

May 5, 2011

Superintendent Search Committee
The School District of Osceola County, Florida
817 Bill Beck Blvd.
Kissimmee, Florida 34744-4492

Dear Members of the Committee:

The purpose of this letter is to make formal application for the position of Superintendent with The School District of Osceola County, Florida. I am currently Superintendent of East Allen County Schools, a district with more than 10,000 students and the 4th largest geographical district in Indiana. Prior to assuming the Superintendent position in East Allen, I served for 8 years as an assistant superintendent with the South Bend Community School Corporation, a district with more than 21,000 students. In my career, I have served in many varied positions including high school principal, middle school principal, assistant principal, athletic director, and secondary English teacher.

I believe I would make a tremendous addition to the administrative team in The School District of Osceola County, Florida. I have a background rich in experiences at all levels of administration (building level and central office) and in all types of school corporations (urban, suburban, rural, as well as large, medium, small). I have been a successful athletic director, middle school principal, high school principal, assistant superintendent and, now, superintendent. It is through these experiences that I believe I am well suited to take over the helm of The School District of Osceola County, Florida as you seek a superintendent.

With the hopes of relocation, I have studied your district and have become familiar with your efforts in the curricular, academic, co-curricular, and athletic arenas. I look forward to helping you continue on your path of success in many areas and strive for future growth in all areas.

With anticipation, I await your review of my credentials and hope to answer any questions you might have related to my candidacy. Please don't hesitate to contact any of my references. Each of these references is from previous districts, but I would gladly provide current district references should I become a finalist for your position. I have recently been given a two year extension to my contract through 2014. If selected as your next superintendent, I would hope to negotiate a start date on or before January 1, 2012.

I look forward to being able to interview with you and members of the Board of School Trustees of the The School District of Osceola County, Florida. You may contact me at any time at (574) 303-9627 or kgreen529@sbcglobal.net.

Respectfully,

Karyle M. Green

KARYLE M. GREEN

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I have had successful administrative experience in urban, suburban and rural corporations in positions at both the central office and building level. My experience provides me with knowledge in all areas of educational leadership including finance, school law, curriculum, day to day operations, school safety, and student management.

EDUCATIONAL PREPARATION

Degree	School	Major Area
B. A. E.	Arizona State University Tempe, Arizona	Secondary Education Major: English
M. S.	Indiana University South Bend, Indiana	Secondary Education
Ed. D.	Indiana University Bloomington, Indiana	Major: Educational Leadership Minor: Policy Studies

Professional Certification

Superintendent	Indiana	957323
Secondary Administration & Supervision	Indiana	746309
Elementary Administration & Supervision	Indiana	746310
English – H.S., Middle School, Jr. High	Indiana	524187

WORK EXPERIENCE

2009 – Present; East Allen County Schools; New Haven, Indiana

Superintendent

East Allen County Schools is the 25th largest school corporation in the State of Indiana. It is 4th largest geographically, covering the entire eastern half of Allen County. EACS has a student population of more than 10,000 and a total budget of approximately \$95 million. EACS employs 1100 full-time employees. Five totally distinct communities populate 5 high schools and 13 schools in the feeder districts ranging from the only National Blue Ribbon High School in the State of Indiana, two 4 Star Schools, as well as schools with 90% students qualifying for free & reduced lunch. Over the past few years, the English language learner population has tripled as Allen County has become the refugee settlement for the people of Myanmar (Burma).

I have structured a district-wide curriculum, focused on student growth, reduced the budget by \$4 million planning for future reductions, and directed a plan to redesign the district in order to reduce the number of schools bringing the Board to approval where 20 years of discussion and several previous proposals had not gained approval.

1998 – 2009; South Bend Community School Corporation; South Bend, Indiana

High School Principal (2 years); Asst. Supt. for School Management (2 years); Asst. Supt. for Human Resources (2002-2008) Intermediate Principal (2008-2009)

The South Bend Community School Corporation is the 4th largest school corporation in the State of Indiana, located in St. Joseph County, with a student population of more than 21,000, and a total budget of more than \$230 million. The SBCSC employs almost 3000 full time employees and another 1500 part time employees. Approximately 63% of its student population qualifies for free & reduced lunch. There is an English language learner population of 14%.

