

# **Dr. Sandra W. Spivey**

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- Letter of Interest
- Application
- Resume'
- Official Transcript of Terminal Degree

November 22, 2016

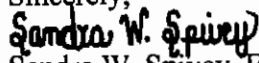
To Whom It May Concern:

The purpose of this letter is to express my interest in the Superintendent's position that is open in the Huntsville City School System. I have carefully reviewed the list of knowledge, skills, and abilities that the Board is specifically seeking, and after thoughtful examination, I am convinced that I am qualified for consideration as a viable candidate for the job.

I believe that I am contributing in a positive way in my current role as the Superintendent of Scottsboro City Schools and that I have also made a positive impact in other administrative positions that I have held. In school system administrative roles, I have had the privilege of working collaboratively with Board Members and all of the employees at the district level as well as the faculty and staff members in schools to make a positive impact. And, while working for the ALSDE, I had the opportunity to work with many school systems across the state to provide support and assistance as they worked to make improvements and achieve short- and long-term goals. Although I am happy in my role in Scottsboro, I am very interested in returning to Madison County and taking on the responsibilities of Superintendent in Huntsville City Schools. It would be my privilege to work in that capacity to ensure the achievement of district-wide goals and objectives.

The Huntsville City School System is a great school system with much potential for continued growth and excellence. I believe that I have the training, experience, personality, and work ethic that would enable me to be successful as its leader, and it would be an honor for me to be selected to fill this very important role. My husband and I very much enjoyed living in Huntsville, and we would welcome the opportunity to return to and serve in that community.

Please let me know if I can provide any other information needed in this process. I truly appreciate your consideration of my candidacy for this very important employment decision.

Sincerely,  
  
Sandra W. Spivey, Ed. D.

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted: \_\_\_\_\_

### Personal Data

**Name:** Dr. Sandra W Spivey  
 (Title) (First) (Middle Initial) (Last)

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

**Other:** Miss Sandra L Wallingsford  
 (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

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

### Employment Desired

Closed Vacancy Desired:

JobID: 207

**Administration:** Superintendent of Huntsville City (Alabama) at  
 Huntsville City

**Date Last  
 Submitted**

11/22/2016

**Experience in  
 Similar Positions**  
 years

### Experience

Please list ALL relevant work experience  
 beginning with the most recent.

Current or Most Recent Position		Employer Contact Information			
Scottsboro City Board of Education Superintendent		305 S. Scott Street Scottsboro, AL 35768 256-218-2100			
<b>Date From - Date To:</b>	01/2015 - 06/2017 (Total Yrs: 2)	<b>Full or Part Time:</b>		<b>Last Annual Salary:</b>	\$125,000
<b>Reason for Leaving:</b>	N/A (current employment)				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/Accomplishments at this Position</b>	<p>As the Superintendent of Scottsboro City Schools, I am ultimately responsible for all aspects of our programs/services/etc. Before I began in this role, I was told that there were some fairly serious financial problems that would need attention. As it turns out, the problems were far more serious than anyone realized at the time. I have spent a great deal of time working on this area, but not at the expense of making progress in other areas as well. During the past two years, we have made great progress in many areas that needed attention/improvement, and we continue to move forward in accomplishing goals. Here is a list of a few major accomplishments during my two years:</p> <p>(1) Completed an AdvancED review/site visit and addressed areas targeted for growth/improvement;</p> <p>(2) Addressed major financial issues that needed to be corrected in the school system, completely transformed the payroll process, and communicated the financial situation thoroughly to Board Members, school system administrators and other employees, community leaders, and community at-large (using local media, etc.);</p> <p>(3) Established various partnerships with community groups/organizations and worked to create ongoing and open lines of communication with the school system;</p> <p>(4) Worked to increase collaborative partnerships with Jackson County Schools to maximize efficiency of</p>				

# Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

## Experience Continued

### Responsibilities/ Accomplishments at this Position continued...

resources;

(5) Reorganized the school/system leadership team to better meet the needs of employees/students;

(6) Worked closely with Board Members (as well as the ALSDE, AASB, etc.) to address and correct Board governance issues;

(6) Created and implemented a strategic professional development protocol for the SCS Leadership Team and clerical staff, etc.;

(7) In the process of revamping the school system website to improve online information/resources for all stakeholders;

(8) Worked with local media, as well as social media resources, to share positive news/information about Scottsboro City Schools;

(9) Worked closely with our local legislative delegation, as well as SSA and AASB contacts, to advocate regarding issues impacting education;

(10) Worked collaboratively to revisit the school system's mission/vision/beliefs and develop a strategic plan;

(11) Worked collaboratively with other local leaders to plan strategically for local development including a Google Data Center in Jackson County;

(12) Etc.

<b>Previous Position Held</b>		<b>Employer Contact Information</b>			
Alabama State Department of Education Regional Support Coordinator for Regions 3 & 5		50 North Ripley Street Montgomery, AL 36130 334-242-9700			
<b>Date From - Date To:</b>	02/2014 - 12/2014 (Total Yrs: 1)	<b>Full or Part Time:</b>		<b>Last Annual Salary:</b>	\$119,000
<b>Reason for Leaving:</b>	Accepted position as Superintendent of the Scottsboro City School System				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/ Accomplishments at this Position</b>	<p>Dr. Julie Hannah, former Director of the Office of Student Learning at the ALSDE, first contacted me during the summer of 2013 about taking a position at the ALSDE. I initially turned down the position, but eventually became convinced that it would be a good move for me. The timing seemed right to pursue a new experience.</p> <p>While working in this role, I was one of the five Regional Support Coordinators for the Alabama State Department of Education. My immediate supervisor was Dr. Julie Hannah, former Director of the Office of Student Learning, and I work directly for the former State Superintendent of Education, Dr. Tommy Bice. During the first few months of my new job, I worked primarily in Region 5 (the UAB Regional Inservice area); however, during the summer of 2014, Region 3 (the Alabama A&amp;M Regional Inservice area) was added to my work. I served as a member of the "Turnaround Team," an approximately 10-member team led by Dr. Hannah. My job was to work with the Regional Planning Team and the Regional Support Staff in Regions 3 and 5 to support the school systems in those areas. By design, the majority of our time was spent serving those systems with priority schools, but we also served school systems with focus schools as well as systems without priority or focus schools.</p> <p>Listed below are the school systems that I served in Regions 3 and 5:</p> <p><b>REGION 3:</b></p> <ul style="list-style-type: none"> <li>-Albertville City</li> <li>-Arab City</li> <li>-Boaz City</li> <li>-DeKalb County</li> <li>-Fort Payne City</li> <li>-Guntersville City</li> <li>-Huntsville City</li> <li>-Jackson County</li> <li>-Madison City</li> <li>-Madison County</li> <li>-Marshall County</li> <li>-Scottsboro City</li> </ul> <p><b>REGION 5:</b></p>				

