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**SPECIAL MEETING - Superintendent Finalist  
Interview  
OF THE BOARD OF EDUCATION  
North Farmington High School Auditorium  
32900 W. Thirteen Mile Road  
Farmington Hills, MI 48334  
Tuesday, May 11, 2021  
8:00 PM**

**AGENDA**

- I. **CALL TO ORDER**
  - A. Roll Call
  - B. Pledge of Allegiance
- II. **ITEMS FROM THE PRESIDENT**
  - A. Approval of the Agenda
  - B. Announcements
- III. **SUPERINTENDENT FINALIST INTERVIEW - DR. LAWRENCE RUDOLPH**
- IV. **PUBLIC COMMENTS**
- V. **ADJOURNMENT**

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***\*PUBLIC COMMENTS** is intended to provide individuals an opportunity to address the Board of Education. In the interest of fairness, the Board requests each speaker to limit his or her comments to three (3) minutes.*

***ANY PERSON** with a disability who needs accommodation for participation in this meeting should contact the Superintendent's office at 248-489-3338 at least three (3) business days in advance of the meeting to request assistance.*

***ALL MEETINGS**, with the exception of closed sessions, are open to the public. Regular Board of Education meetings and most pre-meetings of the Board of Education are cablecast live on TV10.*

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The official minutes of the Board of Education are stored and available for inspection in the Lewis Schulman Administration Building of the Farmington Public School District.

**EDUCATIONAL ADMINISTRATION**

**School Performance / Administrative Leadership / Student Outcomes**

Performance-driven school administrator with 25 years of progressive experience blending instructional and operational leadership in the development, implementation, and oversight of programs and policies to promote growth. Dedicated and insightful change agent adept in driving challenging and enriching initiatives through data driven analytics to effect continuous improvements while meeting the diverse needs of student populations. Senior level leadership expertise in improving student achievement and teacher/Principal performance within urban, charter, affluent suburban, and county school districts.

***Core competencies include:***

- Strategic Planning & Execution
- Performance Assessments
- Instructional & Operational Improvements
- Student Support Programs
- Regulatory & Standards Compliance
- Staff Recruitment & Development
- Budget & Grant Management
- Partnership Development

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**EDUCATION & CREDENTIALS**

UNIVERSITY OF PENNSYLVANIA — Philadelphia, PA  
**Doctor of Education in Educational Leadership and Organizations**

WAYNE STATE UNIVERSITY — Detroit, MI  
**Education Specialist in Educational Leadership**

HAMPTON UNIVERSITY — Hampton, VA  
**Master of Teaching in Elementary Education**  
**Bachelor of Science in Business Management**

***Certification***

Michigan Professional Teaching Certificate #CC-203M0530331  
Michigan School Administrator Certificate #AD0002364

***Superintendent Preparation***

National Superintendent Academy  
University of Pennsylvania Aspiring Superintendent Academy

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**PROFESSIONAL EXPERIENCE**

DETROIT PUBLIC SCHOOLS COMMUNITY DISTRICT, Detroit, MI  
**ASSISTANT SUPERINTENDENT OF HIGH SCHOOLS** (2019 – Present)

Shape student outcomes through results focused leadership of 24 high schools encompassing 16,000 students. Direct overall instructional pathway and budgetary alignment in collaborative partnership with Principals, Superintendent, Deputy Superintendent, central administration staff, and the community. Confirm desired safety, instructional, and operational goals are being reached with walkthroughs to ensure appropriate curriculum integration, School Performance Plan reviews, and policy/administrative compliance. Supplement learning opportunities with oversight of all dual enrollment and CTE programs.

***Instructional Leadership:***

- Supervisor of 24 High Schools, 24 principals and 16,000 students.
- Oversee dual enrollment and CTE programs for all high schools.
- Reduced the achievement gap to support the needs of the whole child through effective development of the strategic plan for 24 high schools.
- Implemented data trackers to increase High School Graduation Rates by 2%.
- Implemented individual student data trackers for SAT and M-STEP improvements.

- Preserved inclusivity by aiding the Department of Equity and Civil Rights in investigations regarding Special Ed and Title IX.
- Perform walkthroughs to ensure curriculum is being implemented to advance student achievement.
- Supervises all matters related to the instructional programs.
- Schedule regular periodic visits to all schools and confers with each building principal concerning all policies, procedures and general administrative issues related to the administration of schools.

