

Roberta L. Selleck, Ph.D.
3948 W. 102nd Avenue
Westminster, CO 80031

April 24, 2011

School District of Osceola County
817 Bell Beck Blvd.
Kissimmee, FL 34744

To Whom it May Concern:

I am very interested in sharing with the School District of Osceola County my vast experiences in leading school districts through change and challenging circumstances. In each District that I have had the honor of being Superintendent I can proudly state that I have left them in better financial and academic conditions than when I was hired. I have 24 years of administrative experience, 14 as superintendent, and a strong reputation of providing effective leadership in the educational realm.

Most recently I have led the charge of transforming public education and our efforts in Adams 50 have been well documented in several prestigious forums. Just imagine a District that truly recognizes each individual learner as unique and plans for their particular needs. Additionally, each learner in the system is expected to graduate demonstrating proficiency in the core standards thus eliminating the need for post secondary institutions to remediate learning gaps. Our goal in Adams 50 is to prepare graduating students that are well poised to enter the next chapter of their life, whether it be post secondary education, vocational training, directly entering the world of work or the military. This system, which I have led in its creation, is ready for replication. No matter how high performing any current school system is operating there is still room for improvement and a Competency-based System is the future of public education. Are you ready?

Rarely is one given the opportunity to reinvent an entire school system. For the past five years in Adams 50, I have been engaged in turning a low performing, financially troubled district into a national reform model. Some of the major highlights of this work include the following:

- Passed a bond referendum to build a new High School and an Elementary School
- Retired seven schools without public outcry
- Established appropriate staffing levels for the district – reduced 200 FTE positions
- Reinvested in remaining staff – adjusted beginning salary from \$30K to \$40K
- Increased our financial reserves by approximately 80% approaching the maximum legal threshold
- Created ‘real time’ opportunities for professional development and tripled the number of days allocated for staff development
- Implemented a Standards-based System (replaced grade levels with appropriate instructional levels, multi age configuration, time is the variable and learning is the constant, established a guaranteed viable curriculum, and created learner-centered classrooms where the student owns their education)
- Combined two high schools into a Career Academy School which embeds real world relevancy into the curriculum
- Awarded a Bill and Melinda Gates Foundation Grant to further our model

The example provided above can only be accomplished by identifying a burning platform and recognizing the sense of urgency to do something about the issue. My leadership style is well suited to taking on challenges as I focus on developing a shared-vision based on student and organizational needs, translating that vision into goals, developing an action plan, then putting the plan in motion. I have met the challenge of seeking education solutions by: identifying and implementing strategies to close the academic achievement gap; increasing the performance levels of all students; managing a diverse school population comprised of a growing number of immigrating students; developing strategies to address mounting financial dilemmas; and resolving issues related to aging facilities.

Based on your recently adopted Strategic Plan I am intrigued by the qualifications that are needed for this District as they closely parallel my professional experiences. Please allow me to elaborate:

- I have led the process that created strategic plans in two school districts that embraced data-driven-decision making. Each of the plans called for improved academic outcomes at every grade level and addressed the academic achievement gap, enhanced school climate and morale, ensured appropriate educational facilities and addressed the financial conditions of each district. This common vision was shared by both the Board of Education and community and was closely monitored by me to ensure measurable results. Additionally, the outcomes were advertised and celebrated which created a cycle of trust among stakeholders.
- I am extremely proud of the numerous fiscal controls I have helped to implement for the District I currently serve as well as the district in Illinois. They included updating financial management structures and programs and replacing aging technology systems. Each new system allows seamless communication between the human resource, payroll and benefits departments that were formerly impossible. Now that all divisions are using the same process, a better-suited system of checks and balances now exist. The fact that policies and procedures are now followed closely to maintain the highest level of integrity and credibility within the district is very rewarding.
- The Crete-Monee School District had experienced a rapid change in demographic profile, providing educational opportunities to six distinct communities. Just prior to my arrival, the Board settled a ten year contentious civil rights claim that deeply divided the communities and left the school district as the common target for distrust. Over the years that I led the District I was able to earn the trust and regain the confidence of the constituents to support their public school system. Today, the school I was forced to close due to NCLB, is an outstanding example of what is possible for all students. It has become the highest academically performing elementary school in the Chicago area with like demographics, out producing the state's averages in all subjects.
- Academic achievement is the hallmark of education's mission and two of the biggest challenges we face as educators are the achievement gap and the student's lack of competency as they enter the workforce or engage in post secondary options. However, before either of these issues can be resolved, we must fully understand it. Educational strategies must be deployed simultaneously from many pressure points, such as: adjusting staffing patterns, providing essential professional development, addressing classroom environment and curriculum (21st century options), and ensuring rigor and