Throughout my tenure in South Bend, my responsibilities have included the day to day operations of more than 34 schools and four corporation facilities, employee relations, contract maintenance, and all aspects of human resources.

1995 – 98; Triton Central High School; Northwestern Consolidated School Corporation of Shelby County; Fairland, IN

High School Principal

Triton Central High School lies 10 miles southeast of Indianapolis, IN in a rural middle class community. The student population of the district is 1600, with 500 students and 65 staff members at the high school.

1994 – 95; Guion Creek Middle School; Metropolitan School District of Pike Township; Indianapolis, IN

Middle School Principal

Guion Creek Middle School is a multi-culturally diverse school in an urban school district. The student population of Guion Creek Middle school was 870 students in grades 6-8 with 78 staff members. My responsibilities included the coordination of a \$14 million renovation project with the instructional expectations of the district.

1992 – 94; New Prairie Junior High School; New Prairie United School Corporation; New Carlisle, IN

Junior High Principal

Responsibilities included instructional leadership in a school of 380 students and 35 staff members with all the duties of principal, assistant principal and athletic director as I was the only administrator for the school.

1985 – 92; High School English Teacher, Middle School English Teacher, Asst. Principal, Athletic Director. Tempe Union HS District (AZ), Diocese of Fort Wayne/South Bend, School City of Mishawaka, East Noble School Corporation

ADMINISTRATIVE EXPERIENCES

East Allen County Schools

- Lead a district with 10,000 students, a \$95+ million budget, 1100 employees, and 21 facilities; which is the 25th largest in student population and 4th largest geographic district in the State of Indiana.
- Established a system of communications between central office and the Board, central office and the schools, central office and classified staff, central office and community.
- Established a team to write a comprehensive curriculum (math and English) grades K-8 where there had not been one. In the process of writing curriculum at the high school level in all subject areas.
- Redesigned our organizational structure reducing the number of schools from 19 to 12 to meeting growing financial, facility and academic needs. This transition will take three years to fully implement but has received wide-spread Board and community support.
- Reduced operating budget by almost \$4 million in response to declining revenue and increasing costs.
- Developed a district-wide leadership team which focuses on support of student achievement, school improvement and student growth every day.

South Bend Community School Corporation

- Served as chief spokesperson for contract negotiations with the National Education Association – South Bend; American Federation of State, County and Municipal Employees, Local 684; and Teamsters, Local 364.
- Served as spokesperson for the labor relations monthly maintenance meetings with all unionized employee groups listed above.
- Served as chief legal liaison serving as district representative and spokesperson in all legal matters in court proceedings, arbitrations, mediations, fact finding, unfair labor practices, etc.
- Trained and served the Corporation as School Safety Specialist.
- Supervised the Dept. of Student Services including health services, counseling & guidance, student attendance and due process.
- Developed position control system, in conjunction with the Dept. of Financial Services, which tracked all staff within the Corporation and kept the budget within approved limits.
- Assisted in grant writing, budget planning, facility planning, implementation of Head Start Consortium of St. Joseph & Elkhart Counties, implementation of High School Magnet grant, implementation of Smaller Learning Communities grant, and the implementation of “Plan Z,” the Corporation-wide restructuring process.
- Responsible for the transfer of more than 900 teachers during the summer of 2003 in accordance with the restructuring of the grade configurations of 29 Corporation schools.
- Serve on the Superintendent’s Cabinet.

Northwestern Consolidated School Corporation of Shelby County

- Initiated many policy, curricular and instructional changes.
- Presented initiatives to the Board of School Trustees at regularly scheduled meetings.
- Worked closely with the Triton Central Teachers’ Association as part of the monthly maintenance and negotiations’ teams.
- Hired, evaluated, and terminated both certified and noncertified personnel.
- Served as president of athletic conference of which TCHS was a member.
- Hosted many conference, county and IHSAA academic and athletic events.
- Was invited to return to speak at graduation and retirement events.
- Served as member of IHSAA Executive Board of Directors.

