

*Misleading Leadership?:*

*A Close Examination of Dan Snowberger's Educational Career Records*

White Paper

Written collaboratively by Durango 9-R Central Office Accountability, a concerned citizen group

December 10, 2018

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## **I. Executive Summary:**

Dan Snowberger has been the Superintendent for Durango 9R schools since 2012. In January of 2018, well ahead of the contract expiration, he was granted a one-year extension of his employment agreement (June 2019 to June 2020). In March 2018, the Durango Herald revealed he was a finalist for Thompson School District's superintendent vacancy.<sup>1</sup> Our citizen's group, Durango 9R Central Office Accountability (D9RCOA) , felt that lobbying for an extension and then immediately applying for and interviewing for another position displayed a lack of commitment to the school district and to the community. Why would someone with thirty months remaining on a lucrative contract immediately search for a new job across the state?

In October 2018, Snowberger responded to an article in the Durango Herald claiming to have "served as a Title IX officer for multiple years (Office of Civil Rights) in other districts".<sup>2</sup> Since Title IX protects students from discrimination regardless of sexual orientation, gender identity, nationality, immigration status, race or ability, we felt Snowberger's career claim merited further review. We analyzed Dan Snowberger's career path as an educator in Florida to Colorado, California and ultimately back to Colorado. Numerous publicly available documents, including resumes, letters, internet biography, newspaper articles, and public school documentation,

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<sup>1</sup> 2018 Armijo, Patrick, "Durango schools Superintendent Dan Snowberger a finalist for another job", *The Durango Herald*, March 22, 2018. Accessed via internet on November 13, 2018 at : <https://durangoherald.com/articles/214803-durango-schools-superintendent-dan-snowberger-a-finalist-for-another-job>

<sup>2</sup> 2018 Romeo, Johnathon, "Father says Durango School District 9-R mishandled sexual assault investigation", *Durango Herald*, October 19, 2018. Accessed via internet November 13, 2018 at: <https://durangoherald.com/articles/246570-father-says-durango-school-district-9r-mishandled-sexual-assault-investigation>

reveal **Snowberger's own** description of his experience to be inconsistent and misleading. They contain multiple, easily proven, false statements that cannot be attributed to common mistakes. Each claim in this white paper is supported by publically available documentation of his career and is footnoted. Snowberger's 2018 Application to Thompson School District is provided for readers in the appendix as a convenience. A timeline graphic is included in this executive summary.

**Snowberger's Claims:** In October 2018, Snowberger misrepresented his career pathway by claiming to have “served as a Title IX officer for multiple years (Office of Civil Rights) in other districts”<sup>3</sup> when both lengthy 2012 and 2018 resumes clearly contradict the statement. Mr. Snowberger has overstated his time as a teacher by claiming nine years as an instructor but only listing three years in his resumes and application. One former supervisor from his days as a Florida teacher is listed as “deceased” on his application; but, internet searches indicate that she is alive and living in the school district's town. Mr Snowberger listed on his resumes he served two years as Assistant Superintendent for Harrison School District, yet state school records and the Colorado Springs *Gazette* do not support his claim. He has obscured his tenure as Chief Academic Officer for Cornerstone Academy in Los Angeles from potential new employers. He failed to reveal the school was shuttered by the Los Angeles Unified School District (LAUSD) following his resignation from Cornerstone. This closure was characterized as “rare” in a *Los Angeles Times* education blog post. He worked part-time in the Cornerstone position while simultaneously holding prominent and lucrative positions in two major Colorado public school districts, creating a conflict of interest. His reason for departing Cornerstone is not consistent with the career pathway described in his resume and application. He stated that

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<sup>3</sup> 2018 Romeo, “Father says...”, *Durango Herald*, October 19, 2018.

Cornerstone achieved “among highest gains” during his tenure while the rationale for revocation in LAUSD’s report claimed, “There is a long history of continuous and systematic underperformance at this school [Cornerstone]”. He falsely listed his former supervisor’s whereabouts at Cornerstone as “unknown,” though this person is accessible with a simple search. In addition, he misrepresented his graduation date from college. Many of these claims are likely to have been included in Mr Snowberger’s 2012 application packet to Durango. Our group did not seek these documents to ascertain whether he misrepresented himself at the time of the Durango hiring, but we feel the 9R Board should cross reference some of the findings of this paper against Mr Snowberger’s 2012 Durango application to confirm Durango misrepresentation that led to Mr Snowberger being hired in 2012.

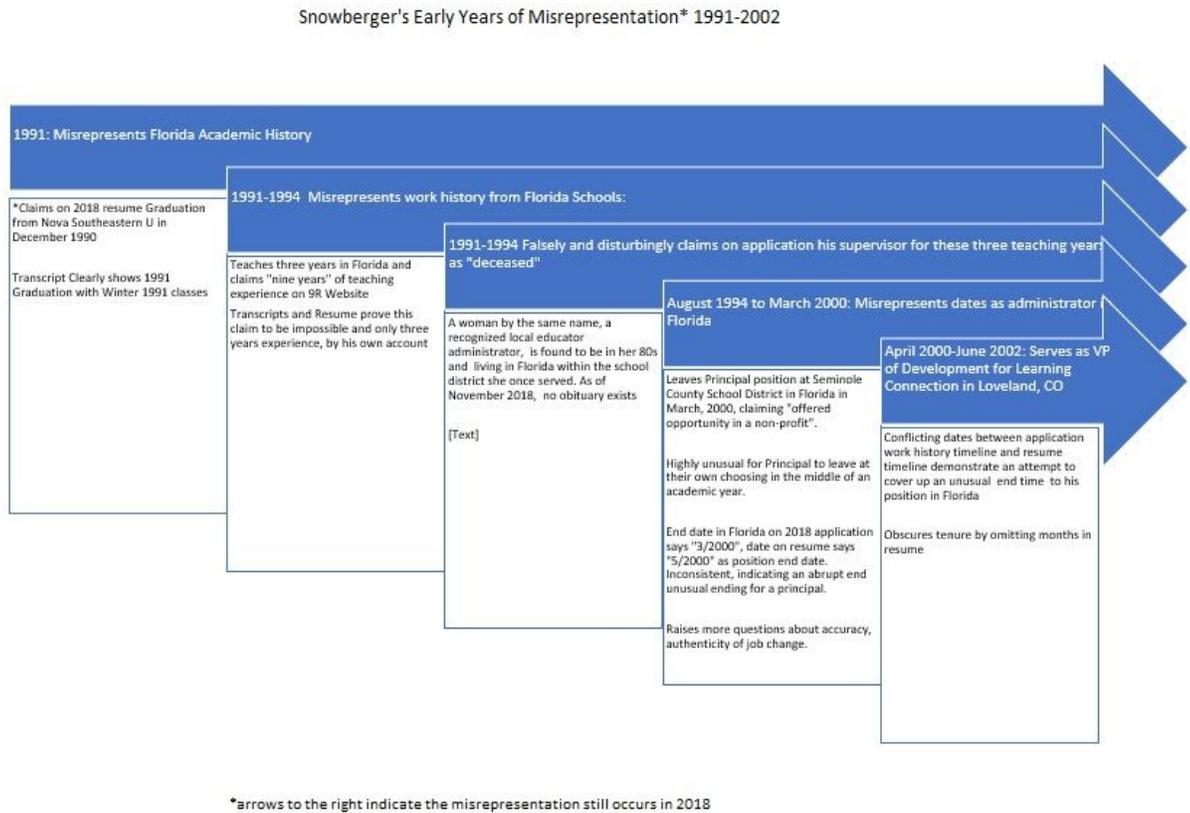
The pattern of obfuscation displayed by Mr. Snowberger is lengthy and spans his entire career. It calls into question many instances during his Durango 9R tenure when reporters, teachers, school board members, central office staff and parents have trusted his word. These misleading statements and falsehoods cannot be brushed off as mistakes or past issues. Many of the untruths are displayed in his 2018 application to Thompson School District and his misrepresentation of his teaching tenure on Durango 9-R’s website. Through his own actions, Dan Snowberger has actively revived public scrutiny in his position in Durango 9-R.

Durango 9R Central Office Accountability hopes all stakeholders will review the contents of this report and consider whether Mr. Snowberger truly represents the values of the citizens living within the Durango 9-R boundaries, most especially the children attending 9R schools. Further, all should consider whether he can successfully represent Durango 9R’s employees in a meaningful capacity and let the appropriate 9R Board of Education member know their feelings.

An article in Entrepreneur magazine states the importance of employees being truthful:

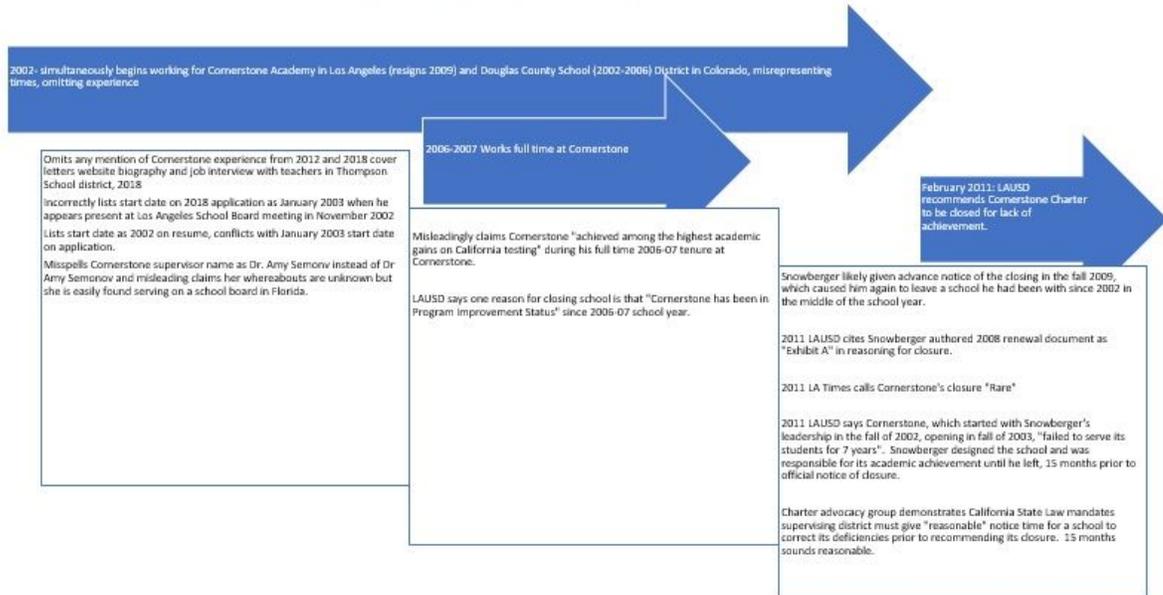
“Not only is firing employees for dishonesty typically within an employer’s rights, but it is generally viewed as valid.” ‘Bottom line: Misrepresentation, exaggeration or lying is the kind of behavior that reflects a lack of professionalism and poor judgement and breaches the employer’s trust, often irrevocably’<sup>4</sup>~ Jonathon Israel, a partner at Foley and Lardner.