relevancy is readily evident. Additionally, utilizing frequent assessment coupled with high expectations ensures appropriate adjustments in teaching. This formula works.

Today's leaders need skills in communication, collaboration and community building. Rather than telling people what to do, effective leaders are able to motivate a team to work hard in order to achieve the desired goals. I possess the political savvy to develop a lasting base of support for educational reform, expertise in managing the media and capacity for developing a good relationship with the school board. I also exhibit a strong cultural and style fit that compliments my strengths as an educational leader. I also have a great sense of humor – I have found that levity, interjected appropriately, dulls the sharp edges of tense situations.

I just announced my retirement after serving my fifth year as superintendent of Adams 50 School District in the Denver metro area. Many facets of our Strategic Plan are currently in the implementation stage including our transformation to a Standards-based System; therefore I feel comfortable in seeking new challenges. Additionally, I consider Florida my second home as we frequently visit the state and enjoy our time there immensely.

At this point in my career, I would like to provide leadership for public education where I know that I can make a difference and remain for the long term. I believe there is a good match between my skills and the needs and interests of this District. I would appreciate the opportunity to address the issues that are germane to Osceola County. To that end, I look forward to the prospect of leading the challenge of educating the present and future students attending the School District of Osceola County.

Sincerely,

Roberta L. Selleck, Ph.D.
303.915.2328

Roberta L. Selleck, Ph.D.

3948 W. 102nd Avenue

303.915.2328

Westminster, CO 80031

rselleck@hotmail.com

PROFESSIONAL HIGHLIGHTS

Adams 50 School District

2006 to present

Westminster, CO

Denver Metro School District serving the unique needs of 10,000 students and 1,200 employees.

Superintendent

- Implemented a Proficiency-based reform model PS-12:
 - Time is the variable, Learning is the constant (students progress to the next level upon demonstration of proficiency when that occurs)
 - Students placed in appropriate instructional groups not frustrational groups which are traditionally grade levels based on age
 - Multiage is the norm
 - Retired grade levels and replaced with 16 levels of proficiency
 - Restructured High School into Career Academies
 - Pathways to future study/careers
 - Invested in Professionals
 - Created a new benchmark for salaries in the state of Colorado (from a base of \$30,000 to \$40,000)
 - Increased professional development from three to nine days per year
 - Successfully Passed a Facilities Bond
 - Built new High School - 2,900 enrollment
 - Built new Elementary School - 650 enrollment
 - Retired seven schools without public outcry
 - Created new attendance boundaries
 - Grew reserve fund balance by 75%
 - Received Gates Foundation Grant promoting Anytime/Anywhere Learning
-

Crete-Monee School District #201U

2001 to 2006

Crete, IL

Located in the south suburbs of Chicago the district educates 5,100 students and employed 500 staff.

Superintendent

- Passed referendum to construct two new schools
- Operated under a Federal desegregation order
- Crafted strategic plan, long rang facilities and financial plans
- Increased student achievement in all categories

Troy Consolidated School District 30-C

1997 to 2001

Joliet, IL

Collar county to Chicago meeting the needs of 4,000 students and 325 employees

Superintendent

- Passed two referendums, constructed two new schools, significant renovations
- Implemented vast technology improvements
- Created new teacher evaluation instrument
- Addressed cultural diversity needs of the District

1993 to 1997: Assistant Superintendent, Fountain-Fort Carson School District,
Fountain, CO

1990 to 1993: Principal, Fountain-Fort Carson School District, Fountain, CO

1987 to 1990: Assistant Principal, Fountain-Fort Carson School District, Fountain, CO

1977 to 1987: Elementary Teacher, Canon City Public Schools, Canon City, CO

PROFESSIONAL PREPARATION

Ph.D. Administration, Supervision, and Curriculum Development; CU-Denver, CO 1995

M.A. Educational Administration; Western State College, Gunnison, CO, 1983

B.S. Elementary Education; CU-Pueblo, CO, 1997

LICENSURE: Colorado Professional Administrator License, Illinois Superintendent's Certificate

PRESENTATIONS

National School Board Association's Annual Conference; 2011, San Francisco, CA;
Are you Ready to Abandon Grade Levels? The Time has Come!