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Experience Continued

#### Responsibilities/ Accomplishments at this Position continued...

- Bessemer City
- Birmingham City
- Fairfield City
- Jefferson County
- Leeds City
- Midfield City
- Tarrant City
- Trussville City

I had an office space in the United Way of Central Alabama building in Birmingham where I worked closely and in partnership with the Bold Goals Coalition. I served in the following ways as part of the Bold Goals process in Region 5:

- Member of Bold Goals Education Workgroup with United Way of Central Alabama
- Member of Bold Goals Education Workgroup - Outcomes and Indicators Task Force with United Way of Central Alabama
- Member of Education Vision Council, a committee of United Way of Central Alabama
- Member of Education Steering Committee, part of the Bold Goals Coalition

I learned a great deal in my role at the SDE. If I had any hesitation in applying for the superintendent's position in Scottsboro, it was that I would have to leave that work. There is no doubt that the knowledge I gained and the contacts I made as a Regional Support Coordinator have been (and continue to be) very beneficial to me as a Superintendent.

Previous Position Held		Employer Contact Information			
Madison County School System Director of Secondary Education		1275 Jordan Road Huntsville, AL 35811 256-852-2557			
<b>Date From - Date To:</b>	05/2007 - 01/2014 (Total Yrs: 7)	<b>Full or Part Time:</b>		<b>Last Annual Salary:</b>	\$107,000
<b>Reason for Leaving:</b>	Accepted position at ALSDE				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/ Accomplishments at this Position</b>	<p>Around the middle of the 2006-2007 school year, I was contacted by Dr. Terry Davis, the newly-elected superintendent of Madison County Schools. He offered me the position of Director of Secondary (High School) Education, and, after much thought and prayer, my husband and I decided to make the move to North Alabama to accept this new role and to live closer to my family. I left the Hoover City School System on good terms, and I still remain connected to many within the school system and community.</p> <p>I served as the Director of Secondary (High School) Education in the Madison County School System for almost seven years. In that role, I supervised the principals of all six high schools (Buckhorn High School, Hazel Green High School, Madison County High School, New Hope High School, Sparkman 9th Grade School, and Sparkman High School), as well as the Career Technical Center and PACE (the alternative school for Grades 7-12.) I served as the school system's Athletic Director and worked with the other Directors and CSFO in addressing all aspects of the high school academic and co-curricular programs. I led high school staffing meetings each spring for the upcoming school year, and I actively sought resources for high school programs, often applying for and managing grants and other resources.</p> <p>One of the most significant programs that impacted our high schools during my tenure in Madison County was A+ College Ready. We went from giving a total of 19 AP exams at 2 high schools during the 2006 school year to administering almost 2,000 AP exams to almost 1,250 students in 2013. There were over 730 qualifying scores with 12 different AP courses offered system-wide during that year. That number continued to increase each year that we were involved in the program. When I arrived in Madison County, one of the first things I started hearing from principals, parents, and board members was the need for a solid AP program. Although there had been various attempts to offer AP classes, teachers really did not have the resources nor the professional</p>				

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Experience Continued

#### **Responsibilities/ Accomplishments at this Position continued...**

development and support they needed to be successful. While our schools were ready and willing to move forward, we simply did not have the necessary funding. Fortunately, at just the right time, A+ College Ready came along and provided the opportunity we needed. I remember the very first meeting I attended at a local bank to learn more about what the program offered. As we began to develop an understanding of the significance of this opportunity, we worked to establish a partnership and help each school in the application and planning process which led to all of our high schools, and then our middle schools, being involved in this program. The program was a huge success, and it was truly a partnership including the school system, parents, students, local businesses through The Schools Foundation, the state (ALSDE and Governor's office), and NMSI (National Math and Science Initiative). When there is an investment like this made in our school(s) and/or system, I feel a real sense of responsibility to make sure those who have taken an interest in helping us realize they have made a good investment. There are many people responsible for the success of this program, and I think this is an example of what can be accomplished when all stakeholders are engaged in a project in which they truly believe.

Dr. Davis put together a great leadership team, and, although he did not have an assistant superintendent position, he relied heavily on the three directors of education (me, Tim Solley - Director of Middle School Education, and Dr. Rita Cantrell - Director of Elementary Education) in making decisions, etc. We created a "Framework for Excellence" that we used as the foundation for all of our work.

Below is a list of some of the activities/programs/etc., in addition to my responsibilities involving our high schools, with which I was involved during my time in Madison County:

- BBSST Coordinator for Madison County Schools (July 2007-2010)
- Liaison for Madison County School System's Teacher Mentoring Program (September 2007-2011)
- Liaison for Partnership between Madison County Schools and Samford University to offer Masters, Ed.S., and Ed.D. programs in Educational Leadership in North Alabama (2007-2014)
- Member of Federal Programs Advisory Panel for Madison County Schools (2007-2014)
- Member of CAASL - ALSDE First Choice Committee for Accountability and Accelerating Student Learning (October 2008)
- Project Director for A+ College Ready for the Madison County School System (2008-2014)
- Attended TAH (Teaching American History) Project Directors' Conference in New York City (January 2009) and in Washington, D.C. (December 2009)
- Participated in TAH/DTAH (Developing Teachers as Historians) Grant Professional Development Summer Program in 2008 (Kansas), 2009 (Boston, Philadelphia, and New York City), 2010 (Washington, DC), and 2011 (Harrisburg, Gettysburg, and Washington, DC)
- Member of "Quality Assurance" Team and Leader of "Teaching and Learning" Team for SACS District Accreditation process for Madison County Schools (2009-2011) - Received District Accreditation on January 26, 2011 with all Standards Ranked Operational or Highly Functional
- Member of RTI Leadership Team for Madison County Schools (2010-2014)
- Selected by CLAS to serve on Alabama's ARRA (American Recovery and Reinvestment Act) Conference Team at the U. S. Department of Education's Forum in Arlington, Virginia (March 2010)
- Selected by Dr. Morton, Alabama State Superintendent of Education, to serve on the Education Reform and Innovation Council in an advisory capacity to the State Department of Education and as an advocate for quality public education in our state (April 2010)
- Member of ALSDE Assessment and Accountability Task Force (September 2010-present)
- Member of CCRS (College and Career Ready Standards) Implementation Team for Madison County Schools (2012-January 2014)
- Helped lead creation and facilitation of ExCEL21 Leadership Academy for current/aspiring administrators in Madison County Schools (January 2013-January 2014)