### Timelines of *Misleading Leadership*?:

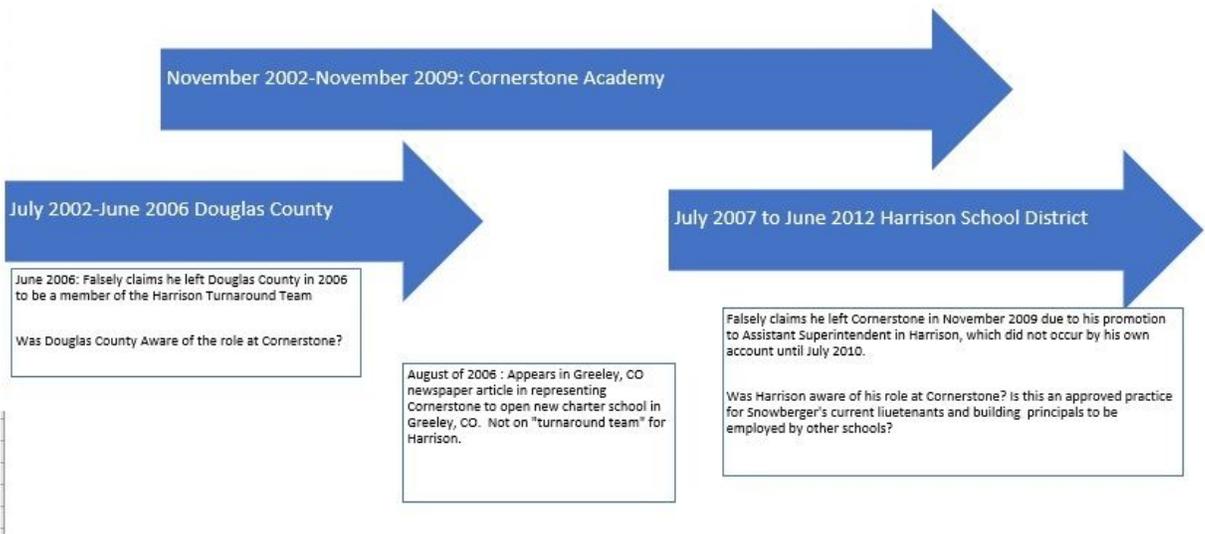


<sup>4</sup> Huhman, Heather, 'What should employers do about misrepresentation?' Entrepreneur Magazine, February 26, 2015. Accessed via internet November 15, 2018 at: <https://www.entrepreneur.com/article/243326>

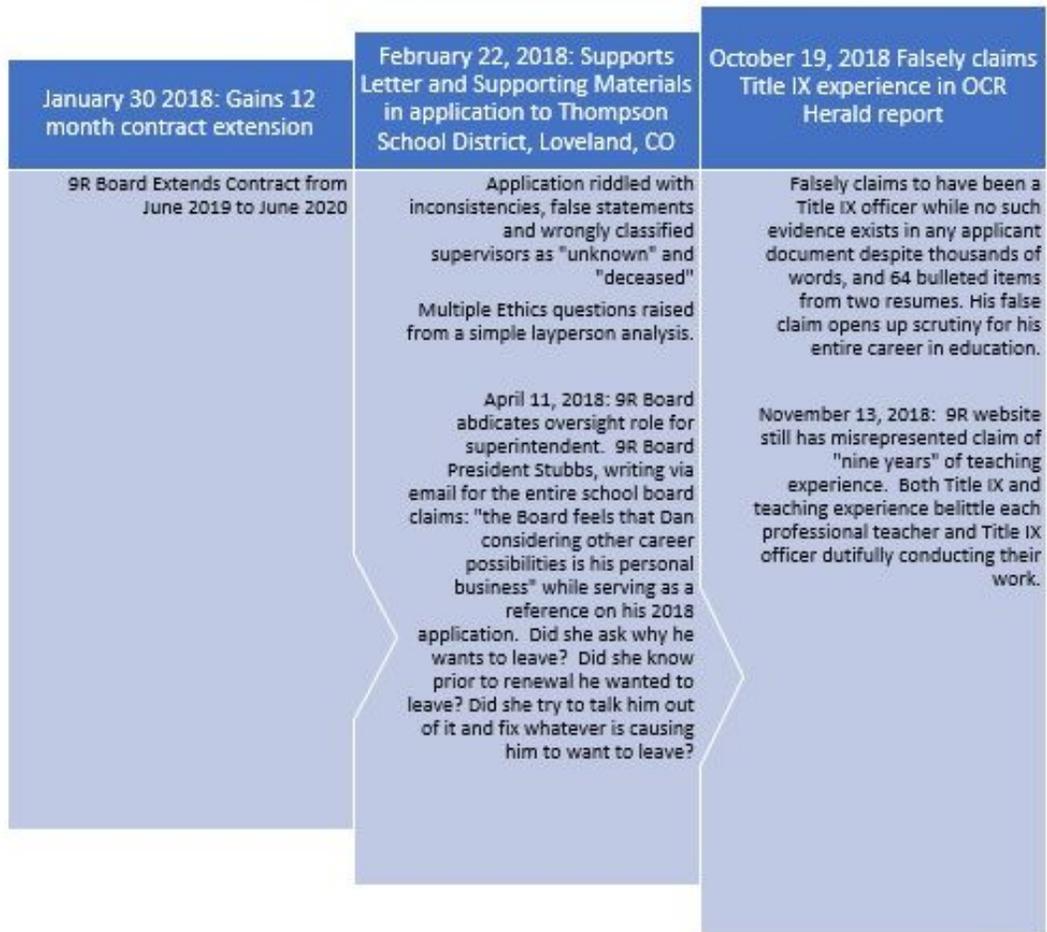
## Snowberger's Misrepresentation regarding Cornerstone Part I, 2002-2011



## Snowberger's false transition claims surrounding Cornerstone, Part II 2002-2012



## Snowbergers Misrepresentation continues in 2018



## **II: Introduction**

Dan Snowberger (Mr. Snowberger) has served as the Durango 9-R (9R) school district superintendent since the summer of 2012. Unfortunately, his hiring was not properly vetted. Had the hiring committee more closely scrutinized his background, they would have uncovered numerous inconsistencies, misrepresentations and falsehoods in his resume, application and career pathway. In the estimation of a growing group of employees, former employees, parents and concerned citizens, Mr. Snowberger has continually used misleading tactics, misrepresentation and unusual and aggressive management styles. As such, Durango 9R Central Office Accountability (D9RCOA) asks the Durango 9-R School Board (the Board) to consider a vote of no confidence and to terminate the contract. Currently, Mr. Snowberger's contract will automatically extend from June of 2020 to June 2021 if no concerns are raised by January 30, 2019. The details described here, along with other evidence and issues that have been brought to the Board, should promote further action, up to and including Mr. Snowberger's immediate dismissal. Timeline images are included to emphasize the depth and breadth of the misrepresentation and help the reader keep track of events.

### **Rationale:**

***We feel it is important to have a leader of the Durango 9R school district who reflects the integrity of the people of Durango and La Plata County, so that he or she can skillfully lead staff and students on their educational journeys. The findings in this paper clearly demonstrate how Mr. Snowberger does not meet this standard.***

**Scope:**

This white paper seeks to clarify Mr. Snowberger's conduct and background in an objective and factual manner. Each aspect of the paper is supported by publically available documentation and references. While parents and other stakeholders have expressed additional concerns indicating the need for a leadership change at 9R, formal documentation does not exist or stakeholders feel intimidated by threat of retribution. Thus, the scope of this paper is limited and focused on the matters described in the executive summary.

**III: Misrepresentation**

**1) Misrepresentation:** Mr. Snowberger claims he “served as a Title IX officer for multiple years in other school districts where he worked.”<sup>5</sup>

**Fact:** *In his two cover letters (2012 and 2018), two resumes (2012-2018), and his web biography, no reference of any Office of Civil Rights or duties related to Title IX are made.*

**Narrative:** Mr. Snowberger's 2012 and 2018 cover letters, resumes and 2018 application contain thousands of words with a total of 64 bulleted items. They are filled with numerous instances of “overseeing” and “managing” and “leading” different aspects of public education. The total number of times ‘Title IX’ or ‘Officer of Civil Rights’ mentioned is zero.

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<sup>5</sup> Romero, *Durango Herald*.

In his 2012 resume, he references Titles I, II and III experience with Harrison School District, but not Title IX. In Douglas County, he references legal compliance to federal legislation but does not include any Title IX experience or any experience with the Office of Civil Rights.

