TERM 2000 (05/09/00-07/31/00)							
EDA 7980	C001	DISSERTATION	S		1.0	1.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		1.0	1.0	0.0	0.0	0.000	
UCF (G)		69.0	69.0	45.0	166.0	3.689	
OVERALL (G)		99.0	99.0	75.0	277.0	3.693	

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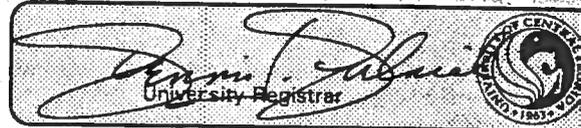
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PAGE	DATE PRINTED	STUDENT IDENTIFICATION NUMBER	BIRTH DATE
04 OF 04	01/23/02	[REDACTED]	05/15/91
STUDENT NAME			
[REDACTED]			
LAST	EDWARDS		
FIRST	PHYLLIS		
MAIDEN MIDDLE	PERROTTA		
SEX	HIGH SCHOOL ATTENDED		
F	LOCATION		
	HIGH SCHOOL GRADUATION		

MRS DEBBY MYERS
FLAGLER COUNTY SCHOOL BOARD
PO BOX 755
BUNNELL, FL 32110



COURSE					SEMESTER HRS CREDITS		
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
FALL TERM 2000 (08/23/00-12/11/00)							
EDA 7980 0061		DISSERTATION	S		3.0	3.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED EARNED FOR		GPA	POINTS	GPA	
TERM		3.0 3.0 0.0		0.0	0.0	0.000	
UCF (G)		72.0 72.0 45.0		166.0	3.689		
OVERALL (G)		102.0 102.0 75.0		277.0	3.693		
SPRING TERM 2001 (01/08/01-04/30/01)							
EDA 7980 0064		DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED EARNED FOR		GPA	POINTS	GPA	
TERM		4.0 4.0 0.0		0.0	0.000		
UCF (G)		76.0 76.0 45.0		166.0	3.689		
OVERALL (G)		106.0 106.0 75.0		277.0	3.693		
SUMMER TERM 2001 (05/08/01-07/30/01)							
EDA 7980 C281		DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED EARNED FOR		GPA	POINTS	GPA	
TERM		4.0 4.0 0.0		0.0	0.000		
UCF (G)		80.0 80.0 45.0		166.0	3.689		
OVERALL (G)		110.0 110.0 75.0		277.0	3.693		

COURSE					SEMESTER HRS CREDITS		
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
FALL TERM 2001 (08/20/01-12/10/01)							
EDA 7980 0062		DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED EARNED FOR		GPA	POINTS	GPA	
TERM		4.0 4.0 0.0		0.0	0.0	0.000	
UCF (G)		84.0 84.0 45.0		166.0	3.689		
OVERALL (G)		114.0 114.0 75.0		277.0	3.693		

DOCTOR OF EDUCATION DEGREE AWARDED
DECEMBER 15, 2001

CURRENT COLLEGE: EDUCATION
CURRENT MAJOR: EDUCATIONAL LEADERSHIP
CATALOG YEAR:
RESIDENCY STATUS: FLORIDA

END OF TRANSCRIPT

DISSERTATION TITLE: "A STUDY
TO DETERMINE IF A CORRELATION
EXISTS BETWEEN STUDENT SCORES
ON THE FLORIDA WRITING
ASSESSMENT PROGRAM AND THE
VERBAL SECTION OF THE SAT"

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UNIVERSITY OF NORTH FLORIDA

JACKSONVILLE, FLORIDA 32224

PERMANENT ACADEMIC RECORD

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PAGE	DATE PRINTED	SEX	STUDENT NUMBER
1	01/23/02	FEMALE	[REDACTED]
STUDENT NAME (LAST, FIRST, MIDDLE OR MAIDEN)		EDWARDS PHYLLIS PERROTTA	

COURSE IDENTIFICATION	COURSE TITLE	GRADE	HOURS ATTEMPTED	HOURS EARNED	HOURS FOR AVERAGE	COURSE IDENTIFICATION	COURSE TITLE	GRADE	HOURS ATTEMPTED	HOURS EARNED	HOURS FOR AVERAGE
SPRING 1985	NON-DEGREE STUDENT										
EDA6242	SCHL FINANCIAL MGT	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
SUMMER 1985	NON-DEGREE STUDENT										
EDA6503	THE PRINCIPALSHIP	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
FALL 1985	NON-DEGREE STUDENT										
EDS6050	INSTRUCTION SUPER	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
SPRING 1986	NON-DEGREE STUDENT										
EDS6130	PERSONL ADM/SUPRVSN	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
SPRING 1987	ADMITTED AS POST-BACCALAUREATE STUDENT										
EDA6061	INTRO EDUC ADMINIST	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
SUMMER 1987	ADMITTED AS POST-BACCALAUREATE STUDENT										
EDE6910	ELEMEN CURRIC	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
GPA	4.00		CUMULATIVE TOTALS AS	18.0	18.0						
	UNF UNDERGRADUATE STUDENT		18.0	18.0	18.0						

END OF TRANSCRIPT

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Kimberly Butler
 Assoc. Director of Enrollment Services

WESTERN CONNECTICUT STATE COLLEGE
 DANBURY, CONNECTICUT
GRADUATE RECORD

Name EDWARDS PHYLLIS ANN PERROTTA
 (Last) (First) (Middle) (Initial)
 Address 20 LINDEN AVE., OSSINING, NY 10562

SEMESTER	COURSE	GRADE	CREDITS	ED	PSY	PHY	EXAM
FALL 75	COMPT ED PROBLEMS	W	3.0	ED			500
SPRING 76	COMPAR ED WLD SOC	B+	3.0	ED			510
FALL 76	ROG WAY & TECHNLG	A	3.0	ED			524
SUMMER I 76	NEAS + EVALUATION	A	3.0	PSY			505
SUMMER II 76	SEM. GP CROTS OPR	EARN	FAIL	PSY			EXAM
FALL 76	NEW ROG ELEM SCHDOL	A	3.0	ED			517
FALL 76	TEACH OHLD LRM DISAB	A-	3.0	ED			525
FALL 76	MENT HVG QN ED	B	3.0	PSY			504
SPRING 1977	ED PRG/EXC CHLD	A	3.0	PSY			509
SUMMER II 1977	AN ART CIVIL WAR PRE	A	3.0	ARY			502
FALL 1977	INVRD ED RESEARCH	B+	3.0	ED			501
FALL 1977	ED DEPT SEMINAR	P	3.0	ED			590
SPRING 1977	OPNTS CROTS OPR	EARN	FAIL	P/1			EXAM
FALL 1977	SM 0.00/ 0.0 0.000	0.0	0.0	3.0			0.0
FALL 1977	CM 266.00/ 27.0 9.111	27.0	0.0	3.0			0.0

GR
 GR

UNDERGRADUATE RECORD:
 College College of White Plains
 Degree and Date B.S. May 28, 1973
 Major Psychology

GRADUATE STUDY:
 Date of Initial enrollment Fall 1975
 Officially matriculated July 26, 1976

Graduate Requirements Fulfilled: _____ (Date) _____ (Type)

Thesis Approach: _____ (Date) _____ (Type)

Thesis Advisor: _____

Thesis Topic: _____

Thesis Completed and Approved: _____ (Date)

Non-Thesis Approach: Mr. Hall

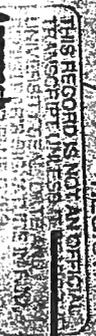
Department Advisor: _____

Comprehensive Passed: 12/16/77 (Date)

Degree Requirements Completed: December 21, 1977 (Date)

Master's Degree conferred: M.S. January 29, 1978 (Date)

REGISTRAR: _____



... includes letter grades A, B, C, D, and F with + and - gradations. No graduate credit is given for a D grade. A quality point average of 7 is required for graduation.

March 17, 2017

Flagler County Board of Education

Burnell, Florida 32110

Dear Board Members:

Please accept this letter as the official intent to apply for the position of superintendent for the Flagler County Schools. I have read the job description and have the necessary qualifications and experience to fulfil the duties of this position.

I was employed by the Flagler School System from 1982 until 2003. During that timeframe, I was a teacher, department chair, Director of Federal Programs, Curriculum Coordinator, Director of Elementary Education, Director of Instruction and Assistant Superintendent of Instruction and Accountability.

I raised my two children in Flagler County. Both went all the way through the school system and graduated from the Flagler-Palm Coast High School.