One project we worked on that proved to be significant in changing mindsets as we moved from focusing on the AHSGE and graduation rate toward making sure every student graduates college and career ready was a "research project" involving our most recent high school dropouts. We pulled the permanent records for each and every "dropout" in Madison County Schools and developed a profile for each student, looking for any trends, etc., that could provide insight regarding areas for focus in meeting the needs of our at-risk students. While this was a very time-consuming process, the resulting information was invaluable. Not only were our high schools very interested in this information, but our feeder elementary and middle schools were as well. This study started the conversation that led to more conversation/collaboration among feeder school clusters and helped set the stage for the transition toward preparing all students for college/career.

While the partnership with Samford University met our needs in terms of helping aspiring leaders prepare for administrative positions, we realized that we needed to create a program to prepare assistant principals who wanted to become principals. So, we created the ExCEL21 (Examining Characteristics of Effective Leaders for the 21st Century). Tim Solley (Director of Middle School Education)

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted: \_\_\_\_\_

### Experience Continued

#### Responsibilities/ Accomplishments at this Position continued...

and I worked together to coordinate/facilitate this program. As I was leaving Madison County Schools, we were working with our second cohort of about 20 aspiring principals. Dr. Jan Harris, retired Superintendent from Cullman City Schools and author of "The Principal's Office: A Primer for Balanced Leadership," led our opening session for both cohorts. Participants were very appreciative of her wisdom and guidance as a former teacher, assistant principal, principal, and superintendent. From our first cohort, we had already seen some who completed the program fill principal positions that became available in the school system. The program not only provided a learning opportunity for assistant principals to become better prepared for their current positions while earning a PLU, but it also prepared a pool of candidates for the principalship. Although we were tweaking the program as we moved forward to make improvements based on participant evaluations/surveys, we received very positive feedback from Cohort #1 and were already seeing the benefit to the school system as principal positions became vacant. Both the Samford partnership and the ExCEL21 program are positive examples of identifying a need and working together as a team to develop a solution.

I believe I made a positive difference in the Madison County School System. I enjoyed my work and made lasting connections with many colleagues and friends.

Previous Position Held		Employer Contact Information			
Samford University - Orlean Bullard Beeson School of Education (Graduate School) Adjunct Professor		800 Lakeshore Drive Birmingham, AL 35229 205-726-2019			
<b>Date From - Date To:</b>	07/2008 - 06/2014 (Total Yrs: 6)	<b>Full or Part Time:</b>		<b>Last Annual Salary:</b>	\$3,000 (course)
<b>Reason for Leaving:</b>	Transitioned away from the program while working with the ALSDE				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/ Accomplishments at this Position</b>	Shortly after I arrived in Madison County, I was contacted by Dr. Maurice Persall, Director of Graduate Programs at Samford University. He proposed a partnership with Madison County Schools to offer graduate programs in educational leadership for any aspiring leaders interested in pursuing a program of study leading to administrative/instructional leadership certification. In such a large school system, we frequently had administrative positions to fill, so we embraced the opportunity to grow our own pool of candidates for positions that may become vacant in the future. I served as the liaison for the program in Madison County, and we worked with many cohorts during my time there. As I was leaving Madison County, we were working with our 7th Masters Cohort and our 3rd Ed.S. Cohort. Not only did we have many participants from Madison County Schools, but we also had participants from other school systems including Madison City, Huntsville City, Athens City, Morgan County, and Limestone County. Many who successfully completed the program have already gone on to serve as instructional coaches, assistant principals, principals, and various other leadership positions. We were very proud of the partnership, and I left the program in very good hands when I left Madison County Schools. The program continues to this day.				

Previous Position Held		Employer Contact Information			
Hoover City School System; Director of Human Resources Director of Human Resources		2810 Metropolitan Way Hoover, AL 35243 205-439-1015			
<b>Date From - Date To:</b>	07/2006 - 04/2007 (Total Yrs: 1)	<b>Full or Part Time:</b>		<b>Last Annual Salary:</b>	\$115,000
<b>Reason for Leaving:</b>	Accepted position as Director of Secondary Education in Madison County School System				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/ Accomplishments at this Position</b>	During the summer of 2006, the Director of Human Resources position at the Central Office in Hoover was vacated, and the job was posted. I applied for and was selected for the job. In this role, I supervised two clerical assistants and was responsible for all aspects of human resources/personnel in Hoover City Schools. During that				

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Experience Continued

#### Responsibilities/ Accomplishments at this Position continued...

year, we worked with teachers in the system to finalize new "highly qualified" requirements, and I managed all aspects of staffing, certification, recruitment, and retention of qualified staff. In addition, I, along with other appropriate members of the leadership team, addressed any personnel issues that arose. I learned a lot during this time that has helped me in other leadership roles moving forward.

