

May 6, 2011

Dear Dr. Blanton & Members of the Osceola County School Board:

Please allow this letter and attached resume to serve as a request for consideration for the position of Superintendent. Over the course of my career I have worked with the two largest districts in Michigan; Utica Community Schools with 30,000 students and Detroit Public Schools with 120,000 students. While in Detroit I served as a Regional Superintendent with direct oversight of 34 schools that serviced over 20,000 students. Later I served as Detroit's Deputy Superintendent and authored the reorganization/strategic plan that was adopted by the Board of Education.

You will find that I am a student focused very collaborative leader who involves all of the stakeholders in the school community. I have extensive expertise in working with at-risk students as well as students who are performing at advanced levels in their studies. Part of my strategic planning process is to look at the student's educational life Pre-kindergarten and beyond high school graduation (PK-12Plus Model). I have found that by doing this it better allows me as a district leader to work holistically in adjusting practices within the district to better serve our students. Moreover this practice has allowed me to better align school improvement plans, professional development plans, technology plans and intervention practices like RTI and PLCs. As a result I have been able to increase student enrollment, improve test scores and utilize budgetary dollars more effectively.

I have built strong administrative teams in every district I have lead, the teams have been very collaborative and I have allowed my department heads to have ownership of projects and concepts which has increased the success of these initiatives because they were very vested in its success. More over I believe in growing my team's skills sets through professional development and as a result I have mentored two sitting superintendents in Michigan and several building administrators.

I am very interested in serving as Osceola County's next superintendent for several reasons; my ultimate care goal is to lead a very large school district, I also feel based on the characteristics of school district my experience and skills would be of great benefit to the students, staff and community. Finally, my doctoral dissertation is in the area of superintendent leadership and its impact on student achievement in large school systems. I am confident that the research I have done for my dissertation will serve Osceola County well. I look forward to meeting with you to discuss this exciting opportunity.
Sincerely,

Chris Hammill

CHRISTOPHER W. HAMMILL

~ *Expert in Building Dynamic Teams • Leader in Managing High-Volume Operations • Specialist in Achieving Cost Savings* ~

4077 Lancaster Drive • Fort Gratiot, MI 48059 • (810) 937-9064 • chris.hammill@gmail.com

Solutions-focused leader specializing in driving operations growth, building solid teams, creating strategic initiatives, providing integral process improvements, and cultivating world-class services eager to offer 15+ years of experience toward maximizing an employer's bottom-line results.

PROFILE OF QUALIFICATIONS

- Strategic Analysis / Planning
 - Organizational Development
 - Project / Program Management
 - Team Building / Training Processes
 - Contract Negotiations
 - Short- / Long-Term Planning
 - Business / Stakeholder Relations
 - Policy / Procedure Development
 - Process Improvement
 - Regulatory Compliance
 - Budget / Financial Control
 - Best Practice Methodologies
- Integral leader who offers proven experience in large-scale operational optimization, including designing, developing, and implementing solutions-driven programs, policies, and procedures to achieve continued key growth and productivity.
 - Out-of-the-box thinker who delivers highly effective short- and long-term plans and conceptualizes workable solutions.
 - Ambitious self-starter who supports quality staff recruitment that encourages diversity, low turnover, and employee loyalty, along with successfully planning, prioritizing, and managing core group tasks within high-pressure situations.
 - Excellent communicator who builds valuable relationships with C-level teams, administrative staff, and the community.

CAREER HIGHLIGHTS

- Spearheaded the planning and oversight of \$23.8-million total worth of facility renovations, along with proactively reorganizing multiple school building configurations and engaging community and district stakeholders in key processes.
- Identified \$4.9 million total in savings via district staff reductions and reorganizations, and reduced spending by 15%.
- Effectively participated in the core development of a results-focused district five-year strategic development plan.
- Achieved three successful regulatory authorization visits (i.e. IB, NCA QAR, MDE Office of Field Service Review).
- Designed and implemented a successful sinking fund campaign renewal project for multiple Superintendent elections.
- Improved school operations to enhance scholastic achievement by streamlining school district leadership practices.
- Increased student achievement 20% and developed a Parent Resource Center to raise voluntary participation by 20%.
- Led the turnaround of Rose Kidd Elementary School from a "C" rating to an "A" rating on a statewide report card, including establishing a leveled library within the building and increasing the number of academically talented programs.