I left Flagler County to become a school superintendent in the Decatur-city Schools. I was well-prepared by my time in Flagler. I worked with giants like Mr. Buddy Taylor, Andy Anderson, Dennis Fitzgerald, Herschel King, Nancy Dance and more.

I was extremely successful as a superintendent. My tenure of twelve and one half years in one place is a clear demonstration of that success. The letters of recommendation that you will see in my packet are from members of the Board and the school board attorney. Please feel free to contact them for more information. In the twelve years, the Board Members enjoyed long tenure. If changes occurred, it was due to their leaving the district and relocation or deciding to leave after three full terms.

My resume shows the highlights of my time as the Superintendent of Schools. I am very proud of the work that I was able to accomplish from 2003 through 2015. I was named one of the top four Superintendents in the State of Georgia. It was an honor to be singled out as a top superintendent in the entire state. While in Decatur, I worked to accomplish the following:

- Worked to close the achievement gap between white and black students.
- Consistently named in the top echelon of systems by testing and accountability measures.
- Began an Early Childhood Education Program, which was honored as one of the best in the nation, by then President Obama.
- Funded, built and developed a Career Academy, with a two-million-dollar grant from the state.
- Completed two full cycle Strategic Plans with clear and measurable goals and objectives.
- Moved the system from having the worst buildings in the state to some of the most prestigious in the state; including a competition worthy stadium, gymnasium and Performing Arts Center.
- Passed several General Obligations Bonds and Special Purpose Local Option Sales Tax (SPLOST) referenda at a high positive participation rate.
- Began the Expeditionary Learning Program at the K-3 level

- Began the International Baccalaureate Program at 4th grade and move it forward to the high school; including an IB Diploma Program.
- Helped the Board move to E Board documents process and to earn distinction with the state Board (GSBA) as an exemplary board.
- Named by the Atlanta Journal Constitution as a top Metro Workplace- only public school system to be named. This honor is bestowed by employees voting for their workplace on a voluntary basis.
- Named at NSBA as one of the top ten technology systems in the nation.
- Created and fulfilled a plan to remove the school system from a federal desegregation order filed in the 60's. The United States Department of Justice enjoined the school system request to accomplish the lifting of the order.
- Named by Apple as a top technology center for the individual I Pad Project at the 4th and 5th grades of the 4/5 Academy.
- Became one of the first Charter Systems in the state of Georgia and a leader in this strong movement.
- Created Individually School Improvement Plans which dovetailed systemically with the System Strategic Plan.
- Created a Budget Process to link School Improvement needs and objectives to the request of funding.
- Managed a fifty-nine-million-dollar operating budget and oversaw over 75 million in capital funding to rebuild, build, renovate and update schools.
- Worked cooperatively with city leaders to build and open a joint maintenance facility and a joint administrative building-- both opened within the last five years of my tenure.
- Attended to the building of the system and ensuring continuity of key leaders through the development of in house leadership training programs.
- Maintained the fidelity of the high academic achievement of the school system while dealing with a doubling of the student population.
- Created a Healthy School Cafeteria environment; using Farm to Table Concepts. System honored by the State of Georgia with a Golden Radish Award, on several consecutive years.
- Created leadership development, mentoring and portfolio evaluation systems for administrative staff and Principals; creating a deep layer of qualified individuals to move into leadership position.

I am extremely proud of the work that was accomplished under my leadership both in Georgia and during my time in Flagler. I understand that leadership must be a partnership between leaders and followers. Creating relationships and a collaborative environment is key to the development of a strong team. The superintendent must create a climate of trust for those within the system and for stakeholders. I have always been dedicated to students and teachers. I returned to Flagler County last year and have always considered it my home. Thank you for your consideration.

Sincerely,

Dr. Phyllis Edwards

Dr. Phyllis A. Edwards

52 Leaver Drive

Palm Coast, Florida 32137

FLAGLER COUNTY SCHOOL SUPERINTENDENT VACANCY

Submission of Requested Paperwork

Cover Letter

Resume

Weebly Link

Letters of Recommendation- 6 Letters

Thank you Letter and Picture with the President of the United States

Receiving Doctoral Degree- UCF

Georgia Professional Standards Certificate- L7 Highest Level

Transcripts-UCF Doctorate, UNF Administration and Supervision, Western Ct. State College-Master's Degree

Deadline: March 17, 2017

March 17, 2017

Flagler County Board of Education

Burnell, Florida 32110

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I was extremely successful as a superintendent. My tenure of twelve and one half years in one place is a clear demonstration of that success. The letters of recommendation that you will see in my packet are from members of the Board and the school board attorney. Please feel free to contact them for more information. In the twelve years, the Board Members enjoyed long tenure. If changes occurred, it was due to their leaving the district and relocation or deciding to leave after three full terms.

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- Began the International Baccalaureate Program at 4th grade and move it forward to the high school; including an IB Diploma Program.
- Helped the Board move to E Board documents process and to earn distinction with the state Board (GSBA) as an exemplary board.
- Named by the Atlanta Journal Constitution as a top Metro Workplace- only public school system to be named. This honor is bestowed by employees voting for their workplace on a voluntary basis.
- Named at NSBA as one of the top ten technology systems in the nation.
- Created and fulfilled a plan to remove the school system from a federal desegregation order filed in the 60's. The United States Department of Justice enjoined the school system request to accomplish the lifting of the order.
- Named by Apple as a top technology center for the individual I Pad Project at the 4th and 5th grades of the 4/5 Academy.
- Became one of the first Charter Systems in the state of Georgia and a leader in this strong movement.
- Created Individually School Improvement Plans which dovetailed systemically with the System Strategic Plan.
- Created a Budget Process to link School Improvement needs and objectives to the request of funding.
- Managed a fifty-nine-million-dollar operating budget and oversaw over 75 million in capital funding to rebuild, build, renovate and update schools.
- Worked cooperatively with city leaders to build and open a joint maintenance facility and a joint administrative building-- both opened within the last five years of my tenure.
- Attended to the building of the system and ensuring continuity of key leaders through the development of in house leadership training programs.
- Maintained the fidelity of the high academic achievement of the school system while dealing with a doubling of the student population.
- Created a Healthy School Cafeteria environment; using Farm to Table Concepts. System honored by the State of Georgia with a Golden Radish Award, on several consecutive years.
- Created leadership development, mentoring and portfolio evaluation systems for administrative staff and Principals; creating a deep layer of qualified individuals to move into leadership position.

I am extremely proud of the work that was accomplished under my leadership both in Georgia and during my time in Flagler. I understand that leadership must be a partnership between leaders and followers. Creating relationships and a collaborative environment is key to the development of a strong team. The superintendent must create a climate of trust for those within the system and for stakeholders. I have always been dedicated to students and teachers. I returned to Flagler County last year and have always considered it my home. Thank you for your consideration.

Sincerely,



Dr. Phyllis Edwards

DR. PHYLLIS ANN EDWARDS

404.925.9150 • dr.phyllis.edwards@gmail.com
52 Leaver Drive Palm Coast, Florida 32137

Academic Preparation

2001 Ed.D in Educational Leadership

University of Central Florida, Orlando, Florida

1986 Certification in Administration and Supervision

University of North Florida

1978 M.S. in Elementary Education

Western Connecticut State College, Danbury, Connecticut

1973 B.S. in Elementary Education

College of White Plains, White Plains, New York

Professional Experience

City Schools of Decatur, Decatur, Georgia, July 2003-December 2015

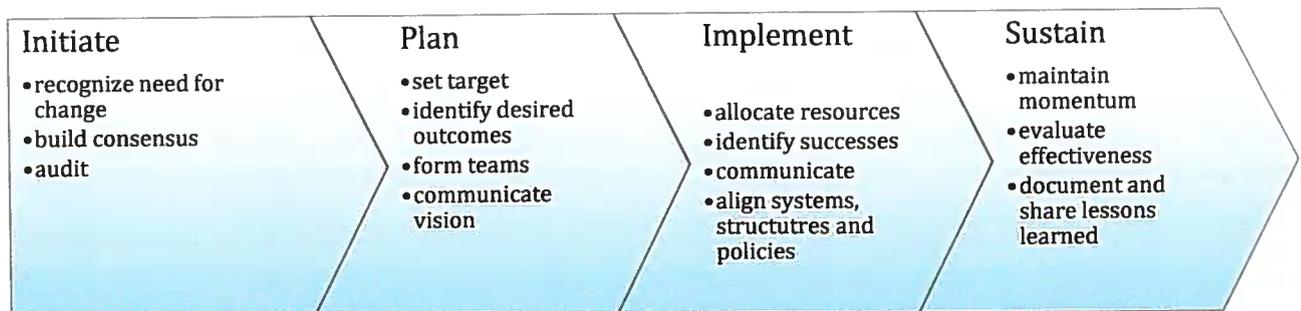
Superintendent of Schools

I took the position of Superintendent of City Schools of Decatur (CSD) in 2003; being sworn in at the then closed Fifth Avenue School. Many challenges awaited me; not the least of which, was the fact of declining enrollment within the system. I presented the Board Members with a comprehensive strategic plan that addressed 5 major goals and over 70 specific strategies with timelines and accountable parties. As part of the Strategic Plan, which has since been revisited and revised, the recommendation was made to close two schools and combine the student population into a different school configuration.