SIIA National Thought Leaders Gathering; 2010, Boston, MA; Panelist on Proficiency-based Learning

Michigan Association of School Administrators; 2010, Traverse City, MI; Keynote:
Learning Must be the Constant While Time Takes a Backseat

National School Board Association Annual Conference; 2010 Chicago; Leveling the Field

Colorado Association School Board's Annual Conference; 2010, Colorado Springs, CO; Are you Ready to Abandon Grade Levels?

Association Supervision and Curriculum Development (ASCD) Annual Conference; 2009, Orlando, FL; Journey to Standards-based Education

Colorado Association of School Board's Annual Conference; 2009, Colorado Springs, CO; Reinventing Public Education: Abandoning Grade Levels - the Time has Come!

Large Unit District Association's Annual Conference; 2004 and 2003; Chicago, IL; Unfunded Mandates

Ill Annual Conference; 2003; Chicago, IL; Promoting Professional Growth through the Evaluation Process

Illinois Association of School Administrator's Annual Conference; 2001; Springfield, IL; Creating Business Education Partnerships

PUBLICATIONS

Executive Leadership; Winter 2011; Fun and Games

McREL; Winter 2011; A Video Game Approach to Teaching and Learning?

Software & Information Industry Association; 2010 Symposium; System ReDesign for Personalized Learning

Nellie Mae Education Foundation; November 2010; When Failure is Not an Option: Designing Pathways for Competency-Based Pathways for Next Generation Learning

American School Board Journal; March 2010; Leveling the Field

PROFESSIONAL AND COMMUNITY INVOLVEMENT

Governor's P-3 council; Board Member; 2009- present

Adams County Education Consortium; Past Chair; 2006 – present

Adams County Youth Initiative; Board Member; 2008 – present

Rotary Club; Member; 2006- present

AASA

ASCD

Phi Delta Kappa, past secretary

Illinois High School Athletic Association, past president

Large Unit District Association (LUDA), president elect

Dow Chemical, Community Advisory Panel, board member

Silver Cross Hospital, community trustee

Lioness Club, past president



February 14, 2011

To Whom it May Concern,

I write this letter of recommendation on behalf of one of the most incredible people I have ever met. She happens to be the Superintendent of Schools for Adams County School District 50 in Westminster, Colorado. However, she has proven to be much more than that.

In the spring of 2006, our Superintendent decided to retire. As the President of the School Board, I was tasked with beginning the search for a new leader. As an Executive in the sales department for the U.S. Postal Service, I am well versed in identifying talent; to that end we hired a nationally recognized firm to conduct that unique search. Three key broad-based issues were introduced as criteria for our search.

- **A strong background in facility management.** Our school district was comprised of 18 elementary schools, 4 middle schools, 2 high schools and an alternative school, as well as several facilities serving assorted student and infrastructural needs. Our issue was the age and degraded condition of these facilities. Failed bond elections over the years introduced countless issues of compromise in our physical plant. We absolutely needed a visionary that could assist us in planning for the future.
- **A record of success in fiscal responsibility.** While our district maintained an exemplary record of sustaining the current staffing and programming commitments, we were also keenly aware that our reserves were dwindling and the cost was not supporting progress in the classroom. The gradual decline in our enrollment coupled with rapidly changing demographics produced a negative impact on our academic achievement. Our community was desirous of a leader who could bring new and innovative ideas to the table that were palatable to all stakeholders.
- **Academic excellence in a challenging environment.** The socio-economic and ethnic makeup of our school district changed dramatically from the mid 1990s. In 2005 the State Board of Education notified us that we were going to be placed on Academic Watch. Quite frankly, the culture shock of our mature community members was incredibly challenging and, in my opinion, very racist in nature. We sought a solution to these cultural shifts that would calm the community to the level that met the needs of our current student population to create educational success in the classroom.