PROFESSIONAL SYNOPSIS

Executive-Level Leadership

- Utilized broad scope of industry knowledge and dynamic business acumen toward directing a total of 47 schools and multiple alternative education sites, as well as 42 administrators and 1,100+ instructional staff servicing 18,600+ students.
- Drove operations growth by recruiting, coaching, and managing top-performing instructional and support teams, along with hiring contracted and hourly staff, addressing union grievances, and evaluating tenured and non-tenured teachers.
- Strategically steered all facets of facility management, including acting as direct supervisor of a three-member custodial staff.

Budget / Financial Control

- Built and sustained productive operations by resourcefully managing an annual budget worth \$30 million, along with serving as the district's chief negotiator, developing and implementing reduction strategies, and working with key grants.
- Prepared and managed a \$2.4-million budget while overseeing building maintenance, security, and lease negotiations.

- Expertly coordinated federal, state, and county financial resources for various building school improvement plans.

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PROFESSIONAL SYNOPSIS (CONTINUED)

Program Development / Management

- Contributed strong leadership talents toward administering the county’s Boater’s Safety Program, including directing a 14-member instructor staff who taught 2,500+ students annually, as well as overseeing a \$250,000 program budget.
- Directed site-level programs for 100+ students, participated in district-wide administration mentoring programs, and created and developed a home-school communications program which maximized academic success in multiple areas.

Community / Committee Relations

- Established multiple valuable community-based partnerships which were instrumental in boosting operations success.
- Planned and presented forward-thinking information to Board of Education and the general public, along with serving in leadership roles for multiple facilities improvement, budget, and HR committees, as well as district reorganizational plans.
- Developed and disseminated weekly senior-level publications focused on core achievement, operations, and best practices.

PROFESSIONAL EXPERIENCE

Superintendent

MT. MORRIS CONSOLIDATED SCHOOLS	2011 – PRESENT
OWOSSO PUBLIC SCHOOLS	2009 – 2011

Assistant Superintendent

DETROIT PUBLIC SCHOOLS	2008 – 2009
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Principal

ROSE KIDD ELEMENTARY SCHOOL—UTICA COMMUNITY SCHOOLS	2004 – 2008
DICKINSON WEST ELEMENTARY SCHOOL—HAMTRAMCK PUBLIC SCHOOLS	2002 – 2004

Assistant Principal

DICKINSON WEST ELEMENTARY SCHOOL—HAMTRAMCK PUBLIC SCHOOLS	2002
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5th Grade Teacher

MILLSIDE ELEMENTARY SCHOOL—ALGONAC COMMUNITY SCHOOLS	1996 – 2002
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Corporal / FTO

ST. CLAIR COUNTY SHERIFF’S DEPARTMENT—MARINE DIVISION	1997 – 2008
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EDUCATION & PROFESSIONAL DEVELOPMENT

Ph.D., Educational Leadership (Projected 2013)	ARGOSY UNIVERSITY
M.Ed., Educational Leadership	WAYNE STATE UNIVERSITY
B.A., Elementary Education	WESTERN MICHIGAN UNIVERSITY

Elementary & Secondary Administrators Certification • Elementary Professional Certification • BA & DX Endorsements

PROFESSIONAL AFFILIATIONS

Kiwanis Club of Mt. Morris • Rotary International • Master Mason—Lodge 58 • MASA • AASA
 Board of Directors—MEMSPA Region 6 • Michigan Elementary & Middle School Principal’s Association