Since taking the oath of Superintendent, I can point to some significant milestones that mark my tenure with the City Schools of Decatur.

- I worked with the board to establish a vision and mission for excellence in student achievement
- I worked with the board and the community to gain support for needed changes, such as school closures
- I provided research and information to the board
- I led the CSD administrators, faculty and staff to implement the strategic plan

Change Management



DR. PHYLLIS ANN EDWARDS

Before I arrived at City Schools of Decatur in 2002...	What I achieved as Superintendent 12 years later in 2015...
Enrollment had reduced by 30%, causing the need to close two to three community elementary schools.	<ul style="list-style-type: none"> ➤ CSD is fastest growing district in Georgia. ➤ More students than the schools can serve – reopening schools and discontinuing taking students from other districts who pay tuition. ➤ Second master plan includes renovation and additions to middle and high schools and adding at least one new elementary school.
Lack of community support for changes and improvement.	<ul style="list-style-type: none"> ➤ Reduced millage rate to reduce taxpayer costs. Home values sustained and increased. ➤ 12-year tenure of high performing superintendent allowed for fidelity of implementation and sustained improvement. ➤ 2012 strategic plan adopted with focus on 21st Century skills, student support, community engagement, leadership and fiscal stewardship.
There were large gaps (40 point spreads) in student performance, particularly between white and black students in math and reading.	<ul style="list-style-type: none"> ➤ Reduced achievement gaps from 40% to 15%; Increased graduation rate from 67.1% to 90 %. ➤ Renfroe Middle School, Clairemont Elementary School and Oakhurst Elementary School have been named Georgia Schools of Excellence.
The district had been under a desegregation order since 1969, but elementary schools remained either predominantly white or black/African American.	<ul style="list-style-type: none"> ➤ In 2007, a U.S. District Court removed the 1969 Desegregation Order from CSD. The Court found that the system “fully and satisfactorily complied with the Court’s desegregation orders.” ➤ Achieving unitary status meant that CSD had eliminated the vestiges of discrimination in the system.
School buildings were old and in disrepair.	<ul style="list-style-type: none"> ➤ An Early Childhood Education Center has been created from the once existing College Heights Elementary School and on February 14, 2013 it was visited by President Barack Obama and hailed as a model for the State of the Union Address “Preschool for All” ➤ The 4/5 Academy at Fifth Avenue opened in 2011 as the first new school in the district in nearly 40 years. It is an International Baccalaureate World School. ➤ The first Master Plan to improve the Decatur High campus realized with a new Decatur Football Stadium and gymnasium and performing arts center. ➤ Fiscally sound, all buildings refurbished or built new.
Lack of organizational and systemic focus and accountability.	<ul style="list-style-type: none"> ➤ 100% of elementary teachers trained in the Expeditionary Learning reform model; 100% of principals certified in teacher evaluation. ➤ High levels of accountability and a laser-like focus on teaching and learning. ➤ The K-3 schools are all model Expeditionary Learning Schools who demonstrate their competency and effectiveness by delivering instruction to teachers from around the nation.
Fragmented professional development and student support service.	<ul style="list-style-type: none"> ➤ Increased teacher retention and quality of applicants; 100% of teachers are “highly qualified”. 300+ applicants for every teaching job ➤ CSD named Top Workplace in Atlanta by the AJC
Fiscal instability and weak fiscal accountability.	<ul style="list-style-type: none"> ➤ Passed special local option sales tax (SPLOST) twice to support infrastructure development.
Parents often chose to move their children to private schools after elementary school.	<ul style="list-style-type: none"> ➤ K-3 Expeditionary Learning; P-12 World Languages ➤ International Baccalaureate Programs 4th-12th grades ➤ High enrollment and top performance on the AP exams ➤ College and Career Academy graduates students with a career certification and college ready. ➤ Decatur High School recognized in top 100 in the nation.

DR. PHYLLIS ANN EDWARDS

Flagler County Schools, Bunnell, Florida 1982-2003

Assistant Superintendent Instruction and Accountability

Director of K-12 Instruction

Teacher of grades 5-8

21+ years of experience in Flagler County Schools. I began as a middle grades teacher under the direction of Mr. Buddy Taylor. I taught English, Language Arts, Math and Science from 1982 until 1987. I was the Department Chair and nominated for Teacher of the Year, the year George Herrera was chosen. I also taught Title I. In 1987, I became an administrator in curriculum and federal programs. I worked for Dr. Conklin. I was placed at Wadsworth, with Nancy Willis and acted in her stead when she was away from the building. The following year, I moved to the Central Office and became the Director of Elementary Education. Under my direction, the Prekindergarten Early Intervention Programs were started. I provided curriculum development, support and training for all the elementary schools and also was responsible for all state and federally-mandated grants and plans as well as assessment. I later became the Director of Instruction (PreK-15). I worked with all levels PreK-college; being the key staff person on the development of the Advanced Technology Center with Daytona State and Volusia County Schools. I managed the Teacher of the Year Program and was the liaison between the schools and the Foundation before a Director was hired. I was responsible for all professional development, Title 1 and ESOL; as well as all testing and accountability including the development of reports. Under my direction, the first Strategic Plan was developed for the schools. I also assisted in redistricting when new schools were opened. I was named the Assistant Superintendent for Instruction and Accountability around 2000; with the same duties I previously carried. I instituted the then Pinnacle Program in cooperation with the Daytona State Provost, Dr. Howard Turner. I also jointly developed the Walden Pond Project, which provided professional development for all teachers and was housed at Daytona Palm Coast campus. In 2003, I left Flagler to become the Superintendent of Schools for Decatur-city Schools, where I served for twelve and one half years.

Ossining Union Free School District, Ossining, New York 1975-1982

Public Schools of the Tarrytowns, Sleepy Hollow, New York

Teacher of grades 3 and 5

Presentations and Committees

2015 Member of Governor Deal's Superintendents' Advisory Board

2014 GSBA/GSSA Annual Conference; Finalist for Georgia Superintendent of the Year

2014 eBoard User Conference: All Aboard! Keynote Speaker

2013 Georgia State Board of Education; Ten-year Charter Application for Reauthorization

2012 eBOARD User Conference: Mission Possible! "Using eBOARD to Manage Unique Governance Structure of Charter Systems"

2009-2015 Golden Radish Top Recognition State Award for High-quality, healthy foods in a school environment

Awards

DR. PHYLLIS ANN EDWARDS

2014 Finalist for Georgia Superintendent of the Year

2012-2015 National School Boards Association (NSBA) & Center for Digital Education, Digital School District

2013-2015 Apple Distinguished School, 4/5 Academy at Fifth Avenue "Visionary Leadership"

2013-2014 National School Public Relations (NSPRA) National Communications Award Winner for Social Media, Internal eNewsletter, Annual Report

2013-2014 Georgia School Public Relations (GSPRA) Four "Best in Category" Communications Awards

2010-2015 The Dr. Phyllis Edwards Education Scholarship founded in 2010

Key Leadership Qualities

- Dedication to go "above and beyond" expectations
- Focused, creative and inspirational team leader
- Strong facilitation, persuasion and diffusion skills
- Outstanding interpersonal and collaborative skills
- Excellent written and oral communication skills
- Extremely organized and motivated self-starter
- Committed and passionate about education

<http://drphyllisedwards.weebly.com>

404 325 3150

Dr. Phyllis Ann Edwards

Home Superintendent Experience Awards and Presentations Video and Resume more...



Meet Dr. Phyllis Edwards
In the following pages, you will read more about my 42 years of professional and educational experience.