Previous Position Held		Employer Contact Information			
Hoover City School System Principal at Hoover High School		1000 Buccaneer Drive Hoover, AL 35244 256-439-1200			
Date From - Date To:	07/2005 - 07/2006 (Total Yrs: 1+)	Full or Part Time:		Last Annual Salary:	\$96,000
Reason for Leaving:	Accepted position as Director of Human Resources				
May we contact this employer?	Yes				
Responsibilities/ Accomplishments at this Position	<p>During the same meeting in which the School Board in Hoover approved my contract to be the new Principal at Hoover High School, there was also some discussion regarding finalizing arrangements for MTV to film "Two-A-Days" at HHS during the upcoming school year. This was the first I had heard of anything like this as it had not been mentioned during my application/interview process, and I remember sitting there thinking, "That doesn't sound like a very good idea." As it turns out, I was right about that.</p> <p>Being the principal of HHS means being the principal of a school within a community that is passionate about academics, athletics, and fine arts and holds very high standards in all areas. Along with the awesome responsibilities that accompany being the principal of a school with 2,400 students, especially one with such high expectations, I essentially inherited a very complicated scenario regarding the football coach, the program, etc. Without going into the details that were involved in dealing with all of the issues that arose during the 2005-2006 school year, suffice it to say that I had never worked harder in my life nor had I faced many of the kinds of situations for which I had to provide leadership in my role as the principal of the school. I once told the superintendent that she failed to mention a few things to me prior to me beginning the job, and she responded with a smile, "You're absolutely right because you wouldn't have come if I had told you." She was probably right about that; however, although it was a very difficult time, I would not trade the experience for anything. I worked alongside some amazing educators during that time, and I still cherish the connections I made during my short time at HHS.</p> <p>At the end of the 2006 school year, I was awarded a 3-year extension on my contract as the principal of Hoover High School. I will admit that I was tempted on more than one occasion to leave the school system because of the extreme stress involved in the work, the complexities of the unique circumstances that existed at the time, etc.; however, I decided to stay and try to continue to work through the problems that existed. The superintendent, assistant superintendent, and board members knew of my concerns, and they encouraged me to stay.</p>				

Previous Position Held		Employer Contact Information			
Alexander City School System Principal at Benjamin Russell High School		225 Heard Blvd. Alexander City, AL 35010 256-234-8611			
Date From - Date To:	07/2003 - 06/2005 (Total Yrs: 2)	Full or Part Time:		Last Annual Salary:	\$75,000
Reason for Leaving:	Accepted position as principal at Hoover High School in Hoover City School System				
May we contact this employer?	Yes				
Responsibilities/ Accomplishments at this Position	I served as the principal of BRHS for two years. I enjoyed being back in my "comfort zone" at BRHS, and I worked hard and took great pride in my new role. However, I think anyone who knows Dr. Bice can understand that following in his footsteps was no small order! I did my best and enjoyed his support and encouragement				



## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Experience Continued

#### Responsibilities/ Accomplishments at this Position continued...

along the journey.

During the summer of 2004, Dr. Bice sent all five principals in the Alexander City School System to participate in a Focus on Accountability Institute at the Harvard University Graduate School of Education in Cambridge, Massachusetts. This was one of the most high-quality and intensive professional development experiences of my career. Many of the key speakers during the Institute are among the most influential educational leaders in recent years. They included Mary Grassa O'Neill, Lorraine Monroe, Richard Elmore, Kay Merseeth, Caroline Tripp, Doug Reeves, Stone Wiske, Jeff Howard, Jim Honan, Ruby Payne, Irma Tyler-Wood, and Milli Pierce.

Listed below is a summary of "Highlights from 2004-2005 at BRHS." I used this summary when I interviewed for the Hoover job, and it is organized around the PEPE leadership competency categories which were used in the state's administrator evaluation system at the time. The categories are as follows: communication, collaboration, assessment/evaluation, organizing for results, planning, laws and policies, problem solving, innovation, school operations/management, fiscal leadership and management, and leadership of human resources. Under each heading is a list of some of the items with which I had experience related to that particular competency area during the previous year at BRHS.

#### COMMUNICATION:

- Worked in cooperation with the BRHS PTO Board and students in Mrs. Carter's Interactive Multimedia course to produce a newsletter at least once per quarter. This newsletter was mailed to parents/guardians of all BRHS students and was given to BRHS faculty/staff members as well as Central Office personnel.
- Communicated, as requested by the superintendent, with school board members and central office administrators about school-wide plans, progress, and specific activities/accomplishments of students and faculty/staff members.
- Planned and implemented an orientation session during the summer for parents and students at each grade level. At these orientation sessions, parents and students were provided with a variety of information needed to successfully begin the school year, and they were given the opportunity to provide important information that school personnel needed in order to help every student experience success at BRHS.
- Led school-wide implementation (which extended to system-wide implementation) of an "Information on Demand" program which allowed parents/guardians to use a PIN number to access student information regarding grades, attendance, discipline, homework, etc.
- Led PTO-sponsored "Brown Bag Lunch with Dr. Spivey" and "Evening Chat with Dr. Spivey" events to provide opportunities for parents to come to the school to hear information about different programs and activities and to ask questions that they might have about different aspects of the instructional and extracurricular programs at BRHS.
- Planned and coordinated Open House activities once at the beginning of each semester.
- Used local (and nearby) media sources to communicate about the various programs at BRHS and answer questions about various events in our school system. These media sources included "The Front Porch" (local television program), The Outlook (local newspaper), WZLM (local radio station), WSFA12 (Montgomery television station), Channel 8 and Fox 6 News (stations out of Birmingham), etc.
- Communicated regularly with faculty/staff members regarding necessary and important information that they need. This was done in faculty meetings, e-mails, memos, department meetings, etc.
- Attended District IV principal meetings to establish open communication with other administrators and educators in our region.
- Worked with new computer lab teacher to begin the process of updating the school website. This provided another means of communicating with parents/guardians, members of the community, and others interested in information about our school and school system.

#### COLLABORATION:

- Collaborated with administrators and central office staff members during bi-weekly meetings. These meetings were led by the superintendent, and many opportunities were provided for principals and school system administrators and staff members to discuss and have input with regard to relevant issues at the school and system levels.
- Collaborated with parents and teachers by participating in PTO Board meetings and activities.
- Collaborated with members of the BLT (Building Leadership Team) at BRHS. (This group met about once every two weeks to discuss issues brought to the BLT by faculty/staff members and to plan, implement, and follow-up regarding resolution of those issues.)
- Led school-level administrator "retreat" during the summer to make plans for the upcoming school year.
- Led regular meetings with counselors and office staff to communicate information, solve problems, and make plans for future activities.
- Participated in grade-level team meetings as needed to discuss grade-specific issues and individual student academic and behavioral concerns.