As a school board, we selected Dr. Roberta Selleck as our Superintendent because she fit the profile of who we were looking for to solve the dilemma of educational stagnation in our community. The following points will touch on the incredible work Dr. Selleck has accomplished in less than five years as the leader of our school district.

Dr. Selleck was hired and began her duties as Superintendent in our school district on July 1, 2006. She analyzed our facility audit extensively and approached the board after a few short weeks to make recommendations. She highlighted needs, and a plan to promote those needs to the community. Her proposal was to promote a \$98.6 million bond election to build a new elementary and high school that were revolutionary in nature.

We were successful in convincing our community of this plan and ultimately built the two mentioned facilities. Dr. Selleck exceeded our expectations and those schools have been models for our entire state. Today a facility committee still convenes, representing all parts of our community, to address next steps in the revitalization of the facilities of our school district.

Downsizing of a school district has been an emotional process for everyone concerned. As a school board member, I have had conversations about upsizing and downsizing pains around our state and our nation. Dr. Selleck met our dilemma with compassion. Her solutions were hard. Her message was comforting. Our aging school-community has felt the suffering of change in demographics, age, economic turmoil, and downsizing like many districts across our nation. Dr. Selleck introduced a sense of dignity to the process.

Sometimes leaders forget all the levels of people involved in an organization. Part of Dr. Selleck's work has been to include staff within *all* departments of our organization underscoring their role in the education of all the children in our charge. That strategy is cultural in nature and in District 50, it has been embraced. Remember the Pittsburgh Pirates and "We Are Family?" I actually have experienced that passion in District 50.

Finally, the question has to be answered. What is our ultimate measure of hope and success? What is happening in the classroom? If you're a board member, you know there are mixed messages.

The answer in District 50 has been profound. It is called **Standards-based Education**. If you are not familiar with it, let me introduce it to you in laymen's terms. When your child is learning to walk and struggles, what do you do? You continue to work with them until they succeed...until they have mastered walking. All of us have grown and learned throughout our careers in such an environment. But, it hasn't been that way in education.

In our reform model, Standards-based Education is one of the quadrants that brings rigor and a demand for competency that is desperately needed in the real world of work and post secondary options. Our new high school is comprised of five professionally-

engineered academies that meet the needs of our future, at least for the next few decades! The academies are: Global Business and Entrepreneurship, Biomedical Health, Fine and Performing Arts, ACE (Architecture, Construction and Engineering) and Liberal Arts. Our high school – and subsequently, all schools that feed into it – will meet the needs of our future for many years to come. Dr. Selleck has built relationships with community colleges and major universities alike in the quest to welcome our students as they realize our goal of graduates that are ready for post secondary options without the need for remedial assistance.

I would also like to address her other critically important attributes: 1. she is a minority (Native American) and truly understands the trials and tribulations of our culturally diverse population and sets the wheels in motion to address those needs; 2. You will not find another example of a leader who understands the nuances of humor and how it can appropriately be leveraged to deescalate tense situations; and 3. She invests in people. She truly understands that the strength of the organization is based on the developed talent of the staff.

In analyzing my experience with Roberta Selleck during the time I worked with her and during the time I have watched her since, I discovered that she symbolizes the very concept of all of The 7 Habits of Highly Effective People. The most impressive and inspirational concept of all that she represents is the 2nd Habit: “Begin with the End in Mind.”

I am proud to recommend to you, Doctor Roberta Selleck as one of the most innovative minds in education today. If you have any questions or concerns, please do not hesitate to contact me with the information provided below.

Respectfully,

Chuck Hensel
Adams 50 School Board, 2000-2009
Adams 50 School Board President, 2004-2007
9250 Raleigh Street
Westminster, CO 80031
303-650-4896
303-437-9063

February 14, 2011

Re: Letter of Reference for Dr. Roberta Selleck

To whom it may Concern:

It is my pleasure to write this letter of recommendation for Dr. Roberta Selleck. I am currently the Chief Financial Officer and Roberta is currently the Superintendent of Schools for Adams County School District 50 in Westminster Colorado. I have known Roberta since the spring of 2006 when she was selected as the new Superintendent for the District. Over the past five years I have had an excellent working relationship with Roberta and have considered it an honor to work for someone with her innovation, inspiration and knowledge of public education.

