

October 12, 2021

Lake Wales Charter Schools
130 E Central Avenue
Lake Wales, FL 33853

Dear Superintendent Search Committee:

With over 20 years in the education industry, I am confident that my experience makes me an ideal fit for the role of Superintendent with Lake Wales Charter Schools. As a reliable and effective executive leader, I bring a vision-driven approach to decision making, strategic planning, and tactical implementation, all of which are detailed further in the attached resume.

My career history demonstrates my results-oriented business approach, in addition to strong communication and leadership skills. I pride myself on being an organized and dependable program management professional, a collaborative team player, and a creative problem solver.

Below are some examples of the assets I can bring to Lake Wales Charter Schools:

- Governed accountability and reporting, assessments, data systems, and professional resources to achieve exceptional school improvement for five schools within district after placement on “in need of improvement” list; modernized school curriculums, policies, and procedures to regain passing status on Florida Department of Education regulatory audits.
- Catapulted district benchmark assessments scores up to 70% by interpreting test scores, appraising data, and making modifications to instructional strategies to improve academic performance and retention.
- Authored grants to advance high school performance; received approvals for \$1M in school funding; administered grant budget and oversaw periodic reporting.
- Increased academic performance for ESL and Special Needs Students through individual and school wide programs.
- Demonstrated success in academic and social development for all students, including the highly gifted and talented.
- Expert collaborator, community leader & builder, and adept at group dynamics for a common purpose.
- Successful at building relations with parents and staff through a servant leadership style.
- Ability to successfully engage with and improve outcomes for diverse communities and student populations.

I look forward in speaking with you about the Superintendent position and how my experiences are closely aligned to the desired characteristics for this position. Until then, thank you for your time and consideration.

Sincerely,

Andrei Ghelman

Andrei E. Ghelman, Ed.D.

Enclosure

Superintendent

Educational leader with 20+ years of experience directing successful educational programs.

As a district school leader, I am capable of leading design, evaluation, and implementing educational programs. I can deliver leadership services related to personnel, finance, stakeholder and community relations, student services, capital improvements, curriculum, instruction, assessment, student achievement, and strategic planning. **Areas of Expertise include:**

- Program Development
- Educational Administration
- Team Collaboration
- Leadership Models
- Continuous Process Improvements
- Student Achievement
- Standardized Assessments
- Curriculum Development
- Staff Recruitment & Leadership
- Data Analysis & Reporting
- Public Speaking
- Statutory Requirements

Education & Certificates

Doctor of Education in Educational Leadership | *Bowie State University, Bowie, MD*
Dissertation of the Year Award

Master of Education in Elementary Education & Mathematics | *Johns Hopkins University, Baltimore, MD*

Bachelor of Science in Business Management | *University of Maryland, College Park, MD*

Certificates

- **Maryland Advanced Professional Certificate**, Superintendent, Administrator I/II (Principal K-12), Elementary Education, Middle School (Expires 2025)
- **Florida Educator Certificate**, Educational Leadership All Levels; Elementary Education K-6 (Expires 2024)
- **New Jersey Certificate of Eligibility**, School Administrator (2011 – Present)

Professional Experience

Adjunct Professor, College of Education, Florida Gulf Coast University, Ft. Myers, FL ♦ January 2019 – Present

Facilitate student comprehension of course materials. Manage group and paired learning methodologies; advocate collaboration strategies while nurturing positive learning environments to promote critical thinking and productivity. Encourage differential lessons respective of student needs and strengths to maximize skill growth; manage curriculum development, lesson planning, and student assessment for assigned courses.

- Led 50+ students annually to successfully pass formative and summative teacher certification exam with 95% pass rate; teach graduate and undergraduate courses to future and current educators/administrators.

Director of School Transformation, School District of Lee County, Ft. Myers, FL ♦ June 2018 – June 2019 **95K students**

Inspired employees to deliver educational program targets. Orchestrated complex process with many discrete initiatives. Teamed with district leadership to direct instructional support and compile school improvement plans. Supported schools and principals in building robust educational programs through strategic planning and accountability processes.