## **Alabama Association of School Boards Online Application**

Spivey, Sandra -

Date Submitted:

### **Experience Continued**

#### **Responsibilities/ Accomplishments at this Position continued...**

- Attended "Focus on Accountability" seminar at the Harvard University Graduate School of Education in Cambridge, Massachusetts and the SACS Conference in Atlanta, Georgia. In addition to the professional development opportunities that were provided during those conferences, there were many opportunities to collaborate with administrators from all over the country and around the world.
- Planned, coordinated, and evaluated TAP (Teacher Advisor Program) activities for each grade level. Teacher-advisors, counselors, administrators, parents, and students collaborated during a conference once each year to review academic progress and plan for the future.
- Worked with local business partners to collaboratively address needs at the school level and to draw attention to different aspects of the instructional and extracurricular programs at BRHS. Business partners included Winn Dixie, Alabama Food Group, Russell Corporation, Russell Medical Center, Pepsi (Buffalo Rock), Aliant Bank, etc.
- Collaborated with local organizations and agencies to plan and implement an "Every 15 Minutes" program at BRHS. This project involved work with the local DARE officer, the police department, the fire department, the local newspaper, Russell Medical Center, community volunteers, central office personnel, school personnel, parents, and students.
- Worked with local organizations and agencies to communicate/collaborate regarding various aspects of the instructional and extracurricular programs at BRHS. These groups included the Alexander City Diversity Action Team, Kiwanis Club, Chamber of Commerce (Gateway to Education program), Alexander City Education Foundation, Ministerial Alliance, etc.

#### **ASSESSMENT / EVALUATION:**

- Coordinated and helped carry out the evaluation plan for all certified personnel at BRHS. This included the PEPE process/documentation for administrators, counselors, teachers, library media specialist, and Special Education II.
- Coordinated and helped carry out an evaluation plan for all non-certified personnel at BRHS. (This included five office staff, five custodians, and two instructional aides.)
- Led assessment/evaluation of the school-wide instructional program as well as all School Improvement goals. Data examined during this process included AHSGE results, Alabama Direct Assessment of Writing (Grade 10) results, ACT scores, SAT scores, ARI (Alabama Reading Initiative), TEAM-Math, grades, discipline, attendance, dropout rate, parent involvement, etc.

#### **ORGANIZING FOR RESULTS:**

- Led development of a School Improvement Plan and strategies to implement in accomplishing those goals.
- Led development of an action plan for the formal/informal assessment module and the intervention module of the ARI Recertification Process.
- Helped lead development of a school and system plan for implementing TEAM-Math goals/strategies in the school and system mathematics classes.
- Coordinated and led Faculty Discussion Group meetings at least once per term. (The meetings focused on efforts to stimulate thinking and examine needs and plans for reorganization of curricula and/or instruction in the school to improve student achievement.)
- Coordinated organization of all aspects of the instructional and extracurricular programs at BRHS.

#### **PLANNING:**

- Coordinated efforts to create a curriculum guide for BRHS.
- Led school improvement efforts by facilitating examination of data followed by the creation of school improvement goals and strategies for achieving those goals.
- Led effort in planning/coordinating a summer school program.
- Helped in planning and implementing an AHSGE remediation program in the BRHS Success Center.
- Helped in planning and implementing various programs and assemblies at BRHS (i.e., Senior Honors Day program, graduation, "Every 15 Minutes" program, National Honor Society inductions, Black History Month program, ACT workshops, counselor conferencing meetings and assemblies, "Making High School/College Count" assemblies, 8th Grade Parent Information Night meeting, 8th grade orientation/registration sessions, etc.)
- Worked with other system administrators to plan appropriate strategies/procedures in navigating our way through district-wide renewal of SACS accreditation.

#### **LAWS AND POLICIES:**

- Implementation of the PEPE process for faculty/staff members which required understanding of local/state policies regarding personnel matters, specifically in the area of teacher evaluation.
- Led efforts to create and implement school-wide plans for compliance with laws and policies regarding school safety and security.
- Led efforts to create and implement school-wide plans for compliance with local/state/federal laws and policies regarding school

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Experience Continued

#### **Responsibilities/ Accomplishments at this Position continued...**

operations and fiscal matters.

- Worked with school nurse to develop and implement appropriate policies/procedures/activities regarding student health services at BRHS.
- Attended annual bus driver recertification to review current laws/policies/procedures for bus drivers.
- Worked with the special education coordinator and special education teachers to make/adjust plans for our special education program to insure that our policies and procedures align with current laws and policies.
- Worked with the BRHS athletic director and coaches to insure that our athletic program policies and procedures comply with local and AHSAA guidelines and regulations.

#### **PROBLEM SOLVING:**

- Worked with counselor in establishing a Student Minority Focus Group for the purpose of gaining student input about possible reasons/solutions for some problems that have become evident through analysis of students' disaggregated achievement data. This involved identifying and overcoming barriers to improvement of student achievement, leading others in identifying and solving problems, and identifying and overcoming barriers to achievement of school vision, mission, and goals.
- Worked with other faculty members in BLT (Building Leadership Team) meetings to identify and solve school-wide problems.
- Worked with Department Chairpersons to help identify and solve problems related to curriculum/instruction within departments as well as school-wide.
- Led efforts to solve a variety of daily problems (anticipated and unanticipated) that arise during a school day.
- Worked with students, parents, teachers, counselors, administrators, and outside sources as needed to solve individual student problems related to academic achievement, behavior-related problems, personal issues, etc.