Roberta's leadership of facility management, fiscal responsibility and academic improvements allowed District 50 to re-invent itself in order to meet its changing needs. In 2006 Roberta lead the District to a successful bond election that allowed the District to raise over \$100 million. This was the first bond issue for the district in almost twenty years and replaced several older buildings with a new elementary school and a signature high school. These two projects were the first construction projects for the District in almost forty years. As part of the District's Master Facility Plan of 2006 the District successfully closed six buildings creating operating efficiencies which assisted the District with meeting its budget goals. In addition to the passage of the 2006 bond election the District has been successful in receiving over \$8 million in state construction grants.

The District's budget for 2006-07 was adopted prior to Roberta's arrival at the District. The District had a history of using reserves to meet current operating expenditures and was in danger of falling below level allowed by Board policy. Roberta was able to lead the District into developing a balanced budget that did not use reserves for the 2007-2008 fiscal year. Roberta's leadership allowed the District to focus on operating efficiencies that saved the District over \$10 million dollars and allowing the District to reinvest savings into staff by adjusting salaries to market rates. For example the beginning salary for licensed personnel increased from a little over \$30,000 to \$40,000 annually. To this day District 50 has one of the highest pay tables in the State of Colorado. The investment has allowed the District to retain staff and invest in their professional development that provides returns to the District for several years by reducing the staff turnover rate. Over the past five years the District's General Fund reserves has increased almost eighty percent. Currently the District's undesignated reserve is at the statutory maximum.

Roberta's leadership created and implemented a Standards-based System. District 50 is the only District in the lower 48 states to accomplish this feat. The students of District 50 are receiving personalized learning experience where time has become the variable and learning is the constant. In order to take this challenge on and be successful Roberta needed over seventy percent support from staff. She had support from over eighty percent of the staff. As a testament to our work: the Bill and Melinda Gates Foundation

invited our District to partner with them to expand our proficiency based system to include “anytime anywhere learning”.

Roberta is the type of person that people find themselves drawn to. She opens herself to listening and respecting everyone she meets. I am very impressed with her ability to establish trust and confidence with herself, other members of her team, the Board of Education, parents, students and the community. Roberta is an innovative and inspirational leader, and I am proud to serve with her in my capacity as Chief Financial Officer.

Roberta is an excellent addition to any Team she works or serves with. I strongly recommend her for any leadership role that she pursues.

Sincerely,

Sandra L Rotella CPA
Chief Financial Officer

Milton Payton
1400 Pine Woods Court
University Park, IL 60466
(708) 351-6675 miltpayton@aol.com

To Whom It May Concern:

It was my pleasure to assist in the selection of Dr. Roberta Selleck to serve as the Superintendent for Crete Monee District 201-U. During her tenure, she has provided our district with superior leadership and a strong administrative team that has exceeded the expectations of our Board of Education.

As a result of her great strength of character and collaborative spirit and methodology, Roberta has enabled our district to develop and implement a Strategic Plan based on vibrant growth, including a Financial and Facilities Plan. Both were developed in conjunction with all segments of our district's community. Through her leadership, we were able to successfully pass a \$79.4 million bond referendum. Our district built a new high school, a new elementary school and a constructed major addition to our Middle School.

Dr. Selleck successfully groomed a positive working relationship with the Crete Monee teachers' union that contributed to a negotiated three (3) year labor contract. She has also navigated the rigors of No Child Left Behind Act (NCLB) with promising results; while increasing the academic performance of the district as a whole. Roberta was able to do this while under the intense spotlight of public scrutiny from a variety of audiences (political leadership and news media). The district's Lincoln Baldrige Initiative, an established total quality approach to academic excellence, was enhanced and better integrated during Roberta's tenure. She also oversaw the upgrade of our district's administrative and technology systems which greatly enhanced our ability to analyze and manage our growing district. Her development of a strong diverse management Team complemented Dr. Selleck's strong managerial capabilities and skills.