- Restructured school curriculums, policies, and procedures at all grade levels to regain passing status on Florida Department of Education regulatory audits; applied change management to increase attendance, behavior, and curriculum (ABCs) to boost accountability and reporting, assessments, data systems, and professional resources; achieved school grade of C+ for three schools and B for two schools within district after one year.
- Analyzed and interpreted test scores, evaluated data, and recommended instructional strategies to boost academic performance; implemented data chats to establish KPI levels by class and school wide; improved district benchmark assessment scores up to 70%.

continued...

- Collaborated with school and community leaders to write grants to advance high school performance; authored grant and gained \$1M in school funding.

Coordinator, Talent Management, Collier County Public Schools, Naples, FL ♦ August 2014 - May 2018 **47K students**

Assisted school administrators with daily operations to propel school district performance; completed instructional rounds and learning walks to define needed strategic change. Steered coaching, support, and professional learning strategies to elevate professional growth as instructional leaders. Planned and managed administrative and leadership services subject to statutory requirements, rules, and policies. Cultivated partnerships with local universities to recruit graduating education students.

- ♦ Oversaw recruitment, interviewing, hiring, and onboarding for 20 middle and high schools within district; coordinated hiring fairs with local universities; filled 100% of teaching positions at high school level.

Turnaround Administrator, Montgomery County Public Schools, Rockville, MD ♦ July 2010 – June 2014 **165K students**

Pioneered high quality curriculum enhancements and leadership growth; instituted positive school culture and focused school activities to attain AYP requirements. Contributed to school mission by leading change management as role model. Examined program delivery and made changes as needed. Created academic tutorial program aimed at increasing student test scores on SAT, ACT and Accuplacer.

- ♦ Provided instructional leadership to 80+ professional staff; evaluated, hired, and supervised support and professional staff members; delivered instructional support for 1700 students.
- ♦ Attained AYP/AMO after three years with district; embedded policies and procedures to maintain progress.

Coordinator of Programs, Montgomery County Public Schools, Rockville, MD - July 2006 - June 2010 **165K students**

Synchronized planning, implementation, and evaluation of programs and special events. Designed strategic business plan to harmonize operations, steer school improvements, and select highly qualified teaching and program staff. Monitored program related sponsorships, grants, and contributions; presented program related annual budget requests and progress reporting.

- ♦ Marshalled programs at five schools, three feeder middle schools, and two high schools that merged into one school; administered \$4+M budget and supervised 15-member administrative team.

*Additional experience as **Principal** with Magruder High School, **Assistant Principal** with Wootton High School, **Student Support Specialist** with Redland Middle School, and **Math Teacher** with Lee Middle School in Montgomery County, MD.*

Additional Credentials

Professional Development

- ♦ **Teaching Students with Disabilities**, School District of Lee County FL (2018-2019)
- ♦ **Delivered On-Boarding for new hires**, Collier County Public Schools FL (2018)
- ♦ **National Incident Management System**, Montgomery County Public Schools MD (2013-2014)
- ♦ **Provided Canvas Course Training**, Florida Gulf Coast University (2020-present)

Professional & Community Involvement

- ♦ **Member**, NASSP (2005 - 2014)
- ♦ **Board of Directors**, Director for Finances, Homeowners Association (2019 - Present)
- ♦ **Organized Community cleanup/beautification**, Homeowners Association (2017-2020)
- ♦ **Coach / Assistant Coach / Team Manager**, Florida Youth Soccer Association (2014 - Present)
- ♦ **Directed fundraiser for Cancer Awareness Program**, Azzurri Storm Soccer Club (2019-2020)
- ♦ **Provide technical support program for goalies**, Azzurri Storm Soccer Club (2018-2020)
- ♦ **Academic Tutor** (2019-present)
- ♦ **College Admissions Consultant** (2019-2021)

Awards

- ♦ **Administrator of the Year**, Montgomery County Public Schools (2010)
- ♦ **State Grant for School Improvement**, School District of Lee County FL (2018-2019)