[email me](#)



5120 Sugarloaf Parkway
Lawrenceville, Georgia 30043
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800.226.1856 *toll-free*
770.962.5392 *fax*

Doug P. Roper, III, *President*
Valarie Wilson, *Executive Director*

visitgsba.com

President Elect
William Wade
Dawson County

June 15, 2016

Vice President
Thomas (Tom) Odom
Oconee County

Re: Recommendation for Dr. Phyllis A. Edwards

Treasurer
George Bevels
Floyd County

To Whom It May Concern:

Past President
Nath Morris
Hall County

District Directors

First
Lamar Allen
Effingham County

I am honored to write a letter of recommendation on behalf of Dr. Phyllis Edwards. My relationship with Dr. Edwards is defined by our work together in my capacity as a school board member and parent. I served as a member of the City Schools of Decatur Board of Education for twelve years, and Dr. Edwards served as our superintendent for ten of those years. I actually had the privilege of being on the board that interviewed and subsequently hired her, and I proudly lay claim to some role in the legacy of her outstanding tenure. Further testament to her success is the fact of her defying the national trends and odds of the 4-6 year service tenure for superintendents; Dr. Edwards served City Schools of Decatur for 12 amazing years.

Second
Frank Griffin
Lee County

Third
Mark Cantrell
Muscogee County

Fourth
Katrina Young
Rockdale County

Fifth
Dr. Mary Kay Murphy
Gwinnett County

Sixth
Sue Brown
Coweta County

Seventh
Louis Fordham
Whitfield County

Eighth
Millard Allen
Glynn County

Ninth
Elaine Wilson
Dawson County

Tenth
Gwen Tucker
Warren County

Eleventh
Vernon Payne
Clarke County

Twelfth
Fred Wilson
Houston County

Thirteenth
Bill Perry
Dublin City

Fourteenth
Warren Lee
Valdosta City

The City of Decatur and City Schools of Decatur (CSD) sits inside of DeKalb County, which is home to Georgia's second largest school district, DeKalb County Schools (DCS); DCS has over 105,000 students. Additionally, City Schools of Decatur borders both Fulton County Schools (96,000 students) and Atlanta Public Schools (55,000 students). While CSD's student population is not nearly the size of the aforementioned districts, Dr. Edwards was tasked with the same academic, extracurricular, community, legislative and social issues as our larger neighbors, and in some cases the size of our population in navigating those issues presented even bigger challenges. Add to that reality the task of leading a high performing school district in a community that is not only diverse, but also very engaged is not an



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easy task. Upon her arrival to CSD, Dr. Edwards found that her students came from either very poor backgrounds or very affluent backgrounds. As a testament to her leadership skills, Dr. Edwards did an amazing assessment of our strengths and weaknesses, engaging staff, educators, students, parents and community members in this work; this engagement process became a staple in how she operated throughout her tenure. As a result of that assessment, difficult decisions needed to be made, and Dr. Edwards did not shy away from making those decisions, she utilized research and diplomacy to carry the community through the changes that were necessary to set us on the trajectory that has propelled CSD to being one of the state's top school systems.

The best descriptor I could give to her leadership style is transformative. She inherited a system that was good, and made us great. The paradigm shift within our school system and community not only propelled us to another level, it also set the expectations for our staff, educators and students. All along the way in this transformative work, Dr. Edwards was mindful of the relationship with her board, and engaged us as critical members of the governance team. As a board member and chair of the board for seven years of her time at CSD, I can confidently say Dr. Edwards clearly understands that a strong governance team is absolutely essential in creating sustainable transformation that promotes high student achievement.

CSD is one of Georgia's highest performing systems, and in large part that success can be attributed to Dr. Edwards. So I am honored to recommend her as a candidate for superintendent for your district. The combination of her extraordinary leadership skills, her ability to be a visionary, her compassion for all people (particularly children),



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her ethical and moral compass, and the fact that she is just a good person makes her an excellent choice to lead your system.

Please feel free to contact me if you need any further information.

Sincerely,

A handwritten signature in black ink that reads "Valarie Wilson". The signature is fluid and cursive.

Valarie Wilson
Executive Director
Georgia School Boards Association

(Former School Board Member (2002-2014)
City Schools of Decatur)



June 8, 2016

Dear Search Committee:

Please accept this letter of recommendation for Dr. Phyllis Edwards in support of her application as Superintendent. I have had the pleasure of knowing Dr. Edwards throughout her 13+ year tenure as Superintendent in the City Schools of Decatur. I met her initially when I was Senior Executive Director of the Georgia Leadership Institute for School Improvement when she led a team of school and districts leaders through the Institute intensive leadership development process.

I later worked with her and the board of the City Schools of Decatur to support their annual governance team development, and with all of her principals and district direct reports to develop their leadership and school improvement facilitation skills from 2010 until her recent retirement. She was intensively involved in coaching and developing her leaders, teachers and staff.

During that time I also conducted a comprehensive study of her leadership of the systemic change and improvement process in the City Schools of Decatur for the International Society for Performance Improvement *Performance Improvement Journal*. I learned that when she arrived in the district the city system had been experiencing declining enrollment with school closures and very low levels of student performance, especially among low socio-economic subgroups. Under her leadership, the district steadily improved from one of the states' lowest performing school districts to the second-ranked school district in the state, and the high school was rated in the top 100 in the nation. She successfully moved the district out from under a desegregation order that had been in place since the 1960s and led the implementation of a P-21 systemic, comprehensive improvement process.

Her intensive focus on success for every student and rigorous instruction by caring, highly qualified adults caused the City of Decatur to move from a community of crumbling school buildings to new and state-of-the art modernized campuses. During the economic down-turn that impacted virtually every part of the nation home prices rose steadily in Decatur. Every job opening has an average of 300 applicants, and the students have access to Expeditionary Learning, Advanced Placement, the Career Academy, International Baccalaureate and World Languages. Her district led the state in developing and implementing a strong teacher and leader evaluation system. They opened a birth to four pre-school, which was recently honored by a visit from President Obama to recognize their excellent work. Her district has also earned national instructional technology awards. The districts' biggest challenge at this time is finding real estate within the footprint of the city system to expand schools since Decatur is a highly-sought place to live for families with children and young professionals.

The City of Decatur is a challenging, complex bi-modal community. The local families are deeply devoted to their local schools; however, they tend to expect the school system to provide everything they want regardless of the realities of the system's restrictions. For example, some parents try to get students qualified as gifted or disabled without diagnostics, change school start times, bring a non-certified support pet to school, etc; by pleading their case to individual board members. Dr. Edwards was always attentive, interested and skilled at helping every student get what they needed in a fair and equitable manner, while managing unrealistic or unequitable expectations. She worked well with the community, yet maintained a humble and service-centered approach to her leadership.

Dr. Edwards is what some people would call "a work horse, not a show horse". She quietly, confidently and skillfully leads her educators and stakeholders forward in collaborative efforts. When she needs to be tough, she can make the hard decisions in a balanced and thoughtful manner. She is politically savvy and highly ethical.

If your district requires a leader who can work with every type of stakeholder group, family, leader and educator, to make good work great work, I am confident that you will find her to be a good candidate. I have worked with 172 of the 180 districts in Georgia, and with education leader around the nation. She ranks in the top 2% of those leaders. Her work is truly an act of service, and she is a pleasure to work with as a peer or as a leader.

Best wishes for your search efforts.

Best regards,

Deb Page, CPT

President, The Institute for Performance Improvement

678-428-2363

Deb@TIFPI.edu.org

June 6, 2016

To Whom It May Concern:

It is with pleasure that I write on behalf of Dr. Phyllis Edwards. As legal counsel for the City Schools of Decatur, I worked with her on nearly a daily basis during her thirteen year tenure as Superintendent.

During Dr. Edwards' tenure, she took a well performing small school system and oversaw its growth into a mid-sized system that performed at an extraordinarily high level. During her time at the City Schools of Decatur, as the system grew and her leadership in multiple areas paid dividends, the school system became a system of excellence in which our community and the State of Georgia took great pride. Under her leadership, the system became one of the finest performing school systems in Georgia, as well as the southeastern United States.

Dr. Edwards oversaw the strategic planning process for the school system, which resulted in many advancements in curriculum, as well as undertaking a significant number of construction projects. She built new schools, renovated and made substantial additions to old ones, with every project coming in on time and under budget. She was a hands-on supervisor who made certain that the citizens got what they were paying for and received it for a fair price and in a timely manner. She also had the idea for and oversaw the creation of an Early Childhood Learning Center. This program has brought many benefits to our community, but most particularly, many children who would not otherwise have been ready to start school began school on an even footing with their peers. Because of this, the achievement gap significantly decreased during her tenure and the Early Childhood Learning Center is now the pride of this community and has been held out as an exemplary program by the State of Georgia. Additionally, she had the idea for and brought to Decatur the International Baccalaureate Program, which has been hugely successful. During her time as Superintendent, she dealt with a myriad of complex and difficult issues, and in each instance, she was a pragmatic and thoughtful leader who always found the correct solution.