***Operational Leadership:***

- Facilitate and Implement new principal evaluation.
- Develop short and long-range goals and objectives: planning, implementing and evaluating district programs; coordinating the work of building administrators; managing district resources; communicating with principals, central administration staff and the community.
- Problem solve parents, students, staff, and community concerns to ensure schools are safe and operating in the best interest of students.
- Oversaw the production and implementation of 24 Virtual High School Graduations

***Human Capital Leadership:***

- Oversee the hiring of school staff based on FTE count.
- Determine instructional staffing needs-based class/school projections and budget constraints.
- Evaluate building principal's performance.
- Oversee the evaluation process for district employees.
- Collaborated with the teacher evaluation team to develop the teacher evaluation tool.
- Sustained strong school leadership by facilitating recruitment, hiring, and principal evaluations.
- Collaborated with Detroit Federation of Teachers Union (DFT) to resolve Level 2 grievances, appeals to ensure that schools complied with DFT, state, federal, and school board policies and laws.
- Investigate employee misconduct claims.
- Recruit teachers, administrators, and other staff for the district.
- Assist with screening of administrator applicants.
- Provide professional development to administrators.
- Develop Performance Improvement plans for building administrators.

***Financial Leadership:***

- Oversee proper business and budget practices of each school to ensure effective utilization of funds as outlined by the district.
- Concurrently balanced budgetary management for high school budgets (totaling \$4M+) with oversight for the SIG Grant for four high schools (\$1M).
- Develop budgets for 24 High Schools (General, Title I.)
- Approve payroll for building administrators

**ASSISTANT SUPERINTENDENT-PARTNERSHIP SCHOOLS (2018 – 2019)**

Amplified efforts to boost instructional, learning, and leadership practices by supervising 14 K-8 and eight high schools encompassing 10,000 students. Reinforced development via regular periodic school visits to ensure proper curriculum implementation and confer with each building principal regarding policies, procedures, and general administrative issues.

***Instructional Leadership:***

- Supervised (22) Low Performing (partnership Schools K-12); (14) K-8 and (8) High Schools; 22 Principals and 10,000 students
- Under my leadership 79% of schools increased student proficiency for mathematics which resulted up to 8% increased on standardized assessments M-Step grades 3-8.)
- Under my leadership 64% of schools increased student proficiency for ELA which resulted up to 4% increased on standardized assessments (M-Step grades 3-8.)
- Conducted site visits to observe teaching and learning, and leadership practices while reviewing School Performance.
- All 22 schools met their goals as outlined by the Intermediate School District (WRESA.)
- Assessed student achievement progress by monitoring data to improve outcomes.

***Human Capital Leadership:***

- Oversee the hiring of school staff.
- Sustained strong school leadership by facilitating recruitment, hiring, and principal evaluations.

- Collaborated with Detroit Federation of Teachers Union (DFT) to resolve Level 2 grievances and ensure that schools complied with DFT, state, federal, and school board policies and laws.

**Financial Leadership:**

- Concurrently balanced budgetary management for the partnership school budgets (totaling \$2M+) with
- Develop budgets for 22 Partnership Schools (General, Title I.)

WAYNE-WESTLAND COMMUNITY SCHOOLS DISTRICT, Westland, MI  
**PRINCIPAL-JOHN GLENN HIGH SCHOOL (2017 – 2018)**

Ensured proper curricular alignment and instructional effectiveness for a 1,700-student high school with 85 employees. Built a high-quality teaching and school personnel team via effective recruitment, hiring, evaluation, and professional development.

**Instructional Leadership:**

- Increased Average SAT scores by 6 points
- Increased Graduation Rates by 3%
- Decreased Suspensions and Referrals by 35%
- Supervised and evaluated the effectiveness of all school personnel.
- Established a partnership with Oakland University to provide SAT prep classes to all 11<sup>th</sup> grade students.

**Operations Leadership:**

- Member of the Superintendent's Administrative Cabinet.
- Member of the Social Emotional Learning Committee.
- Implemented unified grading policies to advance student achievement.
- Provided professional development to teachers to increase teaching capacity.

**Human Capital Leadership:**

- Recruited, and selected administrators, teachers, and support staff for the school district.