As a Native American, Dr. Selleck understood the dynamics of serving a culturally diverse school district. After a very contentious 10 year court battle with the University Park community that resulted in a desegregation order; Roberta was instrumental in healing wounds, building trust, faith and confidence in the leadership of the school district. The ultimate test of her leadership was that she closed an underperforming charter school; and, due to poor performance and adhering to the rules of the No Child Left Behind Act, she closed the only elementary school serving University Park, a predominately African-American community. The school was reopened and certified as an International Baccalaureate magnet school and is now a crown jewel in the south suburban and Will county areas out performing all other schools with similar demographics. Moreover, it is now also one of the top performing elementary schools in the state and it became the only certified International Baccalaureate elementary school in the state of Illinois.

Roberta's leadership has brought greater fairness to our diverse school population. She opened previously closed channels of communications with the four (4) very diverse communities that our district serves and she greatly improved the school district's public image through an excellent public relations effort. Dr. Selleck has also implemented greater accountability for both our teaching and non-teaching staff. Under her leadership, our Business Education Partnership grew to over fifty members and became nationally recognized. Our relationships with many other diverse community groups were also enhanced tremendously due to her efforts.

Her involvement and leadership with USA Fest perhaps symbolize the excellence and collaboration which she brought to our with our school district's community. This huge four (4) day festival in conjunction with Balmoral Race Track was planned and managed by volunteers for the exclusive benefit of our school district. In my opinion, Dr. Roberta Selleck would be an excellent choice to lead and manage your school district.

Sincerely,

Milton Payton

Former President Board of Education, Crete-Monee School District 201-U



Roger Schneider
CEO/Owner
Wesley Schneider
COO/Owner
Jim Gardner
Business Manager
Michael Schneider
Client Development Director
Pray Casan
Operation Director
Bill Campbell
Office Manager
Mary Miller
Marketing Coordinator

To Whom it May Concern:

As a parent of seven children, an elected Board member of the Highland Hills Park and Recreation Board, and owner of Rocky Mountain Micro film and Imaging I am submitting this letter of recommendation on behalf of Dr. Roberta Selleck.

In order to most effectively convey the significant role Dr. Selleck has played in our community, I feel it necessary to preface this letter by clarifying my philosophy of the role schools play in society at large. I hold strong beliefs that our real estate values are driven by the level of demand a community places on its school system. To that end, I not only believe but know with certainty that our public schools can single handily create the necessary demand to drive home values.

With the foregoing statements in mind, I have felt compelled to become closely involved with and to become fully knowledgeable about our local school system and worked very closely with Dr. Selleck in several capacities since she came to Adams 50. Please allow me to elaborate with a couple of concrete examples.

Prior to her arrival I was involved with studying the need for replacing an elementary and middle school. At that time the Board of Education made the decision to wait for the new Superintendent, Dr. Selleck, to assume her position. Thank heavens we did! Roberta is a visionary who can make dreams turn to reality. Her analysis of our needs quickly became the rallying call to the community and we were very supportive of the new direction. She accomplished in five months what we couldn't do for years – her leadership was absolutely critical. Today we are proud of our new state of the art high school and new elementary school. These two projects retired, sold, demolished, or repurposed five aging school buildings. We also have a long range facility plan that has positioned the District to become a viable recipient of building grants issued by the state of Colorado.

Dr. Selleck is also responsible for turning around the financial condition of our district. Previous administrations, with good intentions, made it a practice of dipping into cash reserves to sustain the operations of the district. This practice ceased upon her arrival. Due to that decision she was able to grow our reserves by 80% and we are weathering the current economic turndown better than most districts in the state.

The two accomplishments shared above are worthy, but I personally believe her true legacy not just for District 50 but public education as a whole is the creation of our Standards-based System. We are the largest school district in the United States that has embraced the philosophy that educating all students to a demonstrated level of proficiency is the expectation. Gone are the days when students were put on an assembly line for 9 months a year and then after 12 years enter the world of work or post secondary education ill equipped to function without remediation. That model does not work. Although our system has not matured, we are well on our way to providing a solid education for all students. We have been recognized as Pioneers with the courage to change a system that does not work for the majority of

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today's students. Call it what you want, Proficiency Based, Competency Based, Standards Based it is what our country needs in the way of reform.

