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PROFESSIONAL EXPERIENCE

Superintendent	Served as leader of a high performing, progressive, 21 st Century focused, San Francisco Bay Area, silicon valley school district with 3000 students. Six school sites housed 8 small school campuses; P-3, 4/5, 6-8 configuration, and oversees the first independent charter school in CA, K-8. Converted five dependent charter schools to district schools. Implementation progress of living strategic plan document which supported the whole child approach to learning; social emotional learning, strong academic programs, embedded project based and personalized learning strategies with infused use of technology. Strong emphasis on the 5 Cs: Creativity, communication, collaboration, critical thinking and global citizenship. Resolved critical budget shortfall of LCFF district with multi-pronged approach to increasing revenue and decreasing expenditures. Successful efforts to raise 25% of district revenue through local measures; passed an increased renewal of existing parcel tax, significant increase in education foundation revenue, increased local health care grant, strengthened enterprise program funding (fee based preschools and afterschool care), and increased facility use revenue to bridge the funding gap. Partnered with community non-profit organizations to enhance district programs; Healthy Cities Tutoring, Music for Minors, San Carlos Children's Theater, Legarza Sports, San Carlos Education Foundation. Developed and nurtured strong community/school/city partnerships including Rotary Club of San Carlos.	San Carlos School District Preschool – 8 3,000 Students (+400 charter) 2018-2021
Assistant Superintendent Human Resources	Led Human Resources Department in large, diverse elementary school district with 90% unduplicated count and 2,000 employees. Majority Hispanic/Latino families in a suburban community. Member of the superintendent's cabinet and directed the HR department of 14 staff members including the new teacher induction program. Lead negotiator with CTA and CSEA employee associations. Sat on Supt. Budget Advisory Committee to guide significant budget and staff reductions in out years. Provided professional development for site leaders and directors for certificated evaluation using a coaching model. Coordinated professional development for classified staff of 900 employees. Conducted classroom walkthroughs district wide with site leaders to support evaluation process and supervision of instruction.	Anaheim Elementary School District Pre K-6 24 Schools 17,500 Students 2017-2018
Director Human Resources	Provided leadership, HR, and operations support to 16 elementary and 4 middle school sites and department managers in a suburban school district with balanced diversity (Asian, Hispanic, White). Member of the superintendent's cabinet. Provided professional development for teacher evaluation process. Served under the direction of the Assistant Superintendent of Human Resources, managed all aspects of certificated and classified personnel needs, including: recruitment, staffing, transfers, discipline, grievances, and complaints. Provided instructional focus in contract management and negotiations.	San Mateo- Foster City School District Pre K-8 20 Schools 12,000 Students 2014-2016

Principal
Middle School

Middle School principal of 600 students in Marin County. High socio-economic community. Led implementation of CCSS in Math and Language Arts. Built collaborative staff culture through strategic change processes including a data driven master schedule approach focusing on student needs, new math pathways and PLC focused planning periods. Led CAASPP/SBAC online testing pilot. Led implementation Google Apps for Education through doctoral program Transformational Change Project. Continued this work as a professional development consultant for Dry Creek JESD. Master schedule development and credential monitoring.

Dixie School District
4 Schools
1,200 Students

Miller Creek Middle School
Grades 6-8

2013 – 2014

Principal
Elementary

Opened a large new elementary school of in suburban community. Led new Professional Learning Community and Response to Intervention exemplary model for the district. Led GLAD implementation K-5 with significant growth in EL achievement, Implemented instructional integration of digital classrooms. Developed SPED learning center model and inclusive classrooms. Piloted GATE class model, shift from cluster model. Used shared leadership model with Leadership Team and School Site Council. Highly involved parent community. Earned CA Distinguished School Recognition for the signature practices of a PLC and RTI model school. Narrowed achievement gaps for SED and EL students and increased API from 811-899. Created culture of high achievement.

Dry Creek JESD
10 Schools K-8
7,000 Students

Coyote Ridge Elementary
TK-5
900 Students

2002 – 2013

Assistant Principal
Middle School

Opened a new middle school as an assistant principal in suburban district. Responsible for furniture and equipment purchasing, move in logistics, categorical program management, master scheduling, staffing, technology, sports programs/coaches, and academic/behavior intervention programs. Attended various construction meetings. Collaborated with parents to form new PTA and built culture of parent involvement and student academic recognition using the Renaissance Program.

Dry Creek JESD
Silverado Middle School
Grades 6-8
1000 Students

1999 – 2002

Assistant Principal
Elementary

Supported large elementary school preparing for new school opening. Provided technology integration support and professional development to teachers. Continued teaching self-developed video production/broadcasting elective at Olympus Jr. High as shared position.

Eureka USD
6 Schools K-8
4,000 Students

Maidu Elementary
1998 – 1999

Teacher
Elementary & Middle

Taught elementary 6th grade, self-contained and various 7th/8th grade Jr. High courses including video production, technology and leadership electives, math, and PE. Coached after school sports. Coordinated Outdoor Education weeklong trip, served as Jr. High Activities Director. Summer School Principal.