“Under Title IX of the Education Amendments of 1972, each school district that receives federal financial assistance must designate at least one employee to coordinate the district’s compliance with its responsibilities under Title IX, and to investigate complaints alleging sex discrimination, including sexual harassment. This employee is often known as the Title IX/Sex Equity Officer.”<sup>6</sup> Additionally, the Colorado Department of Education “...is committed to a policy of non-discrimination in relation to race, color, sex, sexual orientation, religion, national origin, ancestry, age, marital status or disability in admissions, access to, treatment, or employment in educational programs or activities which it operates.”<sup>7</sup>

Mr. Snowberger has no language in any of his resumes, cover letters and applications that indicate he has any work experience in the Title IX areas listed by the Colorado Department of Education. His written 2018 statement to the *Herald* can thus be characterized as a falsehood. Similar to his “nine years” of teaching (examined below), his claim to be a Title IX officer belittles those who have served in this critical role helping to end discrimination of all kinds in our public schools. The 9R Board should investigate Mr. Snowberger’s actual Title IX experience, if it exists, and inquire why he did not find it worthy to be included on his resumes and application.

**2) Misrepresentation:** Mr. Snowberger’s 9-R biographical page says: I “taught for 9 years.”

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<sup>6</sup> Title IX/Sex Equity Officer, Wisconsin Department of public instruction.  
<http://www.k12.wa.us/Equity/pubdocs/TitleIXOfficerDescription.pdf>

<sup>7</sup> Colorado Department of Education, Title IX of the Education Amendments of 1972, accessed via internet on November 13, 2018 at: [http://www.cde.state.co.us/cde\\_english/titleix](http://www.cde.state.co.us/cde_english/titleix)

**Facts:** *This is a misrepresentation, which is not substantiated by his resumes and applications.*

**Narrative:** Snowberger misrepresents his teaching experience with written claims of having “taught for 9 years.”<sup>8</sup> On the 9R website, Snowberger’s biography states he “taught at various grade levels” prior to his experience at “Winter Springs Elementary in Seminole County, Fla” as an assistant principal starting in July 1997. In both his 2012<sup>9</sup> and 2018<sup>10</sup> resumes, Mr. Snowberger lists assistant principal positions for the three years preceding Winter Springs, not teaching experience. Further, his teaching experience is listed as only three years, covering the 1991-92, 1992-93 and 1993-94 school years. He lists a paraprofessional position in Dade County going back to 1985. Thus, six of his nine years’ teaching experience remain unaccounted for. Counting back the nine years from his stated start as an administrator at Winter Springs Elementary (in July of 1997) indicates that Mr. Snowberger began his teaching career in 1988. This implies that he started teaching three years prior to his transcribed college graduation date. Alternately, counting back nine years from his time as an assistant principal at English Estates Elementary in August of 1994, Mr. Snowberger would have needed to begin his nine years of teaching tenure in 1985, while he was presumably finishing high school and six years prior to earning a degree in elementary education. ***Mr. Snowberger’s “nine years” teaching claim belittles teachers who actually have taught their stated number of years and merits inquiry by the Board.***

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<sup>8</sup> 2018 9R Snowberger Bio about Dan Snowberger, also available as of November 1st, 2018 here: [https://www.durangoschools.org/apps/pages/index.jsp?uREC\\_ID=662314&type=u&pREC\\_ID=1170939](https://www.durangoschools.org/apps/pages/index.jsp?uREC_ID=662314&type=u&pREC_ID=1170939)

<sup>9</sup> 2012 Daniel J Snowberger- Seminole County Schools PDF, also available here as of November 1, 2018: <https://www.yumpu.com/en/document/view/29299743/daniel-j-snowberger-seminole-county-schools/5>

<sup>10</sup> 2018 Applicant Packet- Dan Snowberger

3) **Misrepresentation:** Mr. Snowberger claims that Shirley Whitmore, his supervisor at Lake County School District in Tavares, Florida, is deceased.

**Fact:** *A woman named Shirley Whitmore, who is now in her eighties, is listed as a former principal of Eustis Elementary in Eustis, FL, starting in 1987<sup>11</sup>. Eustis Elementary is a school in the bounds of Lake County Schools, Florida. Ms. Whitmore is listed as currently living Eustis and previously Tavares, FL in the white pages. No obituary exists for a Shirley Whitmore meeting these parameters in Florida.*

**Narrative:** Shirley Ann Whitmore of Eustis, Florida, previously of Tavares, Florida, is listed in the white pages with a phone number. Our group did not call to verify her work history, as that best left to an investigative reporter. Additionally, no obituary exists for a Shirley Whitmore, who lived in or near Tavares, Florida. If in fact this is the Shirley Whitmore referenced in the 2018 application<sup>12</sup>, this misrepresentation raises more questions about Mr. Snowberger's character and the lengths to which he may go to advance his career.

Whatever Mr. Snowberger's reasoning for altering Ms. Whitmore's living status, listing a locally recognized educator as falsely deceased provides further insight into Mr. Snowberger's intentions. Following his departure from Durango 9R, how many potential references, including Board members, might be listed prematurely as deceased? Mr. Snowberger cannot respond to the false listing of her living status as a common mistake. If he did not know her status when completing the form, he could have listed her as "unknown", as he did with numerous other

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<sup>11</sup> Eustis Elementary School: A History of Eustis Elementary. Accessed via internet November 9, 2018 at: <https://www.lake.k12.fl.us/domain/496>

<sup>12</sup> 2018 Applicant Packet- Dan Snowberger, page 7 of 14 on PDF.

previous supervisors. More thoroughly, he could have called her at the listed phone number in the white pages and spoken with her directly. How many other expedient or misleading shortcut's has Mr. Snowberger made while completing Federal and State forms for Durango 9R? **Tolerating and permitting this type of egregious misrepresentation has the potential to damage 9R's reputation into the future. The 9R Board should confirm Ms. Whitemore's living status and, if she is still living, should seriously reconsider Mr Snowberger's employment status with Durango 9R.**

**4) Misrepresentation:** Mr. Snowberger states in both his 2012 and 2018 resumes he served as Harrison's "Assistant Superintendent: School Supervision and Leadership" from July 2010 until his departure from Harrison in June 2012.<sup>13</sup>

***Fact:** Mr Snowberger's name appears in a Colorado Department of Education report as the Harrison School District "Executive Director of Schools" for the 2010-2011 and 2011-2012 school years.<sup>14</sup> Corroborating the CDE Reports, The Colorado Springs Gazette published a story in December 2010, describing Mr. Snowberger as the "Executive Director of Schools" for Harrison School District.<sup>15</sup>*

**Narrative:** In reviewing Mr. Snowberger's resumes, it is apparent he is attempting to demonstrate a steady rise in responsibility throughout his education career. However, his listing

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<sup>13</sup> 2018 Applicant Packet- Dan Snowberger and 2012 Daniel J Snowberger - Seminole County Schools

<sup>14</sup> 2000/1-2013/14 Colorado Education and Library Directory. Accessed via Internet November 30, 2018 at:[http://www2.cde.state.co.us/artemis/edserials/ed225internet/?fbclid=IwAR1k0teCGFAYzOHe\\_j4sHMsaRasingGzRZpREuVku55yfg9thacjS\\_j5Ew4](http://www2.cde.state.co.us/artemis/edserials/ed225internet/?fbclid=IwAR1k0teCGFAYzOHe_j4sHMsaRasingGzRZpREuVku55yfg9thacjS_j5Ew4)

<sup>15</sup> 2010 Iodice, Kristina and McGraw, Carol, Education High Marks: New Accreditation Program Recognizes 3 Local School Districts: D-12, D-20, D-38, Colorado Springs Gazette, December 12, 2010. Accessed via internet November 30, 2018 at: <https://gazette.com/archive-info/>

of roles is inconsistent with a Colorado Department of Education Report detailing administrators at each school district and school for each school year. Table 1 below is a summary of the CDE reports.<sup>16</sup> They demonstrate in **bold** where Mr. Snowberger's resume differs with the CDE report. The CDE report is assembled by CDE in conjunction with each school district, who report the information annually. The table also includes the corresponding page number of each year's report so the reader can quickly find the source documentation:

**Table 1: CDE/Snowberger Resume Discrepancy Summary**

Year	District	Snowberger CDE Listed Position	Page #	Resume Listed Position for Corresponding School Year	Application Listed Position	Notes:
2012-13	Durango	Superintendent	79	Superintendent	n/A	This report is the current year indicated
2011-12	Harrison	<b>Executive Director of School</b>	57	<b>Assistant Superintendent: School Supervision and Leadership</b>	N/A	Listed Assistant Superintendents: ASST SUPT/SUPPORT SERVICES KEVIN SMELKER ASST SUPT/HUMAN RESOURCES DELORES MULLINS
2010-11	Harrison	<b>Executive Director of School</b>	57	<b>Assistant Superintendent: School Supervision and Leadership</b>	N/A	Listed Assistant Superintendents: ASST SUPT/SUPPORT SERVICES KEVIN SMELKER ASST SUPT/HUMAN RESOURCES DELORES MULLINS
2009-10	Harrison	<b>Director of Learning Services</b>	60	<b>Executive Director of Schools</b>	N/A	No Executive Directors at Harrison in this school year
2008-09	Harrison	Director of Learning Services	56	Director of Learning Services	N/A	
2007-08	Harrison	Director of Learning Services	49	Director of Learning Services	N/A	
2005-06	Douglas Cty	Not listed	40-41	Regional Director of Instructional Support Services	Director of Instructional Support Services	at least 23 other directors are listed for douglas county during this school year, none are "Director of Instructional Services" Supervisor Listed on Application: Dr Carolyn Jefferson-Jenkins is not listed with Douglas County School District in a leadership role for 2005-06 Says in resume "Worked with Director of Schools": Those individuals were: DIRECTOR OF SCHOOLS TERRY KILLIAN DIRECTOR OF SCHOOLS DIANE SMITH   DIRECTOR OF SCHOOLS GINNY OWEN DIRECTOR OF SCHOOLS MIKE LYNCH   DIRECTOR OF SCHOOLS ANNETTE SULZMAN
2004-05	Douglas County	not available	na	Bear Canyon Elementary principal		

Mr. Snowberger's name appears three times in during the 2011-12 academic year in the *Colorado Springs Gazette* as Assistant Superintendent for Harrison<sup>17</sup><sup>18</sup><sup>19</sup>. However, Ms McGraw