**Financial Leadership:**

- Oversaw proper business and budget practices of all school accounts to ensure effective utilization of funds.
- Solidified financial foundation of school through compliant business practices for a \$300K budget, including creating academic departmental budgets
- Member of the Academic Return of Investment Committee (AROI)
- Established and created budgets for each academic department,

BALTIMORE COUNTY PUBLIC SCHOOLS, Towson, MD  
**PRINCIPAL-GOLDEN RING MIDDLE SCHOOL (2014 – 2017)**

Directed ongoing school improvement as the instructional and operational leader of a Tier 3 (turn around) middle school encompassing 700 students, 65 employees, and a \$400K budget (including Title I funds). Oversaw the air conditioning renovation project. Supplemented growth and development through cross-functional relationships by serving on the Optimizing Middle School Instructional Time Committee, and the Baltimore County Public Schools Superintendent Principal Focus Budget Committee.

**Instructional Leadership:**

- Strengthened progression via multiple platforms such as the implementation of intervention and enrichments programs to advance reading and math curriculums and targeted Title I math assistance for students.
- Implemented targeted Title I assistance to students in mathematics to increase student achievement.
- Elevated student achievement by increased the number of students achieving at levels 4 and 5 on the PARCC Assessment.
  - Increased Math scores by 2% (from 3% to 5%)
  - Increased Reading scores by 7% (from 7% to 14%)
  - Increased Algebra scores by 15% (from 1% to 16%)
- Increased the number of students scoring higher on MAP (College and Career Readiness) Assessment.
  - Increased Math scores by 6% (from 46% to 52%)
  - Increased Reading scores by 4% (from 49% to 53%)
- Recognized as an AVID School Wide Site of Distinction by growing the program participants from 4% to 14%.
- Increased the number of students participating in the GT program from 9% to 12%.
- Augmented financial resources by securing and managing a \$50K grant for an after-school intervention program to increase student achievement and a \$25K to implement a 6<sup>th</sup> grade transition summer program.

- Cultivated a differentiated learning environment by instituting a multi-tiered intervention approach to address the whole child's social needs (counseling, social work, and psychological) and integrating flexible scheduling.
- Supervised and evaluated the effectiveness of all school personnel.

***Operations Leadership:***

- Oversaw and monitored the school air conditioning renovation project.
- Bolstered school safety by decreasing suspensions by 50% and implementing a school wide Restorative Practice to decrease conflict.

***Human Capital Leadership:***

- Served on the Baltimore County Public Schools Principal/Assistant Principal Assessment and Hiring Committee.
- Served on the Baltimore County Teacher Recruitment Team.
- Recruited, and selected administrators, teachers, and support staff for the school district.

***Financial Leadership:***

- Recognized as a Fiscal Responsible Principal for Baltimore County Public Schools.

**BALTIMORE CITY PUBLIC SCHOOLS, Baltimore, MD****EXECUTIVE DIRECTOR OF PRINCIPAL SUPPORT/AREA SUPERINTENDENT (2011 – 2014)**

Steered the strategic direction of 11 K-8 schools serving 5,500 students, including short/long range goal development, district program implementation/evaluation, building administrator coordination, and communications. Ensured fiscal responsibility and appropriate business practices for a \$25M operating budget. Fortified teaching and learning outcomes through continuous collaboration with the Superintendent, Chief Academic Officer, designated central office staff to review school progress, data, budgetary support, resources, and recommendation to the Board of Education regarding school closures, performance, and reconfigurations. Ensured new teacher and principal development by facilitating staff evaluations and adherence with state/federal student performance standards. Served on the Baltimore City Public Schools Budget Committee.

***Instructional Leadership:***

- Raised student outcome levels as demonstrated by 81% of schools reaching AMO's for mathematics (a 21% increase on standardized assessments) and 72% for reading (up to a 9% boost on standardized assessments.)
- Fostered student growth by managing the development of the three-year Strategic Plan for 11 schools to eliminate the achievement gap and meet the needs of the whole child.
- Validated actual teaching, learning, and leadership practices through site visits to review School Performance Plans, assess student achievement progression, and maintain positive working relationships with principals, staff, and instructional leadership teams.

***Operational Leadership:***

- Managed the development of the three-year Strategic Plan for 11 schools to achieve eliminating the achievement gap and meeting the needs of the whole child.
- Facilitated and Implemented new teacher and principal evaluation.
- Developed short and long-range goals and objectives: planning, implementing and evaluating district programs; coordinating the work of building administrators; managing district resources; communicating with principals, central administration staff and the community.
- Served as advisor to the superintendent on all educational, operational and leadership issues of PreK-8 programs.
- Closed and reconfigured schools as deemed by the Superintendent.

***Human Capital Leadership:***

- Ensured each principal in assigned network improves student performance and meets state and federal performance standards.
- Collaborated with Baltimore Teachers Union (BTU) to resolve Level 2 grievances and ensure that schools complied with BTU, state, federal, and school board policies and laws.
- Recruited, selected, and retained effective principals.