Eureka USD
Olympus Jr. High
Eureka ES
1993 – 1999

EDUCATION

Ed.D.	Doctor of Education in Organizational Leadership (May, 2016) Program Focus: Leading Transformational Change Dissertation Topic: Leadership Coaching for Superintendents	Brandman University
M.A.	Education Administration	National University
Credentials	CA Administrative Service Credential CA Multiple Subject Teaching Credential	National University
B.S.	School of Agriculture; Ornamental Horticulture	Cal Poly SLO/Pomona

SELECTED ACCOMPLISHMENTS

San Carlos School District (Superintendent)

- Realized the final step of the district's **facility master plan vision** of reconfiguring the district. With a lack of funding and little hope of opening the last 4/5 grade school in 19-20, we were able to overcome the lack of trust, anger, and doubt from the community and successfully open Mariposa Elementary. This effort launched the successful development and alignment of the innovative 4/5 academic program and built confidence in the community, moving the Strategic Plan goals forward significantly.
- **Landing the Plane:** Continuing the good work occurring to transform the instructional program started in 2013. I provided the leadership needed to make significant strides in bringing several initiatives to full implementation while managing a financial crisis. Supported principals in their leadership efforts to create continuity of practice across the district by structuring a collaborative leadership model, where principals and district staff designed meaningful, differentiated, needs-based professional development. As a leadership team we provided clear expectations and the needed support to move practices forward while holding ourselves and staff accountable for a high level of performance.
- Responded immediately to the sudden and unexpected **financial and staffing crisis** from the beginning of my tenure April 2018. I replaced 90% of the site and district leadership team due to sudden vacancies between April-August 2018 upon my appointment and during my transition. In September 2018, a steep decline in enrollment, negative end fund balance, deficit spending patterns, and an unsustainable staffing model required me to lead a yearlong process of budget reductions using a thoughtful, strategic and inclusive approach with staff, community and the board. We successfully settled negotiations with associations for 18-19 and passed a positive budget in June 2019 after submitting a qualified interim budget.
- Strategically **increased revenues** for 2019-2020 school year and beyond through reductions and reallocation of staffing, renegotiating facility use and 3rd party vendor agreements, and expanding revenue-generating parent fee-based programs in the Enterprise Fund; preschool and afterschool care programs. Successfully led the parcel tax renewal process, which included an increase and extension. Encouraging the board and community to place the measure on the March 2020 ballot instead of risking a November measure, and winning with a significant percentage (72%) demonstrated our improved relationships and confidence with our community; particularly our senior community, service clubs, and homeowners without children in our district; about 75%.

- Immediately **responded effectively to the COVID-19 crisis** and our need to pivot to a Distance Learning model. We prepared students, teachers, leaders and our community with consistent, accurate, and factual communications and support. We provided two-pronged approach; the first two weeks of shelter in place used an independent study approach. We launched our *Distance Learning Portal* for easy parent and student access to information and learning tools. After spring break, knowing we would need a longer-term technology-based approach, we successfully equipped all students with devices and connectivity, created our meal plan for those in need, provided teachers and paraprofessionals with professional development and collaborative planning time. Neighboring districts modeled their program on ours. We successfully negotiated two MOU's with our teachers' union, demonstrating improved relationships after a challenging start to both the 2018 and 2019 school years with a retaliatory teachers' union president. We continued positive and collaborative conversations around grading and closing down the school year. Our students have been learning and connected to teachers daily since our shelter in place orders and we are working together to plan for an unpredictable yet exciting future of teaching and learning. Leading up to retirement, approved a stabilized, sustainable three year budget including the purchase of \$1M of new student furniture and other necessary staffing adjustments to support the full return to in-person instruction in August of 2021.

Anaheim Elementary School District (Assistant Superintendent)

- Transformed the culture of teacher evaluation through collaboration and training with CTA and site administrators. Shifted from a method of identifying and removing low performers to growth model using cognitive coaching strategies to support teacher reflection and learning. Built trust and improved relationship between association and district, and teachers and principals.
- Developed and led ongoing professional development for leadership team of 60+ site and district administrators for new certificated evaluation system implementation. Integration of district and site goals into the teacher goal setting and observation process. Coordinated Cognitive Coaching® 8 Day Training series for all site administrators and directors to improve relationships and the evaluation process.
- Improved communication and systems between HR, Ed Services and Administrative Services departments. As a cabinet team member, contributed a positive communication style and approach to improve team engagement and productivity.
- Successfully led bargaining process in negotiating agreements with CTA and CSEA as new asst. supt. of HR within 6 months of joining the district by creating a trusting, collaborative bargaining approach.
- Negotiated impact of extended school day for primary students to align instructional schedules and increase instructional time for all K-3 primary students in the district.
- Mitigating the impact to personnel and budget for 2018-19 and creating new boundaries through collaborative efforts with cabinet and unions to manage the closing of Palm Lane Elementary School due to the Parent Trigger Act takeover.
- Introduced the Walking School Bus program to parent groups and administrators and coordinated efforts between City of Anaheim Transportation, Police and Orange County Health Care Agency based on successful efforts in three previous counties.
- Developed City of Anaheim partnership to bring Electric Vehicle charging station grants to the district.