#### **INNOVATION:**

- Helped at the school, system, and regional levels to lead efforts in facilitating innovations in mathematics education through the TEAM-Math coordinated efforts which has as its goal to enable all students to understand, utilize, communicate, and appreciate mathematics as a tool in everyday situations in order to become life-long learners and productive citizens by Transforming East Alabama Mathematics (TEAM). The mission is to align the curriculum K-12, ensure consistency in teaching, and provide professional development.
- Agreed to serve on the advisory board for the program development in the new Betty Carol Graham Technology Center at Central Alabama Community College. This new program required an innovative approach to use the latest technology in training students for the current demands for work force in industry.
- Worked with representatives from Auburn University to plan and implement a pest management program for BRHS.
- Worked with representatives from Auburn University and BRHS health teachers to coordinate opportunities for our students to participate in learning modules designed to teach students about handling different types of real-life situations. The program is called PAYD (Promoting Alabama Youth Development.)

#### **SCHOOL OPERATIONS / MANAGEMENT:**

- Worked in cooperation with other school and system faculty/staff members to create/revise school policies, procedures, routines, and schedules that protect instructional and learning time.
- Worked in cooperation with other school and system faculty/staff members to maintain a clean and attractive school campus and to request needed repairs in the school facilities.
- Led effort in coordinating and implementing a program that recognizes student efforts and accomplishments.
- Helped coordinate efforts to move all career technical programs from a separate campus to the BRHS main campus.

#### **FISCAL LEADERSHIP AND MANAGEMENT:**

- Led efforts to work collaboratively with all faculty/staff members to plan a budget for individual school accounts (i.e., athletic funds, general fund, club accounts, band/choir funds, etc.)
- Oversaw fund-raising efforts for the various programs at BRHS.
- Led efforts to develop a capital improvement plan for BRHS within the system-wide plans.
- Led efforts to develop a prioritized listing of budget requests (for system funds) for the instructional programs at BRHS.
- Led efforts to work collaboratively with all faculty members to plan a budget for state-allocated funds. This included classroom materials and supplies funds, library enhancement funds, technology funds, and professional development funds.
- Worked to negotiate a contract between BRHS and Pepsi (Buffalo Rock Company) in an effort to gain additional resources from community source and to contribute funds to school/community programs (Alexander City Education Foundation and the Gateway Program.)

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Experience Continued

#### Responsibilities/ Accomplishments at this Position continued...

##### LEADERSHIP OF HUMAN RESOURCES:

- Led efforts to hire new faculty and staff members as needed and to provide appropriate orientation, training, and mentoring for new employees.
- Led efforts to provide identified needs regarding professional development for faculty and staff members.
- Led efforts to provide orientation, training, and support for substitute teachers.
- Led effort to supervise and evaluate faculty and staff members.
- Coordinated placement and supervision of interns (teachers, counselors, and administrators.)
- Showed support for faculty/staff members who are placed in charge of the various activities/organizations at BRHS by offering assistance as needed and attending events within all areas of the extracurricular program.
- Worked with faculty/staff members to resolve conflicts that may arise.
- Led effort in coordinating and implementing a program that recognizes the efforts and accomplishments of teachers (i.e., Teacher of the Quarter and Teacher of the Year awards, WSFA12 Class Act awards, Wal-Mart Teacher of the Year awards, etc.)

I will always have fond memories of my time in Alexander City and at BRHS and ACMS, and I will be forever grateful to the people who encouraged me to pursue leadership positions and supported me as a young administrator. Although I had no plans to leave Alexander City, I was contacted in the spring of 2005 and encouraged to apply for the principalship at Hoover High School. I decided to pursue the opportunity because I had spent most of my career in Alexander City, and I knew going to Hoover would provide an opportunity to experience another school/system/community environment and learn from those unique experiences.

<b>Previous Position Held</b>		<b>Employer Contact Information</b>			
Alexander City School System Principal at Alexander City Middle School		359 State Street Alexander City, AL 35010 256-234-8661			
<b>Date From - Date To:</b>	08/2002 - 06/2003 (Total Yrs: 1)	<b>Full or Part Time:</b>		<b>Last Annual Salary:</b>	\$65,000
<b>Reason for Leaving:</b>	Accepted position as principal at Benjamin Russell High School				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/ Accomplishments at this Position</b>	<p>I was very happy in my role at BRHS and did not apply for the principal's position at ACMS when it became available. However, the superintendent at the time, Mr. Jim Nabors (now the newly-elected Mayor of Alexander City), called me into Dr. Bice's office one day, and the two of them asked me to take the job. Despite my misgivings, they both assured me that I was ready, so I was moved to ACMS as the Acting Principal.</p> <p>Although I had never before worked with middle school students, I absolutely loved my new role! There was much work to be done at the school, and the faculty/staff, students, and parents were eager to work together to make improvements. During the spring of the year, when the permanent job was posted, I applied and was named the Principal of ACMS. I was excited about our plans for continuous improvement and ready to get started!</p> <p>Soon thereafter, Dr. Bice was named the superintendent in Alexander City, and the principal's position at BRHS was vacant. Because I was enjoying my new job so much and because I had gained the trust/respect of the stakeholders at ACMS, I did not apply for the job. Dr. Bice asked me to lead the search committee for the new principal at BRHS, and I did so. After much work through a committee of about ten people, we made a recommendation to Dr. Bice; however, there were some reservations among school board members, etc., so Dr. Bice asked me to apply for the job. I finally agreed to do so only after we had a plan for ACMS. Through this very odd twist of circumstances, I became the principal at BRHS as the 2003-2004 school year began.</p>				

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Experience Continued

<b>Previous Position Held</b>		<b>Employer Contact Information</b>			
Alexander City School System Assistant Principal at Benjamin Russell High School		225 Heard Blvd. Alexander City, AL 35010 256-234-8611			
<b>Date From - Date To:</b>	07/1998 - 07/2002 (Total Yrs: 4)	<b>Full or Part Time:</b>		<b>Last Annual Salary:</b>	\$58,000
<b>Reason for Leaving:</b>	Accepted position as Principal of Alexander City Middle School				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/Accomplishments at this Position</b>	<p>During all four years that I served as an assistant principal (all of those years at BRHS), Dr. Tommy Bice, the former Alabama State Superintendent of Education, was my principal. I have often said that, although I have enjoyed all of my jobs as an educator, this was, perhaps, my favorite time of my career. I worked primarily with the 9th Grade students and faculty/staff at BRHS during these years, and my responsibilities included all aspects of the educational/extracurricular program for the 9th Grade students and teachers. We implemented what were, at the time, some very innovative programs, and I felt like we were truly making a difference in the lives of students as they transitioned into high school and prepared for their futures. (Beginning in 2001, BRHS was one of the first high schools in Alabama to be fully trained and engaged in ARI - Alabama Reading Initiative.)</p>				