<sup>16</sup> Information summarized from CDE. 2000/1-2013/14 Colorado Education and Library Directory. Accessed via Internet November 30, 2018 at: [http://www2.cde.state.co.us/artemis/edserials/ed225internet/?fbclid=IwAR1k0teCGFAYzOHe\\_j4sHMsaRasingGzRZpREuVku55yfg9thacjS\\_j5Ew4](http://www2.cde.state.co.us/artemis/edserials/ed225internet/?fbclid=IwAR1k0teCGFAYzOHe_j4sHMsaRasingGzRZpREuVku55yfg9thacjS_j5Ew4)

<sup>17</sup> 2011 McGraw, Carol, D-2 students, teachers get running start on school year, *Colorado Springs Gazette*, August 1, 2011. Accessed November 30, 2018 via internet at: [https://gazette.com/news/d--students-teachers-get-running-start-on-school-year/article\\_841144ca-c813-562b-b57b-70586d45fcf1.html](https://gazette.com/news/d--students-teachers-get-running-start-on-school-year/article_841144ca-c813-562b-b57b-70586d45fcf1.html)

<sup>18</sup> 2011 McGraw, Carol, Quality of Life, Education: Dismal math scores could hurt kids' future, *Colorado Springs Gazette*, October 7, 2011. Accessed via internet November 30, 2018 at:

did not issue a correction to her December 2010 article referencing Mr. Snowberger as the Executive Director of Schools. Thus, two independent sources, CDE and the Colorado Springs Gazette, reference Mr. Snowberger as the Executive Director of Schools for the 2010-11 school year, not the Assistant Superintendent, as listed in his 2012 and 2018 resume. **This discrepancy doubles his apparent Assistant Superintendent experience from one year to two and merits investigation by the Board.** When was the date of the promotion to assistant superintendent? If it was in the 2010-11 school year, why was the *Gazette* journalist not asked to issue a correction? Can documentation be found, such as the Harrison School Board agenda item, to confirm Mr. Snowberger's actual title for the 2010-11 school year? While the citizen group recognizes that terminology and nomenclature changes from one district to the next, there is no need to retroactively change a job title in a resume other than to misrepresent experience or job history. We believe it is likely that Mr. Snowberger's 2012 resume to Durango 9R also contains an unsubstantiated claim of serving as Harrison's assistant Superintendent for the two years prior to his 2012 hiring in Durango. Mr. Snowberger's unsubstantiated claim (against the records of both CDE and the *Gazette*) of two years **Assistant Superintendent experience in Harrison may have falsely influenced the 2012 Durango hiring committee to weight his experience over a similarly qualified candidate.** Again, we ask the Board to fairly evaluate the accuracy of his resume and take action based on their findings.

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[https://gazette.com/news/quality-of-life-education-dismal-math-scores-could-hurt-kids/article\\_080527ef-b341-55f0-beb8-afbd5e948442.html](https://gazette.com/news/quality-of-life-education-dismal-math-scores-could-hurt-kids/article_080527ef-b341-55f0-beb8-afbd5e948442.html)

<sup>19</sup> 2012 McGraw, Carol, Harrison superintendent confirmed for same role in Dallas, *Colorado Springs Gazette*, April 26, 2012. Accessed via internet November 30, 2018 at: [https://gazette.com/news/harrison-superintendent-confirmed-for-same-role-in-dallas/article\\_3861b947-6021-5cb8-8f6b-dd2b3cc903f7.html?fbclid=IwAR2FtJqVS96Y1VbbTHaSIUvdhvrgEvriiZ\\_JCwTIW3vvEY9AQeb\\_q1FKkNo](https://gazette.com/news/harrison-superintendent-confirmed-for-same-role-in-dallas/article_3861b947-6021-5cb8-8f6b-dd2b3cc903f7.html?fbclid=IwAR2FtJqVS96Y1VbbTHaSIUvdhvrgEvriiZ_JCwTIW3vvEY9AQeb_q1FKkNo)

**5) Misrepresentation:** Mr. Snowberger has conflicting documentation about his tenure at Cornerstone Academy in Los Angeles, CA: it's listed in his 2018 resume from 2002-2007; it's on his 2018 application as 2003-2009; and it's omitted entirely in his 2012 and 2018 cover letters, Durango 9-R website biography, and his interview with teachers in Thompson School District in 2018. His reasons and dates for leaving his position in Douglas County are inconsistent. In his 2018 resume, he omits his 2007-2009 part-time work at Cornerstone altogether, but lists that time in his corresponding application.

**Fact:** *Mr. Snowberger was deeply involved in the creation and management of Cornerstone Academy, a school that was shut down by Los Angeles United School District for numerous **material violations** related to **academic performance**, while he served as Chief Academic Officer. His attempts to obscure and re-direct attention away from Cornerstone are apparent in these documents.*

**Narrative:** In his 2012 and 2018 resumes, Mr. Snowberger lists his tenure at Cornerstone Academy as the Chief Academic Officer as full-time from 2006-2007 and part-time from 2002-2006. The use of the accompanying graphical timeline in the executive summary is helpful in understanding the discrepancies and how Snowberger mislead a potential employer.

Inconsistencies in his 2018 application arise in his reason for leaving Douglas County in June 2006. Dan Snowberger states his reason for leaving Douglas County as "Accepted position in another district on a turnaround team." In his February 22, 2018 cover letter to Thompson, he claims starting at Harrison School district in 2007 on its "turnaround team". Additionally, his 2018 application reveals the Harrison tenure began in July 2007. Between June 2006 and July

2007, however, he shows a full-time position at Cornerstone on his resume but only lists that as a part-time position on his application.

Additionally, just two months after leaving Douglas County (in August 2006) for what he describes as “accepted a position in another district on a turnaround team,” Mr. Snowberger appears in a Greeley *Tribune* article organizing the creation of a new charter school.<sup>20</sup> His likely purpose for the Greeley, CO, visit was to launch an additional school for Cornerstone, not to be on a ‘turnaround team’ in Harrison, as claimed in the 2018 cover letter and application.

Further, his supervisor at Cornerstone is listed on his application as “Dr. Amy Semonv” and her contact information is listed as “unknown”. A Google search found a Dr. Amy Semenov (correct spelling) serving as one of the Board of Directors for the 2018-19 school year for Liza Jackson Preparatory School in Fort Walton Beach, Fl.<sup>21</sup> Dr. Semenov’s biography states she has been involved in charter schools both in California and Florida. If this is the same Dr. Semenov listed by Mr. Snowberger, her location and contact information is not “unknown”, as he claimed. An investigative reporter or board member could easily follow up with Dr. Semenov.

Mr. Snowberger listed the reason for his departure from the Cornerstone position in November 2009 as due to promotion to Assistant Superintendent at Harrison School District, which did not occur until July 2010 (according to his 2018 resume). This means he was resigning from his part-time work with Cornerstone (which he had been connected to since its inception in 2002)

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<sup>20</sup> 2006 Few Turn Out for Greeley Charter, August 9, 2006, Greeley Tribune also accessed via internet November 9, 2018 at :

<https://www.greeleytribune.com/news/local/few-turn-out-for-greeley-charter-school-meeting/>

<sup>21</sup> 2018 Board of Directors Liza Jackson Preparatory School..... Also access Nov 5, 2018 at: <http://www.lizajackson.org/board-of-directors.html>

nine months in advance of his Assistant Superintendent promotion, a part-time position he had held through multiple job changes and promotions. Thus, Snowberger's listing the "promotion to Assistant Superintendent" as the reason he left Cornerstone in November 2009 appears dubious, at best.

In Mr. Snowberger's 2018 cover letter addressed to the Superintendent Selection Committee of Thompson School District, he omits any discussion of the seven years (November 2002-November 2009) of work history he had with Cornerstone.<sup>22</sup> Further, in an interview with teachers in Thompson School District, Mr. Snowberger "chose not to mention"<sup>23</sup> his full-time or part time work spanning these years with Cornerstone. His personal narrative went from "Douglas (County School District) to Harrison (School District) to Durango," according to a person who sat in on the interview<sup>24</sup>, even though one full year and six to seven part-time years were devoted to Cornerstone.

One reason for obscuring his tenure at Cornerstone may be the sanctions and ultimate school closure that occurred following his tenure as Chief Academic Officer. In 2011, nine years after Dan Snowberger helped launch Cornerstone and only 15 months after he resigned, the Los Angeles Unified School District recommended Cornerstone's charter be revoked due to **numerous material violations**. Many of these violations occurred during Mr. Snowberger's stated tenure as part- or full-time Chief Academic Officer.<sup>25</sup> Did he omit discussing this lengthy but unseemly part of his career in order to avoid further questions on how a school in his charge

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<sup>22</sup> 2018 Applicant Packet- Dan Snowberger

<sup>23</sup> 2018 Interviewer recollections re Snowberger in Thompson

<sup>24</sup> 2018 ibid

<sup>25</sup> 2011 278 10/11 Issuance of Notice of Intent to Revoke and Notice of Facts, Los Angeles Unified School District. Also accessed via internet November 1, 2018 at: [http://laschoolboard.org/sites/default/files/278%20\(Charters\)%20Cornerstone%20Notice%20of%20Intent%20to%20Revoke%20and%20Notice%20of%20Facts.pdf](http://laschoolboard.org/sites/default/files/278%20(Charters)%20Cornerstone%20Notice%20of%20Intent%20to%20Revoke%20and%20Notice%20of%20Facts.pdf)

was closed by LAUSD? While he indicates he left Douglas County school district to be a part of a “turnaround team” at Harrison, he created his own “turnaround problem” at Cornerstone and left it for someone else to manage while he was safely ensconced in Harrison. Durango 9-R School Board should investigate Snowberger’s transitions in and out of Cornerstone and inquire about the numerous material violations contained in the LAUSD report. Did Snowberger properly disclose the LAUSD material violations and closure of Cornerstone at the time of hire in Durango in 2012? Was Snowberger’s mid-school year departure from Cornerstone in November 2009 related in any way to advance notice of the forthcoming LAUSD report?