Presentations

- ♦ **Ghelman, A**, Mamana, J, & Storck, J. (2005). *Combatting Senioritis-Going Above AP*. Presented at NASSP Convention in San Francisco, CA.
- ♦ **Delivered On-Boarding for new hires**, Collier County Public Schools FL (2018)
- ♦ **Mock Interviews Presentations with Breakout Sessions**, Florida Gulf Coast University (2016-2018)
- ♦ **Code of Conduct Presentations with Breakout Sessions**, Florida Gulf Coast University (2016-2018)
- ♦ **Mock Interviews Presentations with Breakout Sessions**, School District of Lee County FL (2019)
- ♦ **Code of Conduct Presentations with Breakout Sessions**, School District of Lee County FL (2019)
- ♦ **Co-writer Board Presentation “School Reform”**, School District of Lee County FL (2019)

Technical Proficiencies

Software

Microsoft Office Suite, Canvas, Teams, Promethean Smart Board, Data Warehouse, SPSS, BATS

Special Skills

- ♦ iObservation
- ♦ CTEM
- ♦ CLEM
- ♦ Marzano Observation and Feedback Protocol (Side by Side, Inter-rater Reliability, Effective Feedback, etc.)
- ♦ Focus



Damascus High School

"Home of the Swarmin' Hornets"

May 2021

I am writing this letter of recommendation to give Dr. Andrei Ghelman my highest support. Dr. Ghelman played a major role in supporting our school values and mission statement. He actively participated in discussions and offered valuable suggestions in ILT and A Team. He attended staff meetings, departmental meetings, SAT committee meetings and parent conferences.

Dr. Ghelman brilliantly supervised all the instructional departments along with the business department and all financial aspects. He worked closely with departments and other school staff to build a culture of high expectations. He conducted informal walk-throughs, instructional rounds, and rigor walks on his own and with resource teachers. He used classroom observations and post conferences as a point of reflection and growth.

Dr. Ghelman did an excellent job of providing a positive climate for all students and had the primary responsibility for approximately 1200 students including all students who were in need of remediation. He greeted each person cheerfully and maintained an open-door policy with students, staff and parents. He regularly met with students who were not successful, and he contacted parents or assisted counselors or teachers to help with student's success. Dr. Ghelman personally taught review sessions for students who were preparing to take the SAT, ACT, or Accuplacer test. Our overall scores increased dramatically during his tenure. **He was truly responsible for "turning around our school" in making AYP.**

Dr. Ghelman was conscientious, hardworking and followed through on the overall school improvement. He was receptive and responded positively to new ideas. Dr. Ghelman learned quickly and was able to analyze and adapt to new situations. He worked well with staff and was a role model for our students and staff. I was fortunate to have Dr. Ghelman involved with all aspects of running the school, especially improving the academic achievement. **I give him my highest recommendation!**

Robert Domergue

Robert Domergue

Supervisor (retired)
301-639-2666



MONTGOMERY COUNTY BOARD OF EDUCATION

850 Hungerford Drive ♦ Rockville, Maryland 20850

June 2021

To Whom It May Concern:

I write this letter of reference for Dr. Andrei Ghelman, a successful administrator, and a candidate for a superintendent position in your school district. I have known Dr. Ghelman for over 19 years, as our paths frequently crossed working on the high school level and serving on various committees while he was employed with Montgomery County Public Schools. I was able to observe and interact with him in my role as a Board of Education member and I was extremely pleased to the depth Dr. Ghelman understands instruction, is comfortable using data, and possesses significant personal - professional skills to be a leader in many capacities.

Dr. Ghelman is student oriented, well versed in local, state, and national policy, and keeps up with the variety of issues facing public education today. He also is professional in demeanor, language, and attire, and is capable of handling the most complex curricular issue, or a sensitive disciplinary- behavioral situation. In addition, he possesses a thorough knowledge of current best practices, data driven instruction, and a very practical approach to what works in schools and classrooms.