To that end, I must share with you that there are folks within our community who are uncomfortable with the magnitude of change our District has experienced. I have lived in Westminster for decades and have personally watched our district evolve. At one time our District prospered serving over 17,000 mostly Caucasian middle class students. Today, we hover around 10,000 primarily Latino students with an 80% poverty rate. There exists a small but very vocal group of individuals who are yearning for the past glory days. Those days are gone and they are mourning. Unfortunately, it seems they hold Dr. Selleck responsible for this metamorphosis. The subtle underlying message is 'these' children do not deserve new schools or a system that will propel them onto the world stage poised as leaders. How short sighted.

Because of my personal business history and leadership position in the community I feel uniquely qualified to express the value that Dr. Selleck has brought to our school district. We are light years ahead and strategically positioned to prepare our kids for their future. During the time she has spent with us I have always known her to be accessible to parents and members of the community. She is diligent in response time and reasonably diplomatic when addressing sensitive issues.

I highly recommend Dr. Roberta Selleck for your consideration and give you my assurance that your district will be extremely fortunate to benefit from her expertise. Please do not hesitate to contact me for any further remarks.

Sincerely,

A handwritten signature in blue ink that reads "Roger M. Gudenkauf". The signature is written in a cursive style with a long, sweeping underline.

Roger Gudenkauf

Vicky Marshall, President
P.O. Box 152
Westminster, CO 80038

Phone: 303-412-8580
Cell: 303-250-1128
Email: NothingFancy_0905@msn.com

February 15, 2011

Ms. Merrill:

As President of the Adams County School District 50 Board of Education, I am honored to recommend Dr. Roberta Selleck as a candidate for your position of Superintendent. She has done extraordinary work on behalf of our children and community. Roberta is a tenacious advocate for fiscal responsibility and is the driving force behind the meaningful education reform the district has implemented in recent years. Most telling of her personality, Roberta is always reminding people that, at the end of the day, education is all about children.

When District 50 set out to hire our superintendent—we were truly looking for a change agent and we found that in Roberta Selleck. As Superintendent, Dr. Selleck has successfully addressed three major challenges in our community:

- A diverse population with changing demographics and a high poverty rate
- A need for a financial overhaul and construction of new buildings
- Low student achievement

Shifting Demographics:

Roberta was selected as Superintendent in July of 2006 during a time of great transition and change in District 50. Our community demographics have greatly shifted over time from a working, mostly white, middle-class population to a largely minority community with 75 percent of our families eligible for free or reduced meals. The transition has not been easy, but under Roberta's leadership, we have navigated many difficult issues.

For example, she created the District 50 Welcome Center, which helps transition families into our community by helping them find the right school and social services they need to succeed in our community. She has expanded the successful "VOICES" program, which has taught hundreds of adult ESL learners through the years, and she created the Office of Institutional Equity, which promotes a respectful, diverse and inclusive working and learning environment in District 50. The district now provides Spanish Language Instruction at the Elementary level and provides full-day Kindergarten, which has been a godsend to families who must care for their children while also going to work.

Financial Overhaul/Bond Election:

High School students in Westminster now attend a state-of-the-art high school thanks to the passage of \$98.6 million dollar bond election in 2006, which also built a needed elementary school. Roberta played a pivotal role in that bond election, helping to convince voters that it was indeed time to invest in the district's infrastructure and make a commitment to education. This past September, nearly 2,000 people tuned out for the high school's Grand Opening and Ribbon Cutting Ceremony, a testament to the source of community and student pride the new school represents. It had been 35 years since the district had built a new high school and Roberta's vision and dedication to that effort can never be repaid.