Other Administrative Experiences

- Served as middle school athletic director.
- Directed a school from a traditional junior high model to one with the middle school concept, first through introduction and sale of the philosophy, followed by professional development and training, leading to implementation.
- Coordination of all educational aspects with facility management throughout a \$14 million renovation project.
- Developed and implemented a state-wide distance learning facility.
- Served the superintendent in many central office capacities including directing all professional development activities and instituting a system-wide TESA program.
- Instituted peer observation, student mentoring, student recognition, student workers and gold card programs.
- Served as chairperson of school improvement committees, crisis intervention teams, PBA committees, curriculum writing teams, and many other efforts.
- Served as testing coordinator for both middle and high schools.
- Completed the Master Schedule of both middle and high schools.
- Earned *Indiana 2000* designation.
- Created substitute teacher handbook.
- Developed and implemented substitute training.
- Rewrote student handbook.

PROFESSIONAL WORKSHOPS, COURSES & TRAINING

Gifted/Talented Administrators Training
School Safety Specialist Training (IDOE)
Case Conference Coordinator Training
Madeline Hunter Essential Elements
Teacher Expectations Student Achievement (TESA)
Cooperative Learning
Curriculum Development/Auditing
Critical/Creative Thinking
Great Books Leader Training
Covey's Seven Habits of Highly Effective People
Multiple Intelligences
IMPACT/Intervention Training
Effective Communication
School Budgeting (IASBO)
Ventures in Excellence

PROFESSIONAL MEMBERSHIPS

American Association of School Administrators
Indiana Association of Public School Superintendents
Upper Wabash Valley Superintendents' Study Council
New Haven Chamber of Commerce
Allen County Chamber of Commerce

Invent Tomorrow (Cooperative venture with higher education, chamber, public education)
New Allen Alliance (Cooperative venture with business & industry throughout Allen Cty.)
St. Joe Valley Officials Association

REFERENCES

Dr. Joan Raymond, Retired Superintendent
2859 Wyndham Way
Melbourne, FL 32940
(321) 631-6428
marcojr@aol.com

Mr. Robert Orłowski, Asst. Supt. for Fin. Svs.
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Jennifer Bickley-Hull, Attorney at Law
Baker & Daniels
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Marcia Hummel, Board Member
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Additional references available upon request.

RESEARCH PROJECTS

Collaborative Negotiations and Job Satisfaction in an Indiana Public School District:
A Case Study

“In Union there is Strength”
Collective Negotiations: A Policy Study

The Effects of TESA Training on the Classroom Teacher

The Effects of Standardized Teacher Screening and Selection Process on Teacher Effectiveness

The Teacher’s Role in the Evaluation Process as it relates to
Significant, Measureable Improvement