**6) Resume Claim:** Mr. Snowberger claims responsibility of the Cornerstone renewal process as a “liaison” to LAUSD in his 2012 and 2018 resumes.<sup>26</sup>

***Fact:** This claim seems to be true. However, LAUSD cites the Snowberger renewal application submitted January 10, 2008 as “Exhibit A” as the reason for revocation of its charter and ultimately, its closure in its May 2011 “Issuance of Notice of Intent to Revoke”.<sup>27</sup>*

**Narrative:** In the Notice of Facts in Support of Revocation, LAUSD cites Cornerstone “Materially violated element 2 of the charter.”<sup>28</sup> The material violation is a failure of Cornerstone to meet its stated academic achievement goals, written by Mr. Snowberger in his role as Chief Academic Officer in order to gain charter renewal approval in 2008. The source documents are lengthy and contain a large amount education industry parlance based on test scores for different student populations. When reviewing them, it becomes clear Mr.Snowberger was unable to

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<sup>26</sup> 2012 and 2018 Resumes under “Cornerstone Academy, Inc”, page 2 of 2018 resume.

<sup>27</sup> 2011 278 10/11 Issuance of Notice of Intent to Revoke and Notice of Facts, page 1

<sup>28</sup> 2011 ibid, 278 10/11 Issuance, page 2 of 20 (8th page of the PDF)

achieve the goals he himself set for the Cornerstone. D9RCOA believes his statements in the 2008 Cornerstone renewal application, which LAUSD found to be in ‘material violation,’ reveal an additional troubling pattern of misrepresentation that seeps from his personal biography and into his professional writing. Rather than being forthright about the challenges of the school, he painted a rosy picture. When the education professionals from LAUSD reviewed his statements against the facts, they held his school accountable to ensure the students had a better chance at a reasonable education.<sup>29</sup>

**7) Resume Claim:** Mr. Snowberger claims to have “achieved among the highest academic gains on California testing during full time tenure,”<sup>30</sup> which he claims occurred during 2006-07 school year, his stated full-time tenure at Cornerstone.

**Fact:** *LAUSD’s revocation notice of Cornerstone’s charter states that “Cornerstone has been in Program Improvement (PI) status since 2006-2007.”<sup>31</sup>*

**Narrative:** Despite Dan Snowberger’s 2018 resume and application being out of sync, he is claiming to be the Chief Academic officer of Cornerstone from 2002 (early resume date) to November of 2009 (application). For seven years, Mr. Snowberger was an integral, essential part of Cornerstone, having appeared in November 2002 to petition the Board of Education of the City of Los Angeles to approve Cornerstone’s charter.<sup>32</sup> In February 2003, he is listed as the “Charter School Contact” by the California State Board of Education.<sup>33</sup> By November 2009, Mr.

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<sup>29</sup> 2011 *ibid*, 278 10/11 Issuance

<sup>30</sup> 2012 and 2018 Resumes under “Cornerstone” section.

<sup>31</sup> 2011 278 10/11 Issuance, page 3 of 20, 9th page of PDF

<sup>32</sup> 2002 Los Angeles School Board Minutes, November 26, 2002 page 4. Also accessed via email on November 1, 2018 at: <https://boe.lausd.net/sites/default/files/11-26-02regbdMinutes.pdf>

<sup>33</sup> 2003 California State Board of Education February 2003 Agenda, also accessed via internet November 2, 2018 at: <http://www2.cde.ca.gov/be/ag/ag/feb03item19.pdf>

Snowberger claims to have left Cornerstone for his promotion in Harrison, but perhaps he was alerted to the fact the school would soon be closed. Just 15 months later, on February 24, 2011, the *Los Angeles Times* reported the LAUSD would recommend a “rare” closing of a charter school, Cornerstone.<sup>34</sup> Perhaps Mr. Snowberger realized he was ineffective at Cornerstone and he needed to resign before the school was actually closed, rather than stay and remedy the situation. Was his 2018 attempt to leave Durango 9R, after securing a contract extension, an indication that he knows sanctions are soon to arrive from the Colorado Department of Education? Our Durango 9R School Board can find out the answers to these questions. In any event, Snowberger’s resume claim of “among the highest academic gains” is misleading at best.

**More Background at Cornerstone:** The LAUSD Revocation Notice documents additional material violations and includes the following conclusive statements: “The District’s (LAUSD) notice of violations was issued after careful evaluation of Cornerstone’s performance since its inception in the 2003-04 school year. There is a long history of continuous and systematic underperformance at this school. The evidence contained herein establishes that Cornerstone failed to serve its students for 7 years.”<sup>35</sup>

**Cornerstone Revocation Conclusion:** “...Failing to serve its students for 7 years” includes the vast majority of time Mr. Snowberger spent connected with this school. From the fall of 2002, when he was lobbying the LA School Board to grant the charter, to nearly its end as a place of learning for children in the fall of 2009, he was in charge of academics. California Charter

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<sup>34</sup> 2011 LAUSD to Recommend Closing of Charter School (February 24, 2011 LA Times Blog), also accessed via internet November 5, 2018:  
<https://latimesblogs.latimes.com/lanow/2011/02/la-school-district-will-recommend-closing-of-charter-school.html>

<sup>35</sup> 2011 278 10/11 Issuance, page 11 of 20 (17th page of PDF)

School Law stipulates that “Before revocation, the authority that granted the charter shall notify the charter school of any violation of this section and give the school a *reasonable opportunity to remedy* the violation...”<sup>36</sup>. Rather than stay and improve Cornerstone, Mr. Snowberger chose instead to pursue his Colorado public education career. Durango 9R school board should ask Mr. Snowberger about his experience at Cornerstone, and why he has repeatedly misrepresented his tenure at the school. What did Snowberger know about the LAUSD impending violations notice and when did he know it?

**8) Ethical Issue:** Conflict of Interest between Douglas, Harrison and Cornerstone

**Fact:** *Mr. Snowberger simultaneously worked for Douglas County and Harrison School Districts while he earned income and played a significant part-time role at Cornerstone from 2002-2006 and 2007-2009 (working exclusively at Cornerstone 2006-07).*

**Narrative:** Another troubling aspect of Mr. Snowberger’s 2018 resume and application is the dual nature of working a full-time, public school job in Colorado while receiving payment for services to a California school. It is unusual for someone with a full-time, 260 day, career sustaining position like Mr. Snowberger had in Colorado public schools to be “moonlighting” for years, with one full-time year at Cornerstone in between.

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<sup>36</sup> KEY CALIFORNIA CHARTER SCHOOL LAWS AND REGULATIONS, YOUNG, MINNEY & CORR, LLP EXPERT CHARTER SCHOOL LEGAL SERVICES, 2016, page 11, Section 47607, (2d) Accessed via internet on November 1, 2018 at: <http://mycharterlaw.com/wp-content/uploads/2016/03/FINAL-YMC-BOOKLET.pdf>

In his 2002-2003 part-time stint at Cornerstone, he was simultaneously working in his first year as principal at Bear Canyon Elementary in Douglas County School District in Colorado.<sup>37</sup> Mr. Snowberger also appears present at the November 2002 Los Angeles Unified School District Board meeting<sup>38</sup> in Los Angeles, indicating he may have taken time away from Bear Canyon to launch Cornerstone. He is listed as the primary contact for Cornerstone in February 2003 by the California State Board of Education, also while employed as the Principal of Bear Canyon in Colorado.<sup>39</sup> Further, the school (Cornerstone) was set to open on September 2, 2003, while Snowberger was serving as both Cornerstone's Chief Academic Officer in California and Bear Canyon principal in Colorado.<sup>40</sup> Was Douglas County made aware of this supposed "part-time" position when he was hired in the summer of 2002? Is this a practice Superintendent Snowberger encourages or condones today as the leader of numerous principals and executive administrators in Durango 9R?

His annual salary reported was \$92,000 in June 2006 with Douglas County School District. The US Census shows the median household income for Colorado to be \$55,697 in 2006. Snowberger's reported 2006 salary is 65% higher than the Colorado median, indicating a comfortable Colorado lifestyle at the time. The Bureau of Labor Statistics estimates a 25.22% inflation rate since 2006. This means in 2018 dollars, Snowberger's 2006 salary in Douglas is the equivalent of \$115,202. It is strange to learn someone earning \$115,000 annually would need a part-time job. Moreover, one expert cautions that "Many organizations stipulate that

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<sup>37</sup> 2018 Applicant Packet- Dan Snowberger

<sup>38</sup> 2002 Los Angeles School Board Minutes

<sup>39</sup> 2003 California State Board of Education February 2003 Agenda

<sup>40</sup> 2018 California School Board Cornerstone Charter directory with dates 2003-2011, also accessed via internet November 12, 2018 at:

<https://www.cde.ca.gov/SchoolDirectory/details?cdscode=19647330100297>

employees cannot work for competitors or anyone in the same industry” while they are employed by that organization.<sup>41</sup>

What was Douglas County School District’s policy and was Mr. Snowberger’s supervisor made aware of his work at Cornerstone? Which school children was Snowberger most concerned with, the Colorado districts (Douglas or Harrison) paying his salary and benefits or the California one that was paying him \$550 per day? How common was it for top officials in those school districts to have multiple positions and was this practice approved by supervisors? Is it possible one reason for the closure of Cornerstone was due to the full-time, consuming nature of Snowberger’s simultaneous positions with the Colorado school districts?

How many of the phone calls, emails, conference calls and meetings with LAUSD compliance officers were taking place during the workday while he was under the employ of both Douglas and Harrison School Districts?