In addition to the successful bond election, Roberta “right-sized” the district, which has been plagued by a decade of declining enrollment, by making difficult but important decisions to close five schools and reduce nearly 200 positions district-wide. In addition, to these difficult decisions, Roberta stopped the past district practice of dipping into reserves to balance the budget. Her foresight and leadership allowed District 50 to reduce the impact of the drastic cuts faced by other districts this year when faced with funding reductions from the state. In spite of tough economic times, District 50’s strong financial position is directly tied to Roberta’s leadership. Also, in a dramatic effort to reduce staff turnover, Roberta worked with the Westminster Education Association to increase the salary table for teachers in District 50 to the highest level in the state.

Education Reform:

The most important legacy of Roberta’s leadership, I believe, is found in the educational reform she has brought to District 50. In an effort to turn sagging student achievement around, we are the largest district in the country to implement a true Standards-based System district-wide. Using the model developed by RISC (Re-Inventing Schools Coalition); the goal of the reform is to assure proficiency for every student at every level and to guarantee every graduate an education that will prepare him or her for post-secondary education or a productive high-paying job right out of high school. We are in the middle of our second year of SBS implementation at the elementary and middle school levels and the first year with our high school freshmen. It hasn’t been easy, but educators from across the country, impressed by what they are hearing, have traveled to our district to learn from us and from Roberta. In the spring, Roberta and District 50 were profiled in the prestigious American School Board Journal for our efforts to reform public education. Parents and staff alike are seeing students truly “own” their learning. As a Board member, I hear over and over that we need to invest in full implementation of this reform as it is the right thing to do for our students. Teachers who have fully embraced the concept have stated that they cannot go back to the old ways of delivering instruction.

Change is not easy, and reform this dramatic required a leader with a thorough understanding of both education and the role of a superintendent. With determination and a reminder of the “moral imperative” to educate all children, Roberta achieved “buy-in” from not only the Board of Education, but from teachers, and the community as a whole. There has been controversy along the way, but Roberta and our Board of Education as well as our staff have held strong to the belief that SBS is the right thing to do. Our reform remains a work in progress, but I am convinced it will succeed and it will change the lives of our children and the community they live in.

Turning District 50 around and into the district it is today has required a tremendous effort from teachers, staff, parents, students and community leaders. Above all else, though, it demanded a strong leader with conviction to see each student be offered the best public education that is possible. We have witnessed that from Dr. Roberta Selleck. I recently nominated her for the honor of Colorado’s Superintendent of the Year. Through that screening process, she finished as the runner up. We were thrilled to see her efforts acknowledged in that way by her peers and I know she will bring vitality and a strong belief in the future of children and what is truly possible to any district. We will be heartbroken to lose her.

Sincerely,

Vicky Marshall,

Lockport Township High School District 205

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February 10, 2011

To Whom It May Concern:

It has been requested that I write a letter of recommendation for Dr. Roberta Selleck. It is truly my pleasure to do so. I have known and worked closely with Dr. Selleck since 1997. I served as the President of the Troy Community Consolidated School District 30C Board of Education from the time that Dr. Selleck was recruited and hired through her first three years of employment with the District. She accepted the Board's challenge to make an already exemplary school district even better—and she accomplished this goal!

Dr. Selleck exemplified the highest moral, professional, and ethical behavior. She was consistently straightforward and honest and exhibited compassion and respect to all students, staff, parents and associates. Dr. Roberta Selleck brought a "touch-of-class" to Troy.

Dr. Selleck tackled tough issues relating to growth. Challenged to address increasing student numbers and to be ever mindful of the budget, she analyzed the current staffing patterns and made appropriate adjustments which allowed us to maximize our human resource potential. She realigned the extracurricular activities in order to avoid interference with academics. Several touchy decisions needed to be made to phase out fifth-grade athletic competitions in order to more fully comply with the middle school concept. She successfully met those challengers.

Dr. Selleck is an astute financial leader. She worked tirelessly and endlessly to pass a \$20,000,000 building referendum on the FIRST attempt! Five months later she led the next initiative to pass a referendum to increase the educational fund rate by 25¢ and it was also successful. In Illinois, this is a rare feat. Due to these timely and proactive efforts, Troy received a \$6,300,000 in capital development funds. Dr. Selleck also served in a key role as a three-year employment contract was negotiated without hostility—a win-win scenario. Following the settlement, she adjusted administrative salaries to compete with regional averages and she realigned our middle school leadership structure which saved thousands of dollars.

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