On a personal note, it was a pleasure working with Dr. Edwards. She is personable, friendly, smart, creative, collaborative and a natural leader. She is willing to listen to all ideas and very carefully weighs all that is brought to her. She is a true professional and one who can make the hard decisions. Throughout those years of working with her, I can tell you that she is a superb leader who would be a benefit to any system.

Without reservation, I recommend Dr. Edwards to be a superintendent and have no doubt that whatever system she leads will be significantly improved by her leadership. If I may answer any questions regarding Dr. Edwards, please do not hesitate to contact me.

Respectfully,



Robert B. Wilson
General Counsel for City Schools of Decatur

Bernadette J. Seals

[REDACTED]
Decatur, Georgia 30030
[REDACTED]
[REDACTED]

May 30, 2016

Re: Recommendation for Dr. Phyllis Edwards

Dear Sir or Madame,

This letter is being provided on behalf of Dr. Phyllis Edwards, as a recommendation for the position of Superintendent of your school system. Dr. Edwards is the embodiment of true organizational leadership. It has been said, "Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen." I believe this is exactly what Dr. Edwards did for City Schools of Decatur ("CSD"), during her tenure as superintendent. She set a vision with clear and attainable goals, established a culture of continual assessment and meaningful evaluation, motivated and influenced staff and community members to adapt to change.

Dr. Edwards was superintendent of CSD for over 12 years. During those years, the school system was faced with many challenges: closing schools, removing a desegregation order, repurposing old buildings, dwindling budgets, and rising enrollments. While some of our challenges were not unique to CSD, Dr. Edwards' leadership was remarkable throughout those challenging times. She continually brought budgets before the board with meaningful cuts and purposeful additions while always maintaining that student needs should drive all decision-making. During her tenure, Dr. Edwards challenged her staff to remain focused on increased student achievement and growth, support for our teachers and consideration for the expectations of our community. The vision of Dr. Edwards and her focus on the CSD mission were a stabilizing force for this district.

When Dr. Edwards became superintendent, she was challenged by the school board to create a plan to sustain the school system, which had issues of major state budget cuts, and declining enrollment. She developed a plan that included reconfiguring the K-5 school model into K-3 and 4-5 levels and closing and repurposing two schools. As with any reconfiguration, this caused angst among long time members of the community content with their small neighborhood schools. Since that time, the K-3 and 4-5 school configurations have become a part of the Decatur community and our enrollment has grown by at least 10% annually for the last six

Re: Dr. Phyllis Edwards

Page 2

school years. This growth makes CSD, according to the Georgia Department of Education, “the fastest growing school district in the state.”

As many systems struggled with the divisions among tiers of educational standards between their individual schools, Dr. Edwards stressed that CSD operate as a school system instead of a system of schools. She and her administrators worked to insure that while each school maintained its individuality and community feel; the standards and expectations of education from the providers should be consistent throughout the system. This ideal has been maintained through collaborative planning throughout the grade levels and schools. This ideal was further embraced when the state of Georgia presented the opportunity for school systems to petition to qualify as Charter Systems. Dr. Edwards saw this as an opportunity to further engage the Decatur community in the learning process and the educational development of its children; and took on the challenge of creating a plan for becoming a Charter System. This process led to CSD becoming one of the first Charter Systems in the State in 2008 and successfully renewing its Charter system status in 2013 through 2023. Under Dr. Edwards’ leadership, CSD utilized its Charter System status to involve stakeholders through school-based governance teams to seek innovative methods of bringing increased educational opportunities to its students.

In an effort to close the achievement gap by providing a high quality early childhood program in partnership with Headstart and Early Headstart, Dr. Edwards, with full support of the Board, opened the College Heights Early Childhood Learning Center (ECLC) serving students, infant – PreK. College Heights ECLC’s reputation as one of the highest quality early childhood learning environments in the state of Georgia was the reason behind a visit by President Obama in February 2013. The President’s visit was confirmation that the way to enhance and ensure the successful educational progress of all students is to provide, through planned, purposeful and playful lessons, the highest caliber of learning experiences and opportunities for our youngest children.

Under Dr. Edwards’ leadership, CSD has also been technology focused. Our facilities have been upgraded to include the latest technology in the classrooms. On the 4-5 grade level, a One to One iPad® project was initiated that won recognition from Apple Inc.® Through engaging stakeholders, Dr. Edwards assured that this program was extended into the middle school; and sought innovative methods of implementing the Bring Your Own Device program on the high school level.

Dr. Edwards also led the way in preparing our students for Career Readiness, which led to the development of a Career Academy at CSD which offers a variety of career pathways to students. In the few years of its existence, the DHS Career Academy, in a cooperative effort with DeVry University, has graduated several students with both their high school Diploma and a College level Associates Degree.

Dr. Edwards instilled a commitment by all stakeholders of providing resources to our schools and teachers to enable them to provide instruction that engages students in purposeful work that has meaning and value beyond the classroom. Through Dr. Edwards’ leadership, the system was able to continue to provide meaningful Professional Learning opportunities for all staff even

Re: Dr. Phyllis Edwards

Page 3

when funding was tight. Through her insight and attention to budgetary details, CSD was one of the few school systems in the state that did not furlough its teachers during the recent recession.

Under the leadership of Dr. Edwards, CSD was a shining example of a mission focused, well run, academically challenging and award-winning school district. Dr. Edwards' leadership was instrumental in CSD being the beneficiary of numerous state, national and international recognitions and experiences for our students, staff and system.

When Dr. Edwards chose to leave CSD, there were several other school systems and education related organizations that approached her, both in Georgia and Nationally. They would have offered her a position immediately, but through her commitment to CSD she agreed to remain in her position until the board could secure a new superintendent, and she stayed even longer to aid in a smooth transition of leadership. Although CSD is a relatively small system, less than 5000 students, other much larger systems sought her out as and asked her to apply to their systems as superintendent.

Any school system that decides to hire Dr. Phyllis Edwards as their superintendent will be making a wise decision. They will be the recipients of a leader with a great deal of knowledge and one that has the courage to make the tough decisions that must be made in insuring the nurturing and growth of its students. She is an innovative thinker and one that believes in the continual professional development of her staff. Her focus is always on the needs of the students and attending to what needs to be done to provide for their development and success. Hopefully, your system will be the one that makes this wise choice.

Please feel free to contact me if you have any questions.

Regards,



Bernadette Seals
City Schools of Decatur Board of Education

June 2, 2016

Re: Recommendation for Dr. Phyllis A. Edwards

Dear Hiring Manager:

I am writing this letter of recommendation for Dr. Phyllis Edwards from the perspective of a parent, a community activist and as a school board member who worked alongside her for twelve and a half years while she was Superintendent of City Schools of Decatur (CSD), a position she held until December, 2015.

Under Dr. Edwards' transformative leadership, our school system went from a good school system to a great one. She inherited a system that suffered from many challenges: rapidly declining enrollment, dwindling budgets, segregated schools with inequitable results, sub-par facilities, no strategic plan, a wide achievement gap and a federal desegregation order just to name a few. Within the first six months Dr. Edwards, after extensive research and stakeholder input, created a strategic plan based on a new vision and mission for CSD. That plan laid the groundwork for CSD to become one of the top districts in Georgia, and for the past six years, the fastest growing district in the state.

The accomplishments our district achieved thanks to her wise leadership are vast and too numerous to list them all. Here is a sampling of her accomplishments:

- Developed an Early Childhood Learning Center for kids birth to four, which has been so successful in helping to combat the achievement gap that President Obama came to visit the center and held it as a national best practice for early learning.
- Reconfigured seven K-5 elementary schools to three K-3 schools and one 4/5 academy, saving taxpayers millions of dollars in operational costs over time while putting more resources towards instruction. This reorganization also racially balanced all of our elementary schools and was lauded by the Justice Department, giving us Unitary Status and out from under the decades-old Desegregation Order.