I highly recommend Dr. Ghelman for your superintendent position. I am confident he has the background, experience, and motivation to be successful in dealing with students, staff, parents, and the larger community. It would be well worth your time to interview him as a potential team member for your school district. Please feel free to contact me further as needed.

Sincerely,

A handwritten signature in dark ink, appearing to read "Michael A. Durso". The signature is fluid and cursive, with a large, stylized "D" at the end.

Michael A. Durso
MCPS Principal (retired)
MCPS Board of Education President (retired)
301-646-6900

Deborah Terry

582 SW Bluff Drive
Ft. White, FL 32038
239.777.2129

February 11, 2021

To Whom It May Concern:

It is with pleasure that I write this letter of reference for Dr. Andrei Ghelman. We have known each other professionally for approximately seven years. He joined the Collier County Public School District's Human Resources team as the Coordinator of Secondary and District Staffing leaving a principal position in Montgomery County, Maryland.

Once Dr. Ghelman joined the HR team he did everything in his power to learn the "Collier Way" and he did it very quickly. He attended meetings involving secondary (middle school and high school) principals to ensure he fully understood their role, which helped him to meet their staffing needs. He became proficient with the tools/resources used in HR in a very short amount of time.

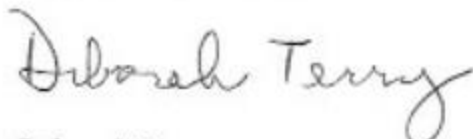
Andrei was the HR point person for any type of employee misconduct at the secondary level and District departments. He worked closely with the supervisor to ensure the employee's rights are met and the appropriate paperwork is completed. Dr. Ghelman kept very good records and was able to retrieve information about prior incidents without hesitation.

Dr. Ghelman has extensive knowledge of curriculum and instructional strategies. He also served as a team member on the principal observation team. He learned the protocols and is a productive member on his team. He was insightful and provided focused and actionable feedback to the administrator being observed.

Dr. Ghelman was a team player and did whatever it took to ensure the HR department was a "family" and employees' needs were met. He treated his support staff with compassion yet was able to have the "hard" conversations if necessary. His written and verbal communication are clear and concise.

Overall, while I was Assistant Superintendent of HR, I was very pleased with having Dr. Ghelman as a member of the HR team. He was intelligent, prompt, reliable, dependable and loyal ~ all the characteristics needed in an employee. Andrei worked very hard and took pride in everything he did. He is an excellent candidate for any position he seeks.

Respectfully submitted,



Deborah Terry
Assistant Superintendent HR (RETIRED)
Collier County Public Schools

State of Florida Department of Education

EDUCATOR CERTIFICATE

This Certifies That

ANDREI E. GHELMAN

*Has satisfactorily completed all requirements of Florida Statutes and
State Board of Education Rules for the coverages or endorsements listed below:*

PROFESSIONAL
PROFESSIONAL

EDUCATIONAL LEADERSHIP
ELEMENTARY EDUCATION

ALL LEVELS
GRADES K-6

07/01/2014 - 06/30/2024
01/15/2020 - 06/30/2024

Department of Education Number 1063224

Paul O. Burns
Deputy Chancellor for Educator Quality

970621

Richard Corcoran
Commissioner of Education

Issued: January 15, 2020





MARYLAND EDUCATOR CERTIFICATE

ANDREI E. GHELMAN

is issued this certificate on the basis of having met the legal requirements in the State of Maryland.

EDUCATOR ID

2868

HIGHEST DEGREE

Doctorate

TYPE

APC (Advanced Professional Certificate)

VALID

7/1/2020 - 6/30/2025

CERTIFICATION AREAS

Superintendent
Administrator I/II
Elementary Education 1-6 & Middle School

ANCILLARY CREDITS

(Reading 10)
(Special Education)

It is the responsibility of the holder of this certificate to know the current certification requirements and to renew this certificate prior to the expiration date.

Given at Baltimore, Maryland, by

Karen B. Salmon, Ph.D.