Mr. Snowberger reports his salary to be \$550/day at Cornerstone. If he worked there full time for 260 days, that would equate to an annual salary of \$143,000. Was he genuinely taking vacation days or evenings with Harrison School District in 2007 and 2008 to create and guide the 2008 Cornerstone Academy renewal documents? <sup>42</sup> The documents in the 2008 LAUSD renewal application total more than 120 pages, and Mr. Snowberger is listed as the first name on the title page (PDF page 44). It is unlikely the others employees listed below him on the page, including

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<sup>41</sup> Conlan, Catherine, Working a Full-Time and a part-time job, Monster Job Search advice, accessed via internet November 12, 2018 at:

<https://www.monster.com/career-advice/article/7-tips-part-time-job-while-full-time-1123>

<sup>42</sup> 2008 LAUSD Board of Education Report 000-07/08, June 19, 2008, (PDF page 44 for Snowberger’s byline on renewal). Also accessed via Internet November 5, 2018 at :

<http://laschoolboard.org/sites/default/files/Tab%204.%20Cornerstone.pdf>

the principal and special education manager, would have had the time with their daily duties to significantly contribute to such a lengthy document. Again, this aspect creates questions about Mr. Snowberger's responsibility to Harrison School District, who was paying him to be the Director of Learning Services from July 2007-June 2009, and then the Executive Director of Schools from June of 2009 until his resignation at Cornerstone in November 2009.<sup>43</sup> This practice begs the question: what current part-time, consulting or side business has Dan Snowberger held while working for Durango 9R? The Durango 9R school board has a right and a duty to ask.

**9) Misrepresentation:** Mr. Snowberger's 2018 resume provided to Thompson School District shows a graduation date from Nova Southeastern University in 1990. His 2018 application shows a date of attendance until December of 1990 with a graduation date of May 1991.<sup>44</sup>

**Facts:** *Snowberger attended Nova Southeastern prior to graduating during the winter of 1991 with 12 hours of classes, according to his publically available transcripts. His degree in Elementary Education was conferred on May 20, 1991.*

**Narrative:** His transcripts, obtained publically from his 2012 application to Seminole County, Florida, indicate he graduated from Nova Southeastern University on May 20, 1991, with a BS degree in Elementary Education.<sup>45</sup> However, Mr. Snowberger's resume both in 2012 and 2018 says he obtained the degree in Elementary Education from Nova Southeastern in 1990. Mr.

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<sup>43</sup> 2018 Resume under "Harrison School District", page 1

<sup>44</sup> 2018 Applicant Packet

<sup>45</sup> 2012 Snowberger, Daniel J- Seminole County Schools PDF

Snowberger's transcripts indicated he took 12 hours from Nova Southeastern in the winter of 1991. These classes included EDU 0412, Children's Literature, EDU 0452, Internship, and ESE 0444, Materials and Methods for Ld.<sup>46</sup> For comparison, the winter 2019 Academic Calendar for Nova Southeastern ends on the week of April 30, 2019.<sup>47</sup>

While these inconsistencies may sound trivial to some, they cast serious doubt on the veracity of Mr. Snowberger's entire resume and the integrity with which he manages his office. Using exaggeration to make a bad situation sound positive is common, but manufacturing time and experiences that did not exist is a serious issue. For one who has graduated from high school, college, or both, the year in which a person graduates is very memorable. It is unlikely Snowberger 'forgot' the May 1991 date, but instead needed to move it back to 1990 in order to explain some other discrepancy earlier in his career. .

The source documents referenced in this report demonstrate six different opportunities for Mr. Snowberger to outline his work history in a more accurate manner; however, in each instance, there are variations. Numerous dates and work histories do not match from one document to another, or to public record. The resumes (2012 and 2018 versions), the application in 2018, the collegiate transcripts, the personal bio on the 9-R website, the cover letters to the application and his Thompson School District interview with teachers each suggest different personal narratives. In each instance, Mr. Snowberger has altered, obscured or embellished certain elements of his work history which can be disproved publically or by information he has outlined

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<sup>46</sup> 2012 Snowberger, *ibid*

<sup>47</sup> 2019 Winter Academic Calendar for undergraduates, Nova Southeastern University. Accessed via internet on November 12, 2018 at: <https://www.nova.edu/registrar/academic-calendars/2019-winter.html>

himself in conflicting documents. The Durango 9R Board of Education is able to conduct their own evaluation using the evidence provided and should inquire about these inconsistencies.

**10) Misrepresentation:** Mr. Snowberger claims “Honesty, Integrity and Trustworthiness are essential” to his work. <sup>48</sup>

**The Facts:** *If we unpack all the above misrepresentations, omissions and obfuscations, this statement is also highly dubious.*

When Mr. Snowberger claims “A superintendent without respect will be nothing but ineffective,” in his 2018 application to Thompson School District, Durango 9R Central Office Accountability could not agree with him more.

#### **IV: Conclusion**

In the *Entrepreneur* article, Scott Schneider, a partner with Fisher and Phillips in New Orleans, states only three circumstances where he would advise an employer to take disciplinary action: “When they lied about their credentials when seeking employment, if they lied about a substantive work-related manner or if they are in a high profile position where their public credibility is key and they do something which compromises their credibility.”<sup>49</sup> D9RCOA believes this white paper clearly demonstrates Snowberger’s track record of misrepresentation, misleading statements and falsehoods meet **each** of the three circumstances outlined by Schneider.

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<sup>48</sup> 2018 Application, page 11 of 14 in PDF (listed as page 8 on application)

<sup>49</sup> Human, *Entrepreneur*

Durango is a wonderful place to live and raise a family. One reason so many families and business have chosen Durango as their home is the quality reputation of its dedicated school staff members. Despite the high cost of living in Durango, in 2016, the generous citizens of Durango 9R passed Mill Levy 3A with more than 63% of its voters voting yes. Now, the ideals and positive feelings towards public education in our community are increasingly at risk with Dan Snowberger as our leader. Our community values of hard work, integrity and honesty do not match the values Mr. Snowberger has displayed over the length of his career.

In instance after instance highlighted in this paper, Mr. Snowberger decided against being accurate in outlining his education career. Because being accurate and forthright would have slowed down his career ascension, Mr. Snowberger instead constructed his career documentation for expediency to obtain the “next position”. Allowing Mr. Snowberger to remain with Durango 9R would condone and reaffirm that Durango 9R supports misrepresentation in its leaders.

Taking immediate action against Mr. Snowberger would start 9R on the path towards regaining credibility and integrity in education. It would honor the lessons taught daily by its staff to our children about honesty, integrity and working hard to achieve goals and dreams. Alternately, allowing him to remain, given these revelations, sends the wrong message to students, staff, parents and the community of Durango. Again, we call on the Durango 9R School Board to investigate and act before Durango’s reputation is damaged further.

With more than 5000 students’ educational careers in the balance, it is time for our school board to exercise their authority and take immediate action on the status Mr. Snowberger’s contract.



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***Thompson School District R2-J  
Loveland, Colorado***

**APPLICATION SUMMARY  
FOR**

***Mr. Daniel J Snowberger***

**Record of Professional Education:**

**Highest Degree:** MA/MS/etc.

**Institutions:**

\* FL - Nova Southeastern University: Elementary Education, B.S. (05/1991)\* FL - Nova Southeastern University: Educational Leadership, M.S. (12/1993)\* CO - University of Colorado, Colorado Springs: Superintendent Licensure, N/A (03/2012)

**Record of Professional Experience:**

\* Superintendent - Durango School District 9-R: Durango, CO (06/2012 - 06/2020)\* Assistant Superintendent of School Supervision - Harrison School District 2: Colorado Springs, CO (07/2007 - 06/2012)\* Chief Academic Officer - Cornerstone Prep School: Los Angeles, CA (01/2003 - 11/2009)

**Summary completed: March 2018**

## DANIEL J. SNOWBERGER

February 22, 2018

Superintendent Selection Committee  
Thompson School District  
800 S. Taft Ave.  
Loveland, CO 80537

Ladies and Gentlemen,

It is with great interest and enthusiasm that I submit this letter and supporting materials for your consideration as the next Superintendent in Thompson School District. My experience in Colorado started in 2001 when I lived in Loveland, CO. During that time, I worked for a non-profit research and development organization as their Vice President of Development, however most of my work was outside of Colorado requiring travel. I moved to Colorado during my tenure with this non-profit. Two of my five children were school aged at the time and attended Mary Blair Elementary.

After a couple of years of excessive traveling and the events of 9/11 occurred, I sought a position back in a public school district where I could also focus on raising my family. I was hired in Douglas County where I served as both a principal and a Director of Instructional Support Services. In 2007, I was hired to join the turnaround team in the Harrison School District where I ultimately served as Assistant Superintendent for School Supervision. In 2012, I was selected to serve as Superintendent in the Durango School District where I have served for the past six years.

I have had the pleasure of working with members of your district as we've been on parallel tracks to implementing personalized competency-based learning. I have been impressed with the progress that has been made and believe my experience as Superintendent could be helpful in supporting this important work. I'm especially impressed with your Thompson to Life initiative and the "Seeing is Believing" events you are holding to spot light the work at the secondary level.

I am also very committed to creating an environment where staff feels supported and is inspired to give 100% to serve the needs of our students. I am especially proud of our collaborative relationship with our employee associations. We've worked hard to make Durango a district that attracts quality staff. Four years ago, we began our own job fair. Since that time, we've had over 120 applicants come each year for our 10-12 openings. Durango 9-R has built a reputation as a positive place to work. We are especially proud of our compensation system which has won broad support from Colorado Education Association, as well as our work with our support staff to create career ladders to attract and keep great talent in the district. Yes, our associations and I have our disagreements, but we've developed the respect to work through those and recognize when kids win, our district wins and our staff win!

I am also proud of the recognition of my leadership. In 2014, I was appointed by the Colorado Speaker of the House and selected to chair the Standards and Assessment Task Force that led to a reduction of testing in our state. I was especially proud to lead 15 diverse members of our state in making one recommendation to the State Legislature that received support from 14 out of 15 of the members who represented views from across the political spectrum. In July, I was appointed by Governor John

Hickenlooper to serve as the Superintendent representative on his newly re-formed Governor's Educational Leadership Council. This is a bi-partisan group charged with refining the Vision for preK-16 education and workforce development in the State of Colorado.