San Mateo-Foster City School District (Director)

- Developed professional development to improve teacher evaluation process.
- Reached MOU with teachers' association to support new professional development model and PLC approach to using the early release Wednesdays.
- Improved overall efficiency and effectiveness of human resources operations including teacher recruitment and hiring process. Increased recruitment visibility and outreach. Developed and trained administrators on new protocols for a collaborative, teacher applicant tracking, screening, interviewing, selection and student-focused placement process.
- Analyzed staffing/enrollment actuals and developed tool to recapture \$2M in class enrollment efficiencies (currently using same strategies in Anaheim Elementary with similar financial impact).
- Fully staffed new LCAP funded positions through support/participation in LCAP engagement process as an instructional leader in the human resources department. Monitored staffing and required credentials of LCAP funded positions.
- Recruited foreign teachers to fill difficult-to-fill teacher vacancies and facilitate the immigration process.
- Represented district at local Sunrise Rotary Club meetings.

Dry Creek JESD (Principal)

- Served as site instructional leader for 14 years in elementary (11) and middle school (3).
- Served on District's Common Core Steering Committee. Supported cadre model of professional development. Team received training and provided input and direction to the Assistant Superintendent of Educational Services. Led site level K-5 Common Core staff development following the district's three-year implementation plan as a site principal.
- Led site staff in the evaluation, alignment and ongoing analysis curriculum, common formative and summative assessments and student achievement results.
- School-wide implementation of GLAD teaching strategies K-5 through systematic training and evaluation of teachers over five years. Responded to district change in EL services by facilitating training and support for classroom teachers using ELD framework and standards in meeting the needs of EL students. Resulted in significant growth and reclassification rates of EL students.
- Facilitated master schedule process for Miller Creek and Silverado Middle Schools. Created responsive master schedule development process for grades TK-5. Focused on coordinating RTI and tiered system of interventions and enrichment programs. Collaborated annually with leadership team to revise schedule based on student needs, resources, and staffing.
- Represented district at local Sunrise Rotary Club meetings.
- Created the district's first successful senior volunteer program through collaboration with Sun City Roseville retirement community and Rotary Club.

PROFESSIONAL ORGANIZATIONS, COMMITTEES, CONTRIBUTIONS

- San Mateo County Superintendents' Association: Member of 23 school district leader collaborative
- Rotary Club of San Carlos; Member and Paul Harris Fellow; District liaison
- Published Doctoral dissertation: *The Impact of Coaching on the Leadership Practices of California Public School Superintendents* (2016).
- ACSA Region 17 Orange County; Member
- ACSA Region 5 San Mateo/San Francisco; Member.
- ACSA Region 2 Placer County; Treasurer
- ACSA Leadership Summit Presenter: *The Impact of Coaching on the Leadership Practices of Public School Superintendents* (November 2016).
- ACSA/Brandman University Professional Development Webinar series presenter: *Crucial Coaching for Superintendents* (December 2017).
- AASA National Conference on Education (Superintendent Conference) invitation to present Dissertation Topic in Round Table Forum (January 2017).
- ACSA/AESD Conference planning committee member: *Making Schools Better for LGBT Students* (2017)
- ACSA Academy Certifications: Principal (2002), Curriculum and Instruction (2013), Personnel (2014)
- Brandman University Alumni Association: Dissertation mentor for colleagues
- Planning committee member and site leader for the passage of Measure E in DCJESD \$67.3M General Obligation Bond and participated as cabinet member for Measure X in SMFC's \$148M GO Bond. \$350M GO Bond in AESD.
- District Sustainability Committee (Green Team) Facilitator, Dixie School District, Marin County (2014)
- Education Foundation support and planning committee as a teacher representative and principal Eureka ESD and Dixie School District, Marin, CA.
- Master plan facilities and school boundary committee DCJESD and AESD.

PROFESSIONAL REFERENCES

Dr. Walter Buster	Superintendent (Retired)	Marin County	(C) 559-696-9872
Dr. Brad Tooker	Superintendent	Dry Creek JESD	(C) 916-709-4411
Dr. Cynthia Simms	Superintendent (Retired)	San Mateo-Foster City School District	(C) 909-544-9966
Dr. Heather Olsen	Superintendent	Pacifica SD	(C) 415-252-5738
Kathy Parmer-Lohan	Executive Director	San Carlos Ed Foundation	(C) 510-332-7055
Karen Molanari	Executive Director	Healthy Cities Tutoring	(C) 408-375-9979