<b>Previous Position Held</b>		<b>Employer Contact Information</b>			
Alexander City School System Math Teacher and Cheerleader Coach at Benjamin Russell High School		225 Heard Blvd. Alexander City, AL 35010 256-234-8611			
<b>Date From - Date To:</b>	07/1991 - 06/1998 (Total Yrs: 7)	<b>Full or Part Time:</b>		<b>Last Annual Salary:</b>	\$40,000
<b>Reason for Leaving:</b>	Accepted position as Assistant Principal at Benjamin Russell High School				
<b>May we contact this employer?</b>	Yes				
<b>Responsibilities/Accomplishments at this Position</b>	<p>I worked in the Alexander City School System for 14 years (from July of 1991 through June of 2005.) While there, I served as a math teacher, cheerleading coach, high school assistant principal, middle school principal, and high school principal.</p> <p>As a side note, coaches at BRHS were required to get their bus driver's licenses, so that is the reason I have an Alabama CDL. Although I have not actually driven a bus in about 18 years and have allowed my license to become "inactive," I have continued to attend the annual bus drivers' training sessions to renew my license. There are two reasons I have done so: (1) it was a lot of trouble to earn the license in the first place, so I did not want to let it lapse in case I ever needed it again; and (2) it has been a good way, especially since I became an administrator, to interact with bus drivers and stay current regarding issues that are pertinent to them. The training sessions are often very interesting, and the bus drivers' perspectives are often different than that of educators.</p> <p>I served as a classroom teacher for eight years - one year at CHS in Phenix City and seven years at BRHS. During most of those years, I also served as a cheerleading coach. (At BRHS, we cheered for football games, basketball games, and wrestling matches/tournaments, and the squads were competitive. So, serving in this role was a huge commitment of time, etc.)</p> <p>I also volunteered to support other programs/activities at BRHS and in the community. Below is a full listing of activities/honoraries/awards during these years:</p> <ul style="list-style-type: none"> <li>-Varsity Cheerleader Coach for Benjamin Russell High School (1991-1996)</li> <li>-"Who's Who Among America's Teachers" (1994, 1996, 1998, 2005)</li> <li>-"Teacher of the Quarter" at Benjamin Russell High School (Winter Quarter 1996)</li> <li>-FEA (Future Educators of America) Club Advisor at Benjamin Russell High School (1996-1998)</li> </ul>				

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Experience Continued

#### Responsibilities/ Accomplishments at this Position continued...

- Member of the Benjamin Russell High School BLT (Building Leadership Team) (1996-2005)
- Member of the Benjamin Russell High School National Honor Society Faculty Council (1996-98)
- Member of the Benjamin Russell High School Spirit of Excellence Committee to select the "Teacher of the Quarter" each quarter and the "Teacher of the Year" (1996-97, 1998-2002)
- Scribe of the Benjamin Russell High School BLT (1997-98)
- Member of the Alexander City School System Teacher Evaluation Steering Committee (1997-98)
- Member of the Alexander City School System SLT (System Leadership Team) (1997-2005)
- Chairperson of the SLT "Improving Test Scores" Committee (1997-98)
- Chairperson of the BRHS Math Department (1998)

One of the most rewarding programs we provided at BRHS was TAP (Teacher Advisement Program). As freshmen entered BRHS, they were assigned to an advisement teacher who met with his/her group daily for all four years of high school. The advisement teacher also met at least once per year with the student and his/her parent(s) to review progress, plan for the upcoming school year, etc. As a teacher, I fully participated in the program, and, as an assistant principal and principal, I had the privilege of coordinating the TAP program for the entire school. As a teacher, I had two advisement groups during my time at BRHS, and I still stay in contact with several of these students today.

I thoroughly enjoyed teaching and only pursued an administrative position after being encouraged by the principal to do so. It was hard to leave the classroom, and I still consider myself a teacher.

Previous Position Held		Employer Contact Information			
Phenix City School System Math Teacher and Cheerleader Coach at Central High School		2400 Dobbs Drive Phenix City, AL 36870 334-298-3626			
Date From - Date To:	07/1990 - 06/1991 (Total Yrs: 1)	Full or Part Time:		Last Annual Salary:	\$19,000
Reason for Leaving:	Accepted teaching position in Alexander City (was getting married and moving)				
May we contact this employer?	Yes				
Responsibilities/ Accomplishments at this Position	<p>During the latter part of my senior year at Auburn University, I attended a campus job fair for those who would be graduating in the spring in education. After that job fair, the Phenix City School System contacted me and offered me a job as a high school math teacher for the following school year. Although I had no ties to Phenix City, I accepted the position. (At that time, the state was experiencing one of its periods of proration, and I was concerned about getting a job following graduation within that climate; therefore, I eagerly accepted the first offer.)</p> <p>I served as a high school math teacher and JV Cheerleader advisor at Central High School during the 1990-1991 school year. I learned a lot during my short time at CHS. A new comprehensive high school was being built as I began my work there, and we moved into the building mid-year. The demographics of the community were very different than my hometown, and working there gave me the opportunity to be exposed to different perspectives and norms.</p> <p>Although I had a wonderful experience there, I stayed only one year. I had completed my student teaching/internship at Benjamin Russell High School in Alexander City, Alabama, and I was contacted by the Principal with a job offer for the 1991-92 school year.</p>				

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted: \_\_\_\_\_

### Education History

- \* Degree Type
- \* Name of Institution
- \* Field of Study
- \* Year Conferred or Expected

Ed.D.  
Auburn University  
Educational Leadership  
2004

- \* Degree Type
- \* Name of Institution
- \* Field of Study
- \* Year Conferred or Expected

Ed.S.  
Auburn University Montgomery  
Educational Leadership  
1998

Degree Type  
Name of Institution  
Field of Study  
Year Conferred

Master's  
Auburn University Montgomery  
Educational Administration  
1997

Degree Type  
Name of Institution  
Field of Study  
Year Conferred

Master's  
Auburn University  
Mathematics Education (Secondary)  
1992

Degree Type  
Name of Institution  
Field of Study  
Year Conferred

Bachelor's  
Auburn University  
Mathematics and English Education  
(Secondary)  
1990

### Statement

Tip: Use your word processor to copy and paste in your answers. Copy your answers from the word processor and then hit CTRL+V for PC or OpenApple+V for Mac to paste.