Women in Executive Positions in Education: The Glass Ceiling

MAJOR ACCOMPLISHMENTS

Karyle M. Green

- School reorganization: The East Allen County Schools has been struggling with reorganization for more than 20 years over the tenure of several superintendents. There have been many recommendations during this time, only one of which was Board approved. However, through Board elections, certain members were “targeted” for defeat, and even that plan was overturned. I came to EACS with the understanding that a new reorganization plan would have been selected and my task would be, simply, to implement. That did not occur. My first year, then, was spent reviewing and revising all data; meeting with teachers, staff, parents, community and religious organizations, and business groups; and presenting options for reorganization upon which the Board listened to months more of additional input in order to refine a plan. A recommendation for Redesign was approved by the Board of School Trustees which, ultimately, will reduce schools from 19 to 11. This has not been without controversy, but the Board remains committed to the plan and continues to approve transitional steps. This reorganization will take 3-4 years for full implementation.
- Budget: During my first year as Superintendent, East Allen County Schools had to reduce almost \$4 million from the General Fund. The need for budget reductions was understood across the district and, through this process, programs and positions were reduced. A retirement incentive was developed under which 35 employees retired at the end of the 2009-10 school year. With the elimination of more than 40 positions across the district (over and above the retirees’ positions), all teachers and classified staff which had been reduced were called back within the first two weeks of the 2010-11 school year.
- Community Interaction: A major areas of focus for me was to bring together our community which spans five separate and distinct feeder areas. In addition to meeting several times a year with each school’s staff, I held more than 90 community meetings in 2010 to make sure that business groups, local town councils and officials, religious organizations, retired groups, etc. felt valued and that their input would be considered as EACS made decisions for the future of our district.
- Board Relations: I had been told that the task of keeping the Board “together” as these decisions are made was paramount to the future of the district. Prior to my superintendency, the reputation of our Board was not very positive. The Board and I have worked very hard through retreats, work sessions, and training to make sure a cohesive, respectful demeanor is presented. A rubber stamp board – NO. A Board who values and respects each other’s thoughts, inputs and decisions – YES.
- Chief negotiator: I have been chief negotiator for six employee groups (teachers, physical plant employees, bus drivers, office personnel, paraprofessionals, and Title I employees) represented by three national unions (National Education Association; American Federation of State, County, and Municipal Employees; and Teamsters). Each of these contract negotiations were held in a professional, respectful manner and garnered the continued support of each employee group.
- Legal responsibilities: As the liaison to all legal issues within the Corporation, I have served as the district representative in trials, arbitrations, public hearings, mediations, and executive sessions with the Board of School Trustees. I have been sought as a speaker for groups discussing legal aspects of public education.

- Pension bonding: As an assistant superintendent, I was spokesperson for the South Bend Community School Corporation as it negotiated with the NEA-SB regarding the “buy-out” of the retirement program from the teachers’ master agreement. This process was two-fold. The South Bend Community School Corporation first secured \$16 million and negotiated a partial buy-out with its teachers. That amount was the most that could be secured at that time. When the state legislated for schools to receive additional bonding, South Bend went back to the table and negotiated a total buy-out of the retirement package. The process was completed with an additional \$16 million bond.
- Lobbying: I have spent much time at the Indiana Statehouse meeting with State Representatives and State Senators lobbying for multiple causes affecting EACS. So much so, that our attorneys required me to register as a lobbyist.
- Curriculum: As a new Superintendent, I received approval to develop and implement a system-wide curriculum where none had existed previously. A team of approximately sixteen teachers and one administrator was gathered to evaluate, develop district-wide standards, and write a curriculum incorporating cross-coordination of grade levels and subject areas K-8. After the curriculum was written, teachers participated in comprehensive and intensive professional development prior to the implementation of the new curriculum into their classroom. This curriculum includes grade level standards, assessment tools, scope and sequence, a timeline for what is to be taught, check sheets and comprehensive student progress tools as well as transitioning between grade levels and subject areas. This curriculum is fully interactive with our web-based technology. It has been presented to the State Superintendent of Education and his team of curricular people who gave it high marks for potential student growth.
- Restructuring: As a principal in a small rural junior high school, I introduced the middle school concept and took the faculty and staff through the transition from the junior high to the middle school concept. This involved introduction of the concept, buy-in by all staff, educating parents and community, planning, training and, finally, implementation. When I left, the middle school program continued to develop and grow and has become a model program within the area schools.
- Facilities: Currently, East Allen County Schools Board of School Trustees has approved five building projects as part of the Redesign of the district. Architects have been selected and we are currently in the design phase. In addition, I have been involved in the planning of renovation, capital improvement, and new building projects in South Bend, and as a principal, I was in charge of a \$14 million renovation project coordinating the construction process in and around the educational expectations of the school.
- Multiple and varied experiences: I have been an athletic director, assistant principal, middle school principal, high school principal, and assistant superintendent. I have worked in small, medium and large districts as well as rural, suburban and urban. I have spent most of my educational career in the urban district. I have been involved in human resources, school management, budgeting, curriculum, student services, building projects and community work. I have made presentations to Boards of School Trustees, parent groups, community organizations and legislators. I have served on state-wide committees and held state offices in professional organizations.