State Superintendent of Schools

Bowie State University

OFFICE OF THE REGISTRAR
14000 JERICHO PARK ROAD
BOWIE, MARYLAND 20715

Bowie State University
14000 Jericho Park Rd
Bowie, MD 20715
United States

OFFICIAL GRADUATE TRANSCRIPT

UNOFFICIAL STUDENT'S
COPY



C.J. Wilson,
University Registrar

Page 1 of 3

This officially sealed and signed transcript is printed on blue SCRIP-SAFES security paper with the name of the university printed in white type across the face of the document. A raised seal is not required. When photocopied a security statement containing the name of the institution should appear. A BLACK ON WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED. TRANSCRIPT GUIDE PRINTED ON BACK

Print Date : 2005-11-02
Name : Ghelam, Andrej E
Student ID : 1021147
SSN :
Birthdate : 1967-09-29
Sex : Male
Address : 18821 Celebrity Ln
Sandy Spring, MD 20860
United States

The following courses were taken at Fitchburg State College in order to fulfill the Educational Leadership Doctoral Degree Requirements with Bowie State University: Credits earned and GPA are listed under Spring 2000. EDUC 61286 Observing and Analyz Teach II - A (3); EDUC 6035E Observing and Analyzing Teach - A (3)

Other Credits Applied Toward Education - GRAD Program

Course	Description	Attempted	Earned	Grade	Points
ELEC 144	Fitchburg State-Doctoral	6.00	6.00	A	
Other Trans GPA:	4.000	Transfer Totals :	6.00	6.00	24.000

Johns Hopkins Ctr Talented Yth
1995-05-19 Master of Arts
Univ Maryland University Colle
1993-05-14 Bachelor of Science

Beginning of Graduate Record

Spring 2000

Course	Description	Attempted	Earned	Grade	Points
Program : Education - GRAD					

Plan : Education Leadership Major					
EDAD 710	PHIL/HIST FOUND URBAN ED	3.00	3.00	A	12.000
TERM GPA :	4.000	TERM TOTALS :	3.00	3.00	12.000
CUM GPA :	4.000	CUM TOTALS :	9.00	9.00	36.000

Sum 2000

Course	Description	Attempted	Earned	Grade	Points
Program : Education - GRAD					
Plan : Education Leadership Major					
EDAD 701	TES & INER STATS	3.00	3.00	A	12.000
TERM GPA :	4.000	TERM TOTALS :	3.00	3.00	12.000
CUM GPA :	4.000	CUM TOTALS :	12.00	12.00	48.000

Fall 2000

Course	Description	Attempted	Earned	Grade	Points
Program : Education - GRAD					
Plan : Education Leadership Major					
EDAD 711	ED PLAN & EVAL	3.00	3.00	A	12.000
EDAD 715	HUMAN RESOURCES	3.00	3.00	A	12.000
TERM GPA :	4.000	TERM TOTALS :	6.00	6.00	24.000
CUM GPA :	4.000	CUM TOTALS :	18.00	18.00	72.000

Spring 2001

Course	Description	Attempted	Earned	Grade	Points
Program : Education - GRAD					
Plan : Education Leadership Major					
EDAD 712	ADV SCHOOL LAW	3.00	3.00	A	12.000
EDAD 713	ED GOVT & POLICY STUDIE	3.00	3.00	B	9.000
TERM GPA :	3.500	TERM TOTALS :	6.00	6.00	21.000

Bowie State University

OFFICE OF THE REGISTRAR
14000 JERICHO PARK ROAD
BOWIE, MARYLAND 20715

OFFICIAL GRADUATE TRANSCRIPT

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Bowie State University
14000 Jericho Park Rd
Bowie, MD 20715
United States