While I am happy to continue to lead Durango and have a contract that recently has been extended through June 2020, I am passionate about supporting the work of the Board of Education of Thompson School District in maintaining a stable environment where the education of children and preparing them for success in their future pathway remains the focus within the district. I believe my skill in building relationships with staff, parents, and the community at large will be an asset to the Board and the District. .

I will look forward to discussing thoughts and ideas moving forward should you find interest in my candidacy. Again, I would be honored to serve with you and look forward to hearing from you.

Sincerely,

A handwritten signature in cursive script that reads "Dan Snowberger".

Dan Snowberger

## McPherson and Jacobson LLC Online Application

Snowberger, Daniel - AppNo: 4118

Date Submitted: 2/25/2018

### Personal Data

**Name:** Mr. Daniel J Snowberger  
(Title) (First) (Middle Initial) (Last)

Other name(s) under which transcripts, certificates, and former applications may be listed:

**Other:** (Title) (First) (Middle Initial) (Last)

**Email Address:**

### Postal Address

#### Permanent Address

Number & Street:  
Apt. Number:  
City:  
State/Province:  
Zip/Postal Code:  
Country:  
Daytime Phone:  
Home/Cell Phone:

#### Present Address (until Permanent)

Number & Street:  
Apt. Number:  
City:  
State/Province:  
Zip/Postal Code:  
Country:  
Phone Number:

### Employment Desired

#### Closed Vacancy Desired:

JobID: 329 **Administration:** Colorado - Superintendent, Thompson School District R2-J, CO, 2017-2018 at Colorado - Thompson School District R2-J, CO

**Date Last Submitted**  
2/25/2018

**Experience In Similar Positions**  
years

#### Position Desired:

**Administration**  
1. Superintendent

**Experience In Similar Positions**  
6 years

### JobID 329 Questions

Please submit your Thompson School District R2-J, Loveland, Colorado personalized cover letter here. Please title the file as:  
coverletterThompson, CO2017-18  
LOI - Snowberger in Thompson.pdf

Please upload a copy of your **Transcript** for your Highest Degree.

Transcript Highest Degree

### Education

Please tell us about your educational background beginning with the most recent

## McPherson and Jacobson LLC Online Application

Snowberger, Daniel - AppNo: 4118

Date Submitted: 2/25/2018

### Colleges, Universities and Technical Schools Attended:

Name and location	Dates Attended: From - To	Major area of study	Degree	Date Conferred or Expected
FL - Nova Southeastern University	01/1989 12/1990	Elementary Education	B.S.	05/1991
FL - Nova Southeastern University	01/1993 12/1993	Educational Leadership	M.S.	12/1993
CO - University of Colorado, Colorado Springs	01/2011 02/2012	Superintendent Licensure	N/A	03/2012

**Highest Degree Attained**

MA/MS/etc.

**Number of graduate hours beyond your highest degree:**

21

**Grad Program Of Study**

Educational Administration/Superintendent

**List honors, awards or distinctions you have earned:**

Deans List

### Experience

Please list ALL relevant professional work experience beginning with the most recent. (in reverse chronology)

Review all responses before submitting - some questions may have changed.

Current or Most Recent Position		Employer Contact Information		Supervisor/Reference Contact Information	
Durango School District 9-R Superintendent		201 E 12 Street Durango, CO 81301 9703753818		Dr. Nancy Stubbs - Board President	
<b>Date From - Date To:</b>	06/2012 - 06/2020 (Total Yrs: 6)	<b>Full or Part Time:</b>	Full	<b>Last Annual Salary:</b>	\$152,508
<b>District Enrollment</b>	5100+				
<b>May we contact this employer?</b>	Yes				
<b>Reason for Leaving:</b>	Only if right opportunity presents itself in a larger district.				

## McPherson and Jacobson LLC Online Application

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### Experience Continued

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Harrison School District 2 Assistant Superintendent of School Supervision		1060 Harrison Road Colorado Springs, CO 80905 719-579-2000		Mike Miles, Superintendent / Dr. Wendy Birhanzel, Chief Academic Officer Unknown/	
<b>Date From - Date To:</b>	07/2007 - 06/2012 (Total Yrs: 5)	<b>Full or Part Time:</b>	Full	<b>Last Annual Salary:</b>	120,000
<b>District Enrollment</b>	12000				
<b>May we contact this employer?</b>	Yes				
<b>Reason for Leaving:</b>	Promoted to Superintendent				
Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Cornerstone Prep School Chief Academic Officer		7651 S. Central Avenue Los Angeles, CA 90001 N/A		Dr. Amy Semonv Unknown	
<b>Date From - Date To:</b>	01/2003 - 11/2009 (Total Yrs: 6)	<b>Full or Part Time:</b>	Part	<b>Last Annual Salary:</b>	\$550/Day
<b>District Enrollment</b>	250				
<b>May we contact this employer?</b>	Yes				
<b>Reason for Leaving:</b>	Resigned when promoted to Assistant Superintendent				
Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Douglas County Schools Director - Instructional Support Services		620 Wilcox Street Castle Rock, CO 80104 303-387-1000		Dr. Carolyn Jefferson-Jenkins	
<b>Date From - Date To:</b>	07/2002 - 06/2006 (Total Yrs: 4)	<b>Full or Part Time:</b>	Full	<b>Last Annual Salary:</b>	92,000
<b>District Enrollment</b>	55,000				
<b>May we contact this employer?</b>	Yes				
<b>Reason for Leaving:</b>	Accepted position in another district on a Turnaround Team				

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### Experience Continued

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
The Learning Connection Vice President of Development		1982 Lewis Turner Blvd Fort Walton Beach, CO 32547 Company Closed		Dr. Frank Wittwer Deceased	
Date From - Date To:	04/2000 - 06/2002	Full or Part Time:	Full	Last Annual Salary:	85,000
District Enrollment	N/A				
May we contact this employer?	Yes				
Reason for Leaving:	Returned to position in a Public School District				

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Seminole County School District Administrator (Principal/Assistant Principal)		400 E. Lake Mary Blvd Sanford, FL 32773 407-320-0000		Dr. Rita Ramsey Retired	
Date From - Date To:	08/1994 - 03/2000	Full or Part Time:	Full	Last Annual Salary:	80,000
District Enrollment	50000				
May we contact this employer?	Yes				
Reason for Leaving:	Offered opportunity in a non-profit organization.				

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact Information	
Lake County Schools Teacher		201 West Burleigh Blvd Tavares, FL 32778 (352) 253-6500		Shirley Whitmore Deceased	
Date From - Date To:	08/1991 - 06/1994	Full or Part Time:	Full	Last Annual Salary:	35,000
District Enrollment	Promoted to administration				
May we contact this employer?	Yes				
Reason for Leaving:	Offered Administrative Position				

## McPherson and Jacobson LLC Online Application

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Date Submitted: 2/25/2018

### Professional References

	<b>Reference 1</b>	<b>Reference 2</b>
<b>Name:</b>	Dr. Nancy Stubbs	Andrew Burns
<b>School/Org:</b>	Durango School District 9-R	Durango School District 9-R
<b>Current Position:</b>	Board President	Chief Operations Officer (Former President - Board of Education)
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>		
<b>Email:</b>		
<b>Years Known:</b>	5	6
	<b>Reference 3</b>	<b>Reference 4</b>
<b>Name:</b>	Jackie Oros	Dr. Wendy Birhanzel
<b>School/Org:</b>	Durango School District 9-R	Harrison School District 2
<b>Current Position:</b>	Chief Student Services Officer	Chief Academic Officer
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>		
<b>Email:</b>		
<b>Years Known:</b>	6	11
	<b>Reference 5</b>	<b>Reference 6</b>
<b>Name:</b>	Stephanie Moran	Greg Lawler
<b>School/Org:</b>	Durango School District 9-R	Colorado Education Association
<b>Current Position:</b>	Board Vice President	UniServ Director - San Juan Basin
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>		
<b>Email:</b>		
<b>Years Known:</b>	6	6
	<b>Reference 7</b>	<b>Reference 8</b>
<b>Name:</b>	Gretchen Wilson	Yee Ann Cho
<b>School/Org:</b>	Durango Education Association	University of Denver - Daniels College of Business
<b>Current Position:</b>	Former President (Retired)	Associate Dean/COO
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>		
<b>Email:</b>		
<b>Years Known:</b>	6	6

## McPherson and Jacobson LLC Online Application

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### Professional References cont.

	Reference 9	
<b>Name:</b>	Dr. Dene Thomas	
<b>School/Org:</b>	Fort Lewis Colelge	
<b>Current Position:</b>	President	
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>	Office of the President 2500 Berndt Hall 1000 Rim Drive Durango, CO 81301-3999	
<b>Email:</b>		
<b>Years Known:</b>	6	

### Disclosures

**Contract Status**

\* Are you currently under contract?

Yes

If Yes, which district?

Durango School District 9-R

If Yes, when does it expire?

06/2020

**Professional Status**

\* Have you ever failed to be rehired, been asked to resign a position, resigned to avoid termination, or terminated from employment?

No

If Yes, explain:

### Legal Information 2017-2018

Please note: Applicants are not obligated to disclose sealed or expunged records.

\* Are you eligible to work in the United States?

Yes

\* Have you ever been convicted of a criminal offense other than a minor traffic violation?

No

If yes, explain, giving dates:

Please Note: A conviction will not necessarily bar you from employment. Facts, such as date of occurrence and rehabilitation will be considered. This information will be used only for job-related purposes and only to the extent permitted by applicable law.

Have you ever had any indicated finding of child abuse filed in your name?