- Systemically initiated the Expeditionary Learning Model at all of the K-3 schools within the schools.
- Created an IB Program that begins at the 4th grade and culminates with students able to participate in the IB Diploma Program.
- Reduced the achievement gap more than 70% overall.
- Increased the district's graduation rate from 77% to 89% in one year thanks to an innovative public-private partnership to help struggling students. The graduation rate continued to climb, reaching 97% this year, the highest in CSD history.
- Received overwhelming voter support and passed two GO Bonds and two eSPLOST elections.
- Built a world-class gymnasium, Performing Arts Center and Stadium at Decatur High School.
- Built CSD's first Career Academy with a \$3M dollar grant from the state.
- Built the first new CSD school in 40 years with the addition at 5th Ave Elementary.
- Kept the millage rate to pre-2003 levels while improving Instruction for all students.
- Working with the Ga. Lt. Governor, became one of the first school systems in the state and in the nation to become a Charter System.
- Because of her strong support of CSD staff and her ability to create a healthy working environment, CSD was recognized as a Top Workplace in Ga. by the *Atlanta Journal-Constitution* in 2013.
- Continued to add staff in the areas of language, physical education, music and art when most systems were cutting due to the state cutbacks and the economy.

- And because of all her accomplishments and positive attributes, Dr. Edwards was named one of the top 4 Superintendents in the state of Georgia last year by the Ga. School Superintendents Association.

She accomplished all these (and many, many more) with one thing in mind – our students. Every decision we ever made as a leadership team/board was based on putting ALL kids first. She was able to create a system that strives to engage all students in authentic learning in order for them to think critically and become well-rounded, confident leaders.

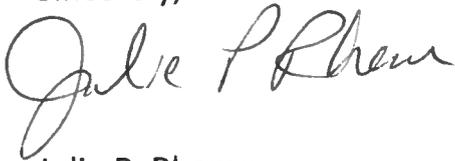
Dr. Edwards possesses all the qualities of a visionary leader. She's communicative, empathetic, ethical, passionate, inspiring, humble, creative, confident, positive, intuitive, honest, affable, committed, accountable, flexible and knowledgeable. In Jim Collin's book "Good to Great," Level 5 leaders are the pinnacle of leadership, but most leaders only obtain the Level 4 status. A level 5 leader is a humble leader who can leave their ego at the door in order to do what's best for the organization they serve. They are the first to accept responsibility when something goes wrong, and the last one to take credit when things go right. Dr. Edwards is definitely a Level 5 leader and could successfully run any large or small school district, or any Fortune 500 company for that matter. She's that talented.

Being superintendent in a community like Decatur is not an easy task. We have a disparate community in that we have the very poor and the very affluent, who are also highly intelligent and very demanding (and opinionated!). In order to keep the district solvent early on, Dr. Edwards had to make some very difficult decisions and close several schools, which is never an easy or popular route to take with affected parents. Not only did she handle those difficult times with grace, respect and compassion for all affected, she was so successful with her plan that it transformed our community into a unified community. So instead of CSD being a system of schools where the beloved elementaries ruled the roost, she transformed it into a school system. Some of her biggest critics from those early, difficult days under her watch are now some of her biggest cheerleaders because they saw her strategic plan(s) implemented so successfully and how much it benefitted our students and taxpayers. It was a sad day for me and for our community when Dr. Edwards left the district.

Being on our school board and working side by side with Dr. Edwards was truly and honor for me because of her commitment to our students. She was such a pleasure to work with in every aspect, even during difficult times and situations, and would relish the opportunity to work with her again. In conclusion, I highly recommend Dr. Phyllis Edwards as superintendent - any district would be extremely fortunate to have her at their helm.

Please feel free to contact me if you need any further information.

Sincerely,



Julie P. Rhame

Former School Board Member (2004-2016)

City Schools of Decatur

[Redacted contact information]

7-1-2016

To Whom It May Concern:

It is my honor to recommend Dr. Phyllis Edwards for the position of Superintendent of Schools. I make this recommendation as a 15-year resident of Decatur, Georgia and as a teacher in the City schools of Decatur for 20 years. When Dr. Edwards became our school superintendent, the City of Decatur Schools were in need of strong, principled leadership. There were difficult decisions, which needed to be made; decisions that would influence the overall health of our school system and community in the years to come. Dr. Edwards involved the community in the decision making progress, and at the end of the process lead the community into the 21st century. The status of the City Schools of Decatur as one of the best in the state of Georgia and the country is well known. As a leader, Dr. Edwards faced these challenges with strength, dignity and grace. She became and is a strong leader, and earned the respect of this community and staff. Dr. Edwards has an uncanny ability to listen to varying voices in the community, include all the stakeholders and make courageous decisions. She will be a welcome addition to any school system as a leader.

Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Mary Elizabeth Kelly". The signature is written in a cursive style with a large, stylized initial "M".

Dr. Mary Elizabeth Kelly

THE WHITE HOUSE
WASHINGTON, DC 20500

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Dr. Phyllis Edwards
758 Scott Boulevard
Decatur, GA 30030

30030235758



THE WHITE HOUSE
WASHINGTON

Thank you for all your help with my recent visit. It is critical to my job as President to regularly travel outside of Washington, D.C., and speak with Americans about their concerns and aspirations. Your involvement in my trip was instrumental to its success and much appreciated.

Thank you again for your kind assistance. I wish you all the best.

Sincerely,

A handwritten signature in black ink, which appears to be Barack Obama's signature.







GEORGIA EDUCATOR CERTIFICATE

Georgia Professional Standards Commission
200 Piedmont Avenue, Suite 1702
Atlanta, GA 30334-9032

The Georgia Professional Standards Commission affirms that this individual has met the requirements for a Georgia Educator Certificate as indicated.

Phyllis Edwards
5372 Gauley River Drive
Stone Mountain, GA 30087

Certificate Number 460388	Date Printed 7/5/2016
Certificate Level 7	Effective Date 7/1/2003

Title/Type Field

Validity Period

SRL EDUCATIONAL LEADERSHIP - TIER II [FLD710]

07/01/13 TO 06/30/18

The Standard Professional leadership certificate indicates that all requirements for professional leadership certification have been met, including applicable Special Georgia Requirements. The Standard Professional leadership certificate is issued to Georgia educators completing GaPSC-approved educator preparation programs prior to September 30, 2009. It is also issued to educators who meet reciprocity requirements.

C CLEARANCE CERTIFICATE [FLD694]

07/01/13 TO 06/30/18

The Clearance certificate is issued at the request of a the employing Georgia local unit of administration (LUA) to educators who satisfactorily complete fingerprint and background check requirements and do not have a certificate that is currently revoked or suspended in Georgia or any other state. All educators employed by a Georgia LUA must hold a Clearance certificate. There are no academic requirements necessary to qualify for this certificate. All holders of this certificate are subject to the Georgia Code of Ethics for Educators.

Please see the last page for legends and other information

The holder of this certificate is responsible for being knowledgeable about current and revised rules.

Kamila Benson Luigs
Chair

Kelly C. Henson
Executive Secretary

Any alteration of this certificate will render it void



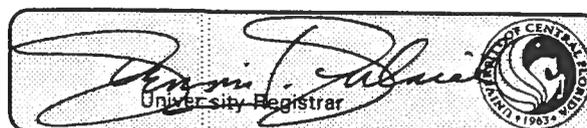
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PAGE	DATE PRINTED	STUDENT IDENTIFICATION NUMBER	BIRTH DATE
01 OF 04	01/23/02	[REDACTED]	05/15/5
STUDENT NAME			
LAST	EDWARDS		
FIRST	PHYLLIS		
MAIDEN MIDDLE	PERROTTA		
SEX	HIGH SCHOOL ATTENDED		
F	LOCATION		
	HIGH SCHOOL GRADUATION		

MRS DEBBY MYERS
FLAGLER COUNTY SCHOOL BOARD
PO BOX 755
BUNNELL, FL 32110



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COURSE						SEMESTER HRS CREDITS		
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT	
WESTERN CONN ST COLL 1975						001380		
DANBURY, CT								
FALL 1975								
ED	5100	COMPAR ED WLD SOC		B	3.0	3.0	9.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						3.0	3.0	3.0
SUMMER 1976								
PSY	5050	MEAS & EVALUATION		A	3.0	3.0	12.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						6.0	6.0	6.0
SUMMER 1977								
ED	5010	INTRO ED RESEARCH		B	3.0	3.0	9.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						9.0	9.0	9.0
UNIV OF NORTH FLA 1985						009841		
JACKSONVILLE, FL								
SPRING 1985								
EDA	6242	SCHL FINANCIAL MG		A	3.0	3.0	12.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						12.0	12.0	12.0
SUMMER 1985								
EDA	6503	THE PRINCIPALSHIP		A	3.0	3.0	12.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						15.0	15.0	15.0
FALL 1985								
EDS	6050	INSTRUCTION SUPER		A	3.0	3.0	12.0	