CUM GPA : 3.875 CUM TOTALS : 24.00 24.00 93.000

Course

Description

Sum 2001

Attempted

Earned

Grade

Points

Program : Education - GRAD

Plan : Education Leadership Major

EDAD 702 RESEARCH DESIGNS & METH

TERM GPA : 4.000 TERM TOTALS : 3.00 3.00 A 12.000

CUM GPA : 3.885 CUM TOTALS : 27.00 27.00 105.000

Fall 2001

Course

Description

Attempted

Earned

Grade

Points

Program : Education - GRAD

Plan : Education Leadership Major

EDAD 714 MANAGING FINANCIAL RES

EDAD 716 LDRSHIP/TECH IN GLOBAL INF

TERM GPA : 3.500 TERM TOTALS : 6.00 6.00 21.000

CUM GPA : 3.818 CUM TOTALS : 33.00 33.00 126.000

Spring 2002

Course

Description

Attempted

Earned

Grade

Points

Program : Education - GRAD

Plan : Education Leadership Major

EDAD 761 INTERDISCIPLINARY SEM

EDAD 769 RESEARCH - EXCLUDED FROM STATISTICS

Repeated : Repeated - Excluded from Statistics

TERM GPA : 0.000 TERM TOTALS : 0.00 0.00 0.000

CUM GPA : 3.818 CUM TOTALS : 33.00 33.00 126.000

Sum 2002

Course

Description

Attempted

Earned

Grade

Points

Program : Education - GRAD

Plan : Education Leadership Major

EDAD 703 APPLIED RESEARCH SEMINAR

TERM GPA : 4.000 TERM TOTALS : 3.00 3.00 A 12.000

CUM GPA : 3.833 CUM TOTALS : 36.00 36.00 138.000

Fall 2002

Course

Description

Attempted

Earned

Grade

Points

Program : Education - GRAD

Plan : Education Leadership Major

EDAD 699 COMP EXAM-EDAD

EDAD 741 EXTERNSHIP

TERM GPA : 0.000 TERM TOTALS : 3.00 3.00 0.000

CUM GPA : 3.933 CUM TOTALS : 39.00 39.00 138.000

Winter 2003

Course

Description

Attempted

Earned

Grade

Points

Program : Education - GRAD

Plan : Education Leadership Major

EDAD 761 INTERDISCIPLINARY SEM

EDAD 761 RESEARCH - INCLUDED IN STATS

Repeated : Repeated - Included in Stats

TERM GPA : 4.000 TERM TOTALS : 3.00 3.00 12.000

CUM GPA : 3.846 CUM TOTALS : 42.00 42.00 150.000

Spring 2003

Bowie State University

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Course Description Attempted Earned Grade Points

Program : Education - GRAD
Plan : Education Leadership Major
EDAD 742 Externship II 3.00 3.00 PS
EDAD 769 Dissertation 3.00 3.00 A
Repeated : Repeated - Included in Stats
TERM GPA : 4.000 TERM TOTALS : 6.00 6.00 12.000
CUM GPA : 3.857 CUM TOTALS : 48.00 48.00 162.000

Fall 2003

Course Description Attempted Earned Grade Points

Program : Professional Studies - GRAD
Plan : Education Leadership Major
EDAD 770 Dissertation II 3.00 3.00 A
Repeated : Repeated - Included in Stats
TERM GPA : 4.000 TERM TOTALS : 3.00 3.00 12.000
CUM GPA : 3.867 CUM TOTALS : 51.00 51.00 174.000

Fall 2004

Course Description Attempted Earned Grade Points

Program : Education - GRAD
Plan : Education Leadership Major
EDAD 770 Dissertation II 3.00 0.00 PS
Repeated : Repeated - Excluded from Statistics
TERM GPA : 0.000 TERM TOTALS : 0.00 0.00 0.000
CUM GPA : 3.867 CUM TOTALS : 51.00 51.00 174.000

Spring 2005

Course Description Attempted Earned Grade Points

Program : Education - GRAD
Plan : Education Leadership Major
EDAD 771 Dissertation Advisement 1.00 1.00 PS
TERM GPA : 0.000 TERM TOTALS : 1.00 1.00 0.000
CUM GPA : 3.867 CUM TOTALS : 52.00 52.00 174.000
Graduate Career Totals
CUM GPA : 3.867 CUM TOTALS : 52.00 52.00 174.000

Degrees Awarded

Degree : Doctorate of Education
Confer Date : 2005-05-21
Plan : Education Leadership

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