No

## McPherson and Jacobson LLC Online Application

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Date Submitted: 2/25/2018

### Thompson, Loveland, CO 2017-2018

The Thompson School District R2-J, Loveland, Colorado, Board of Education, is seeking a highly qualified and fully certified Superintendent &bull; The candidate must have the background, skills, and abilities essential for excellence in educational leadership. The board recognizes that selecting a superintendent is one of the most important decisions it will make. The board developed the following desired characteristics

- \* Possesses robust communication and listening skills with an openness and respect for the opinions of others in order to establish a good working relationship with students, staff members, district patrons and the Board of Education. Be a visible participant in the schools and communities.
- \* Has strong leadership skills, is innovative and forward thinking, and uses those skills to build strong rapport with district employees.
- \* Possesses excellent personal and professional qualities including: honesty, integrity and trustworthiness that are the hallmarks of a quality educational leader who leads by example.
- \* Possesses dynamic leadership ability with demonstrated skills in problem solving and is a consensus builder. A person who is open and accessible to all stakeholders, and actively seeks community involvement.
- \* Is a visionary and innovative problem solve and team builder, with the ability to delegate, build consensus, and empower others to lead.

Please describe your strengths and abilities as it relates to the above listed criteria.

As an experienced superintendent, I am proud of the atmosphere I have created in Durango. My six year term in Durango with a contract through 2020 is evidence of my ability to build strong relationships with all stakeholders. I'm proud that the Durango Herald found it appropriate through their Editorial Board to support the work that I've done in Durango in a January 2018 article (Article provided with Letters of Reference). My success as a superintendent has been a result of high visibility and strong engagement with all stakeholders.

Leading today in the realm of public education is a challenge and requires a team. With increased accountability and increasing needs of our students, it truly requires strong collaboration. Durango, like Thompson, has been restructuring itself to recognize that learning isn't about moving students through, but moving students to competency as they move through our system. This is challenging as it isn't a tweak to our systems but a transformation.

Innovation, vision, and sense-making is critical for all educational leaders. Not only will staff experience changes in their work as we transform our education systems, but our parents and our community will need to understand and embrace new systems. A 21st Century education system is different than what members of our community grew up in. I believe strongly that the superintendent is the Chief Communicator and Sense-Maker who must engage stakeholders as systems prepare to change. This is the role that I have played in Durango and one I believe is essential for any superintendent.

One of my strongest beliefs is that a superintendent must lead by example. Honesty, integrity, and trustworthiness are essential to my work. All these qualities contribute to respect, and a Superintendent without respect will be nothing but ineffective. I never want an employee to think that I'm not willing and able to do the job they are expected to do. On a number of occasions, I have subbed for teachers, helped with classroom projects, shoveled walkways, mopped floors, provided professional development, and coached and mentored both teachers and administrators.

Currently I visit each school every 3 weeks and ensure that each visit consists of not only time to check in with school leaders but to visit classrooms, view instruction, and connect with teachers and support staff. I recognize that in a district of 12 schools and 3 charters, that's not as daunting as a district with 45+ campuses and buildings. That being said, I strongly believe that a superintendent best builds relationships by being in the field with staff who are charged with delivering a quality education and supports to our students.

One of the things I'm most proud of is the relationship I've built with our employee associations. During my tenure, we've been recognized as a District of Innovation by the National Education Association as we've worked to strengthen representation of our

## McPherson and Jacobson LLC Online Application

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Please describe your strengths and abilities as it relates to the above listed criteria.

employee's voice in work and strategies of the district. Our board has set high expectations and objectives for our district. Our ability to achieve them requires a strong partnership with our employees. Each week, I meet with leadership of our associations. While we don't always agree, the relationship that we've built has been critical to our working through difficult situations.

My relationship with the broader community is also based on trust. I hold community coffees on a regular basis in coffee shops or libraries where I am available to chat about any topic of interest. I never miss the opportunity for a conversation with students to dialogue around the work we do for them. Through board committees like Finance Advisory Committee and District Accountability Committee, we maintain close ties with members of our community. I've planned and held community meetings to engage stakeholders on a number of topics. I think one of the greatest outcomes of our efforts to engage the community at large was the passage of our 2016 mill levy by the largest margins ever achieved in our county.

I'm a strong believer that a district office is to serve our school leaders and staff who directly work with children on a daily basis. I have delegated oversight of central tasks to two Chiefs (Chief Operations Officer and Chief Student Services Officer) who oversee the day to day work of their respective divisions. They meet with me every other day in a cabinet meeting to ensure that we are all informed and that I can provide input and direction as needed. In Durango, I provide direct supervision of Principals as I believe that the work that will lead to the district's success is led mostly by these dedicated individuals and their teams. Coaching building leaders has the greatest impact on outcomes for children. By being visible in schools, I have a better sense of the needs of our professionals and can support central office in maximizing their effectiveness.

\* Do you hold a Superintendent Certification for the state represented by the position to which you are applying? Yes

(If you have questions regarding the requirements to be a superintendent in the state, contact the Department of Education.)

# DANIEL J. SNOWBERGER

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## HIGHLIGHTED CAREER ACHIEVEMENTS

Over 32 years of experience in the field of education, with 24 years of successful educational leadership experience working for the improvement of systems to increase and sustain student achievement. Educational experiences include both public school and private sector roles in a variety of districts and states including Florida, California, and Colorado. Recognized as State Leader through appointment by Governor & Legislature to various committees.

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## PROFESSIONAL EXPERIENCE

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### DURANGO SCHOOL DISTRICT 9-R, Durango, Colorado

2012 – Present

#### **Superintendent of Schools, 07/2012-Present**

- Led the district in implementation of new Competency Based Learning Initiative, Colorado Academic Standards, State Model Educator Evaluation system, and a strong instructional feedback system
- Eliminated deficit spending following economic down turn through community engagement in reducing spending and creating a sustainable staffing plan. Restored fund balance, developed balance budgets, and increased investment in programs for students.
- Successfully led an initiative in 2016 to secure passage of a Mill Levy Override securing 63%+ vote.
- Built strong partnerships with community agencies including the City agencies, County agencies, law enforcement, private and charter schools, post-secondary institutions, health care providers, and community service groups
- Received recognition from the National Education Association (NEA) for the district's strong partnership with both licensed and support staff associations and worked to implement a common vision and mission that ensured excellence for all students.
- Appointed by Governor Hickenlooper as Superintendent representative on the Governor's Educational Leadership Council – August 2017 – Present
- Appointed by Colorado Speaker of the House of Representatives to Chair state level task force on Standards and Assessment recommending pathway forward for Colorado regarding balanced assessment system. Led 15 diverse community members from all sides of political spectrum to recommend single pathway – July 2014-February 2015

### HARRISON SCHOOL DISTRICT TWO, Colorado Springs, Colorado

2007 – 2012

#### ***Assistant Superintendent – School Supervision & Leadership, 07/2010-06/2012***

- Assume duties and decision making in the absence of Superintendent
- Provide direct supervision and oversight of all principals within the district at all levels
- Supervise Instructional Coordinator team to focus on improvement of instruction at all levels
- Provide direct supervision of departments including Special Education, English Language Development, Early Childhood Education and Gifted and Talented Programming
- Support the implementation of the Professional Educator Evaluation System including the monitoring of student achievement and its inclusion in the evaluation process.
- Serve as District Representative to community agencies & Manage complaints from district stakeholders

#### ***Executive Director of Schools, 06/2009-06/2010***

- Provide direct supervision, coaching, and support to building administrators at all levels (Pre-K through grade 12) with focus on increasing student achievement through the delivery of effective instruction
- Oversee programming in Early Childhood Education (Pre-K), English Language Development, Special Education, and Gifted and Talented Education
- Serve as liaison between buildings and departments to secure necessary supports and services
- Respond to complaints from stakeholders for schools under my supervision

#### ***Director of Learning Services, 07/2007-06/2009***

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- CORNERSTONE ACADEMY, INC, Los Angeles, California** (Full Time) 2006 – 2007  
*Chief Academic Officer (Charter School Organization)* (Part Time) 2002 – 2006
- Served as liaison with LAUSD during planning, renewal & subsequent years of operation.
  - Provided oversight of curriculum, instruction, assessment, school leadership, and special education.
  - Monitored academic performance and provided guidance to school leadership on effective intervention to maximize student learning.
  - Achieved among highest gains regarding student achievement on California testing during full-time tenure.
- DOUGLAS COUNTY SCHOOL DISTRICT, Castle Rock, Colorado** 2002 – 2006  
*Regional Director of Instructional Support Services, 07/2005 to 06/2006*
- Worked with Director of Schools (two feeder areas) in supporting building leaders.
  - Served as district liaison to schools in the Parker region around processes, procedures, and programming for children with special needs, English language development, gifted and talented programming, and literacy support.
  - Supported principals in ensuring legal compliance with federal and state legislation.
  - Coached and intervened with parents and stakeholders when conflict around student services existed.
- Principal – Bear Canyon Elementary, 07/2002-06/2005*
- Led initiative in differentiation, improvement of writing, and integration of instructional technology
  - Worked to redesign and restructure instructional supports to increase effectiveness and achievement with at-risk students, especially students with special needs.
  - Increased school's level of performance from High to Excellent.
- THE LEARNING CONNECTION – Fort Walton Beach, FL/Loveland, Colorado** 2000-2002  
*Vice President for Development*  
*(Non-profit educational research and development corporation founded to provide support and assistance to charter school organizations around the country.)*
- SEMINOLE COUNTY SCHOOL DISTRICT – Sanford, Florida** 1994-2000  
*Principal – Winter Springs Elementary, 07/1997-05/2000*  
*Assistant Principal – Highlands Elementary, 07/1996-06/1997*  
*Assistant Principal – English Estates Elementary, 08/1994-06/1996*
- LAKE COUNTY PUBLIC SCHOOLS – Tavares, Florida** 1991-1994  
*Classroom Teacher – Grades 3 & 5. Model Technology Teacher*
- DADE COUNTY PUBLIC SCHOOLS – Miami, Florida** 1985-1991  
*Compensatory Education Instructor/Paraprofessional*
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#### EDUCATION

**Accepted into Ed.d Program (Considering other programs)**  
University of Southern California – Los Angeles, CA, August 2018

**Licensure Program – Superintendent of Schools**  
University of Colorado – Colorado Springs, April 2012

**Masters of Science – Educational Leadership**  
Nova Southeastern University, 1993

**Bachelors of Science – Elementary Education**  
Nova Southeastern University, 1990

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