COURSE						SEMESTER HRS CREDIT		
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT	
TOTALS						CREDIT	CREDIT	CREDIT
OVERALL (G)						18.0	18.0	18.0
SPRING 1986								
EDS	6130	PERSNNL ADM/SUPRV		A	3.0	3.0	12.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						21.0	21.0	21.0
SUMMER 1987								
EDA	6061	INTRO EDUC ADMINI		A	3.0	3.0	12.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						24.0	24.0	24.0
SUMMER 1987								
EDE	6910	ELEMEN CURRIS		A	3.0	3.0	12.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						27.0	27.0	27.0
UNIV OF FLORIDA 1987						001535		
GAINESVILLE, FL								
FALL 1987								
EDA	6195	ED LEADERSHIP 2		B	3.0	3.0	9.0	
		CREDIT CREDIT CREDIT			GRADE			
TOTALS						ATTEMPTED	EARNED FOR	GPA
OVERALL (G)						30.0	30.0	30.0

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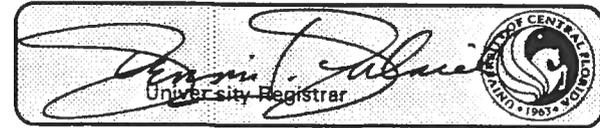
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02 OF 04	01/23/02	[REDACTED]	05/15/51
STUDENT NAME			
LAST EDWARDS			
FIRST PHYLLIS			
MAIDEN MIDDLE PERROTTA			
SEX	HIGH SCHOOL ATTENDED		
F	LOCATION		
HIGH SCHOOL GRADUATION			

MRS DEBBY MYERS
FLAGLER COUNTY SCHOOL BOARD
PO BOX 755
BUNNELL, FL 32110



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COURSE				SEMESTER HRS CREDITS			
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
ENTERED GRADUATE PROGRAM							
MAJOR: EDUCATIONAL LEADERSHIP							
SPRING TERM 1995 (01/05/95-05/04/95) 02 000827 6D							
EDA	7930	0087 SEM IN SCHOOL ADM	B		3.0	3.0	9.0
EDA	7205	0087 PLN RES EVAL SYST	B		4.0	4.0	12.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				7.0	7.0	7.0	21.0
UCF (G)				7.0	7.0	7.0	21.0
OVERALL (G)				37.0	37.0	37.0	132.0
SUMMER TERM 1995 (05/11/95-08/04/95)							
EDA	7101	C087 ORG THEORY IN ED	A		3.0	3.0	12.0
EDA	7192	C082 ED LEADERSHIP	A		4.0	4.0	16.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				7.0	7.0	7.0	28.0
UCF (G)				14.0	14.0	14.0	49.0
OVERALL (G)				44.0	44.0	44.0	160.0
FALL TERM 1995 (08/24/95-12/11/95)							
EDF	6401	C087 STAT ED DATA	A		3.0	3.0	12.0
EDA	7225	0089 ED PERS CONT NEG	A		4.0	4.0	16.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				7.0	7.0	7.0	28.0
UCF (G)				21.0	21.0	21.0	77.0
OVERALL (G)				51.0	51.0	51.0	188.0

COURSE				SEMESTER HRS CREDITS			
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
SPRING TERM 1996 (01/08/96-04/29/96)							
EDF	7403	0087 QUANT ED RESEARCH	B		3.0	3.0	9.0
EDA	7195	0081 POL GOV FIN ED OR	A		4.0	4.0	16.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				7.0	7.0	7.0	25.0
UCF (G)				28.0	28.0	28.0	102.0
OVERALL (G)				58.0	58.0	58.0	213.0
SUMMER TERM 1996 (05/08/96-08/02/96)							
EDA	7274	A087 SEM APP TECH ED	B		3.0	3.0	9.0
EDA	7235	B087 SEM IN SCH LAW	A		3.0	3.0	12.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				6.0	6.0	6.0	21.0
UCF (G)				34.0	34.0	34.0	123.0
OVERALL (G)				64.0	64.0	64.0	234.0
FALL TERM 1996 (08/26/96-12/16/96)							
EDF	7463	0087 SUR REC/QUAL DATA	A		3.0	3.0	12.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				3.0	3.0	3.0	12.0
UCF (G)				37.0	37.0	37.0	135.0
OVERALL (G)				67.0	67.0	67.0	246.0
SPRING TERM 1997 (01/06/97-04/28/97)							
PAD	5806	0081 LOCAL GOVT OPER	A		3.0	3.0	12.0
EDA	6908	0003 INDEPENDENT STUDY	A		3.0	3.0	12.0
TOTALS				CREDIT	CREDIT	CREDIT	GRADE
TERM				6.0	6.0	6.0	24.0
UCF (G)				43.0	43.0	43.0	159.0
OVERALL (G)				73.0	73.0	73.0	270.0

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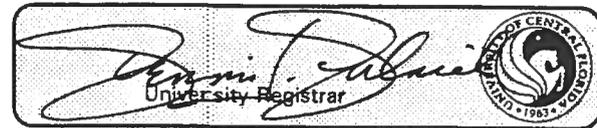
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03 OF 04	01/23/02	[REDACTED]	05/15/51
STUDENT NAME			
[REDACTED]			
LAST EDWARDS			
FIRST PHYLLIS			
MAIDEN MIDDLE PERROTTA			
SEX	HIGH SCHOOL ATTENDED		
F	LOCATION		
HIGH SCHOOL GRADUATION			

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COURSE				SEMESTER HRS CREDITS			
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
SUMMER TERM 1997 (05/05/97-08/04/97)							
EDA 6908	C001	INDEPENDENT STUDY	A		1.0	1.0	4.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		1.0	1.0	1.0	4.0	4.000	
UCF (G)		44.0	44.0	44.0	163.0	3.705	
OVERALL (G)		74.0	74.0	74.0	274.0	3.703	
****ADMITTED TO CANDIDACY							
FALL 1997							
FALL TERM 1997 (08/21/97-12/13/97)							
EDA 6908	0081	INDEPENDENT STUDY	B		1.0	1.0	3.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		1.0	1.0	1.0	3.0	3.000	
UCF (G)		45.0	45.0	45.0	166.0	3.689	
OVERALL (G)		75.0	75.0	75.0	277.0	3.693	
SPRING TERM 1998 (01/05/98-05/02/98)							
EDA 7980	0003	DISSERTATION	S		3.0	3.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		3.0	3.0	0.0	0.0	0.000	
UCF (G)		48.0	48.0	45.0	166.0	3.689	
OVERALL (G)		78.0	78.0	75.0	277.0	3.693	
SUMMER TERM 1998 (05/12/98-08/03/98)							
EDA 7980	C003	DISSERTATION	S		3.0	3.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		3.0	3.0	0.0	0.0	0.000	
UCF (G)		51.0	51.0	45.0	166.0	3.689	
OVERALL (G)		81.0	81.0	75.0	277.0	3.693	

COURSE				SEMESTER HRS CREDITS			
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
FALL TERM 1998 (08/20/98-12/12/98)							
EDA 7980	0009	DISSERTATION	S		9.0	9.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		9.0	9.0	0.0	0.0	0.000	
UCF (G)		60.0	60.0	45.0	166.0	3.689	
OVERALL (G)		90.0	90.0	75.0	277.0	3.693	
SPRING TERM 1999 (01/06/99-05/03/99)							
EDA 7980	0004	DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		4.0	4.0	0.0	0.0	0.000	
UCF (G)		64.0	64.0	45.0	166.0	3.689	
OVERALL (G)		94.0	94.0	75.0	277.0	3.693	
SUMMER TERM 1999 (05/11/99-08/03/99)							
EDA 7980	C004	DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		4.0	4.0	0.0	0.0	0.000	
UCF (G)		68.0	68.0	45.0	166.0	3.689	
OVERALL (G)		98.0	98.0	75.0	277.0	3.693	
SUMMER TERM 2000 (05/09/00-07/31/00)							
EDA 7980	C001	DISSERTATION	S		1.0	1.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED	EARNED	FOR GPA	POINTS	GPA	
TERM		1.0	1.0	0.0	0.0	0.000	
UCF (G)		69.0	69.0	45.0	166.0	3.689	
OVERALL (G)		99.0	99.0	75.0	277.0	3.693	