***Financial Leadership:***

- Oversaw proper business and budget practices of each school to ensure effective utilization of funds as outlined in the School Performance Plan.
- Managed and Oversaw \$3,000,000 ESEA Priority Schools Grant through MSDE for Stuart Hill Academic Academy.

**HARFORD COUNTY PUBLIC SCHOOLS, Bel Air, MD****DISTINGUISHED PRINCIPAL (TURN AROUND)-EDGEWOOD MIDDLE SCHOOL (2008 – 2011)**

Led multiple aggressive initiatives to improve academic performance for a Maryland Department of Education designated failing school serving 1,100 students. Oversaw 150 employees and a \$500K budget in integrating customized support programs designed using desegregated student performance data. Guided physical growth of school by coordinating its renovation project. Strengthened instructional team through effective recruitment of highly qualified candidates for the district.

***Instructional Leadership:***

- Achieved Adequate Yearly Progress (AYP) for two consecutive years which lead to removal from the State of Maryland's failing school list. Outcomes driving the change in designation included increased mathematics, science, and language arts scores of 1%-17% on Maryland State Assessments for every subgroup of students.
- Enhanced the learning environment by reducing reading and math class sizes from 32 to 17-22 students via scheduling and proactive progress monitoring.
- Decreased the number of students enrolled in intervention math classes by creating a schedule with higher level courses.
- Integrated a Bi-Lingual Math class for 6<sup>th</sup> grade ESL students, yielding a 5% increase on standardized testing.
- Implemented an Algebra Readiness program for 7<sup>th</sup> and 8<sup>th</sup> grade which resulted in 183 of 185 students passing the High School Assessment Test for Algebra and attaining the highest achieving percentage in the district

***Operational Leadership:***

- Devised and instituted data driven, flexible scheduling which allowed 90 minutes of differentiated instructional time in Math, Language Arts, Science, and Social Studies to meet diverse learning needs.
- Reduced student discipline suspension and referrals by 35% via the implementation of a school wide discipline program using PBIS tenants.
- Served on the Middle School Reform Committee
- Oversaw and monitored the Edgewood Middle School Renovation Project.

***Human Capital Leadership:***

- Built leadership capacity by mentoring staff members seeking administrative opportunities which resulted in 10 staff members being promoted to various district positions.
- Recruited, interviewed, selected, and matched highly qualified candidates for the district.
- Member of the Human Resources Recruitment Committee
- Facilitator for the HCPS Leadership Academy
- Member of the Harford County Joint Task Force for Administrator Compensation

***Financial Leadership:***

- Negotiated a \$365K contract with Villa Maria (Catholic Charities) to restructure the classroom support program and established a TYPE II program providing therapeutic and behavioral services to emotionally impaired students. This action saved the district \$300K+ annually.
- Solicited and secured Federal Government Funding for the Free School Breakfast Program to feed 1100 students daily.

**ROCHESTER COMMUNITY SCHOOLS, Rochester, MI****ASSISTANT PRINCIPAL-HART MIDDLE SCHOOL, National Blue-Ribbon School of Excellence (2004 – 2008)**

Heightened learning outcomes with the effective recruitment of highly qualified teacher candidates for a district serving 14,000 students. Encouraged professional growth by chairing the probationary teacher orientation mentor program which provided strategies to boost effectiveness. Promoted collaborative alliances as a member of the Rochester Community Schools Compensation Committee for Administrators and the Community Schools Diversity Committee and Recruitment Team.

***Selected accomplishments:***

- Increased MEAP (Michigan Educational Assessment Program) scores by 1% for four consecutive years in Reading (92% to 96%) and Math (93% to 97%).
- Attained the highest Science scores (78%) within the county.
- Decreased behavior referrals by 10% with the implementation of a school wide discipline program.
- Ensured accessibility of services by instituting a Student Learning Center for those with IEP's and reallocating staffing resources in adherence with compliance laws.
- Reinforced comprehension of operational and student expectations by co-creating the Rochester Community School's Student Code of Conduct Manuel and the Critical Incident Procedures Manuel.

*Additional experience includes: **Assistant Principal/Director-Early Childhood Center**, Emerson Elementary/Middle School (Detroit Public School District), **Academy Director/Assistant Principal Grades 6-8/Interim Principal**, Detroit Edison Public School Academy, and **Teacher**, Detroit Public Schools.*