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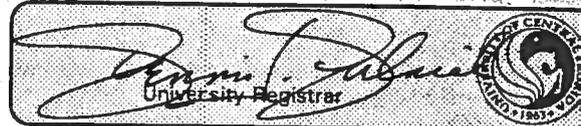
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04 OF 04	01/23/02	[REDACTED]	05/15/91
STUDENT NAME			
[REDACTED]			
LAST	EDWARDS		
FIRST	PHYLLIS		
MAIDEN MIDDLE	PERROTTA		
SEX	HIGH SCHOOL ATTENDED		
F	LOCATION		
	HIGH SCHOOL GRADUATION		

MRS DEBBY MYERS
FLAGLER COUNTY SCHOOL BOARD
PO BOX 755
BUNNELL, FL 32110



COURSE					SEMESTER HRS CREDITS		
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
FALL TERM 2000 (08/23/00-12/11/00)							
EDA 7980 0061		DISSERTATION	S		3.0	3.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED EARNED FOR		GPA	POINTS	GPA	
TERM		3.0 3.0 0.0		0.0	0.0	0.000	
UCF (G)		72.0 72.0 45.0		166.0	3.689		
OVERALL (G)		102.0 102.0 75.0		277.0	3.693		
SPRING TERM 2001 (01/08/01-04/30/01)							
EDA 7980 0064		DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED EARNED FOR		GPA	POINTS	GPA	
TERM		4.0 4.0 0.0		0.0	0.000		
UCF (G)		76.0 76.0 45.0		166.0	3.689		
OVERALL (G)		106.0 106.0 75.0		277.0	3.693		
SUMMER TERM 2001 (05/08/01-07/30/01)							
EDA 7980 C281		DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED EARNED FOR		GPA	POINTS	GPA	
TERM		4.0 4.0 0.0		0.0	0.000		
UCF (G)		80.0 80.0 45.0		166.0	3.689		
OVERALL (G)		110.0 110.0 75.0		277.0	3.693		

COURSE					SEMESTER HRS CREDITS		
PREFIX NUM	SEC	TITLE	TYPE	GRADE	ATTEMPT	EARNED	GRADE POINT
FALL TERM 2001 (08/20/01-12/10/01)							
EDA 7980 0062		DISSERTATION	S		4.0	4.0	0.0
		CREDIT CREDIT CREDIT		GRADE			
TOTALS		ATTEMPTED EARNED FOR		GPA	POINTS	GPA	
TERM		4.0 4.0 0.0		0.0	0.0	0.000	
UCF (G)		84.0 84.0 45.0		166.0	3.689		
OVERALL (G)		114.0 114.0 75.0		277.0	3.693		

DOCTOR OF EDUCATION DEGREE AWARDED
DECEMBER 15, 2001

CURRENT COLLEGE: EDUCATION
CURRENT MAJOR: EDUCATIONAL LEADERSHIP
CATALOG YEAR:
RESIDENCY STATUS: FLORIDA

END OF TRANSCRIPT

DISSERTATION TITLE: "A STUDY
TO DETERMINE IF A CORRELATION
EXISTS BETWEEN STUDENT SCORES
ON THE FLORIDA WRITING
ASSESSMENT PROGRAM AND THE
VERBAL SECTION OF THE SAT"

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UNIVERSITY OF NORTH FLORIDA

JACKSONVILLE, FLORIDA 32224

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PAGE	DATE PRINTED	SEX	STUDENT NUMBER
1	01/23/02	FEMALE	[REDACTED]
STUDENT NAME (LAST, FIRST, MIDDLE OR MAIDEN)		EDWARDS PHYLLIS PERROTTA	

COURSE IDENTIFICATION	COURSE TITLE	GRADE	HOURS ATTEMPTED	HOURS EARNED	HOURS FOR AVERAGE	COURSE IDENTIFICATION	COURSE TITLE	GRADE	HOURS ATTEMPTED	HOURS EARNED	HOURS FOR AVERAGE
SPRING 1985	NON-DEGREE STUDENT										
EDA6242	SCHL FINANCIAL MGT	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
SUMMER 1985	NON-DEGREE STUDENT										
EDA6503	THE PRINCIPALSHIP	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
FALL 1985	NON-DEGREE STUDENT										
EDS6050	INSTRUCTION SUPER	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
SPRING 1986	NON-DEGREE STUDENT										
EDS6130	PERSONL ADM/SUPRVSN	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
SPRING 1987	ADMITTED AS POST-BACCALAUREATE STUDENT										
EDA6061	INTRO EDUC ADMINIST	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
SUMMER 1987	ADMITTED AS POST-BACCALAUREATE STUDENT										
EDE6910	ELEMEN CURRIC	A	3.0	3.0	3.0						
GPA	4.00		TERM TOTALS	3.0	3.0						
GPA	4.00		CUMULATIVE TOTALS AS	18.0	18.0						
	UNF UNDERGRADUATE STUDENT		18.0	18.0	18.0						

END OF TRANSCRIPT

THIS TRANSCRIPT IS PRINTED ON SCRIP-SAFETY (TM) SECURITY PAPER AND DOES NOT REQUIRE A RAISED SEAL.

Kimberly Butler
 Assoc. Director of Enrollment Services

WESTERN CONNECTICUT STATE COLLEGE
DAVENPORT, CONNECTICUT
GRADUATE RECORD

Name EDWARDS PHYLLIS ANN PERROTTA
(Last) (First) (Middle) (Surname)
Address 20 LINDEN AVE., OSSINING, NY 10562

SEMESTER	COURSE	GRADE	CREDITS	ED	PSY	PHY	EXAM
FALL 75	COMPT ED PROBLEMS	W	3.0	ED			500
SPRING 76	COMPAR ED WLD SOC	B+	3.0	ED			510
FALL 76	ROG WAY & TECHNLG	A	3.0	ED			524
SUMMER I 76	HEAS & EVALUATION	A	3.0	PSY			505
SUMMER II 76	SEM. GP CROTS OPR	EARN	FAIL	PSY			EXAM
FALL 76	NEW ROG ELEM SCHDOL	A	3.0	ED			517
FALL 76	TEACH OHLD LRM DISAB	A-	3.0	ED			525
FALL 76	MENT HVG QN ED	B	3.0	PSY			504
SPRING 1977	ED PRG/EXC CHLD	A	3.0	PSY			509
SUMMER II 1977	AN ART CIVIL WAR PRE	A	3.0	ARY			502
FALL 1977	INVRD ED RESEARCH	B+	3.0	ED			501
FALL 1977	ED DEPT SEMINAR	P	3.0	ED			590
SPRING 1978	OPNTS CROTS OPR	EARN	FAIL	P/1			EXAM
FALL 1978	SM 0.00/ 0.0 0.000	0.0	0.0	3.0			0.0
FALL 1978	CM 266.00/ 27.0 9.111	27.0	0.0	3.0			0.0

GR
GR

Date of Birth _____ Country USA

Place of Birth Paterson, NJ

Social Security Number 266-88-9539

MAJOR SPECIALIZATION _____

UNDERGRADUATE RECORD:
College College of White Plains
Degree and Date B.S. May 28, 1973
Major _____

GRADUATE STUDY:
Date of Initial enrollment Fall 1975
Officially matriculated July 26, 1976

Graduate Teaching Requirements Fulfilled _____ (Date) _____

Candidates Recommended for Graduation _____ (Date) _____

Thesis Approach: _____ (Type) _____
Advisor _____

Topic _____

Thesis Completed and Approved _____ (Date) _____

Non-Thesis Approach Mr. Hall

Department Advisor _____

Comprehensive Passed 12/16/77 (Date) _____

Degree Requirements Completed December 21, 1977 (Date) _____

Master's Degree Conferred M.S. January 29, 1978 (Date) _____

REGISTRAR _____



... includes letter grades A, B, C, D, and F with + and - gradations. No graduate credit is given for a D grade. A quality point average of 7 is required for graduation.

References Dr. Phyllis Edwards

Valarie Wilson Executive Director of the Ga. School Board Association Former Board Chair

[REDACTED]

Jonathon Clark Principal [REDACTED]

Noel Maloof Chief Operating Officer Decatur City Schools [REDACTED]

Julie Rhame Former Vice Chair Board Member [REDACTED]

Bernadette Seals Chair and Member of the Board [REDACTED]

Mary Mack Principal/ Director of Elementary Education40 [REDACTED]

Mr. Bob Wilson School Board Attorney [REDACTED] [REDACTED]

Other

No result available.

Other

No result available.

ReferenceLetter

No result available.

ReferenceChecks

No result available.