1. What personal characteristics define an excellent administrator?

As I have worked in various capacities as an educator during my almost 27 years as an educator, I believe I have made a meaningful and positive contribution to those I have served. Regardless of what my specific responsibilities have been within each role, I have always been a hard worker, a constant learner, and a dedicated educator and employee. My goal has always been, and continues to be, to do everything within my power to make a positive impact for the students, as well as the employees, that I serve.

As I have pursued various positions over the year, I have always wanted to make sure that I am equipped with the essential knowledge, skills, and experiences needed to do an excellent job. Students and educators within any school system deserve nothing less.

The following list includes some of the specific attributes, skills, and competencies that I believe are necessary for a superintendent to fulfill the responsibilities of his/her job with excellence:

-A vision for the educational needs of the 21st century.

-A belief that all children can learn and that all employees can do an outstanding job if they are provided the proper environment in

# Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

## 1. What personal characteristics define an excellent administrator?

which to do so.

-A proven ability to be an effective leader in consensus building, staff development, supervision and evaluation, budgeting, staff organization and utilization, and technology use for instructional and management purposes.

-A dynamic person of high visibility who listens, empowers, and works collaboratively.

-A person who will build a culture that values diversity and encourages success for all students and staff members.

-A proven instructional leader with successful experiences in curriculum development and assessment.

-A commitment to engaging all stakeholders.

-A record of providing positive leadership for school improvement, student success, community involvement, business partnerships, staff support, and strategic planning.

-A person who will provide proactive, team-oriented leadership characterized by integrity, intelligence, knowledge, professionalism, enthusiasm, and a sense of humor.

I believe I possess the attributes, skills, and competencies in this list, and I believe that I have the experience, personality, and work ethic to be an effective leader.

## 2. From your point of view, how important is technology in education? What technology-related skills can you contribute to a school district?

Technology is a very important part of the educational process. It is ever-changing, so it is critically important that school systems have a strategic plan for keeping up with the current technological needs related to all aspects of programs/services and for making sure students/employees have the tools and training they need to be successful.

Things have changed a lot since I graduated from Auburn University in 1990 when I was trained in the old programming/DOS systems and even since I earned my doctorate in 2004. Throughout my career, it has been an integral part of my job to continually update my knowledge/skills and to make sure our students and employees have the tools/knowledge/skills they need to be successful. When I participated in the Superintendents' Academy in 2010, one of the sessions was entitled "A Shared Vision for Technology - The Superintendent's Role." Topics included the following: AETC Conference; ensuring educators move from technology training to implementation through effective training and support; how to fund technology and libraries by leveraging other funding sources, etc.; data integration and decision-making; cyberbullying, social networking, and internet crimes; laptops vs. iPads; etc. I was fortunate to attend the ISTE (International Society for Technology in Education) Conference while I was in Madison County, and I attended many sessions designed specifically for administrators. I have participated in many professional development opportunities focused on technology, and I have also worked to learn "on my own" how to use various tools in my work (e.g., Facebook, Twitter, web-pages, blogs, iPad apps, Google Docs, etc.) I have facilitated online opportunities for students (e.g., A+/Credit Recovery, ACCESS, USA TestPrep, etc.) and arranged for purchases through High Hopes to assist at-risk students, and I have worked closely with other educators to develop/implement/increase virtual learning options for students and to select programs for benchmark assessments, etc. I was a member of the ALSDE Task Force for Accountability/Assessment in which online assessments (ACT, ACT-Aspire, etc.) were selected for implementation within an aligned assessment framework, and I have worked with the system testing coordinator, technology department, schools, etc., to train teachers, etc. While in Madison County Schools, I facilitated and coordinated the first LIVE-Streaming opportunity for our graduation ceremonies. I also helped envision and coordinated a TIMs (Technology Integration Mentors) program and administrator PLU in Madison County Schools.

Here are some of the responsibilities of the Superintendent regarding technology in my view:

-Work with staff members to review/update system and school plans and make sure plans are implemented effectively and efficiently;

-Address maintenance/upgrade/sustainability issues where technology currently exists and listen and collaborate with those at the system and school levels to plan for "next steps" for growth in technology (e.g., weigh pros/cons and educate students/parents/ employees along the way regarding responsible use, etc.);

-Look at responsible ways technology can help us be more efficient at the school- and system-levels.



## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted: \_\_\_\_\_

### Referrals

How did you hear about employment with us?

Other: Social Media and SSA E-mail

### Disclosures

#### Contract Status

\* Are you currently under contract?

Yes

If Yes, when does it expire?

June 30, 2017

When may your present employer be contacted?

Any time, but I would like to be notified first.

#### Professional Status

\* Have you ever been dismissed, asked to resign a position or resigned to avoid termination?

No

If Yes, explain:

\* Have you ever had a teaching certificate or teaching license revoked or suspended?

No

If Yes, explain:

\* Do you have any relative(s) working in the school system?

No

Name:

Position:

Relationship:

### Legal Information

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 pled guilty or nolo contendere to or been convicted of a felony or misdemeanor?

No

If yes, explain, giving dates:

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

### Legal Information continued

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

If yes, explain, giving dates:

\* Does your name appear on any Sex Offender Database in any state or country?

No

### Applicant's Acknowledgment and Agreement

By checking the box below, candidate authorizes the school district to conduct an investigation of candidate pursuant to The School Code to determine whether candidate has been convicted of any criminal or drug offenses as set forth in such statute, and, upon request, agrees to execute an investigation authorization form as a condition for candidate's employment. The School Code also stipulates that the School District perform a check on the Statewide Sex Offender Database. Candidate may not be employed unless such investigations have been initiated.

I certify that the information given by me in this application is true in all respects, and I agree that if the information given is found to be false in any way, it shall be considered sufficient cause for denial of employment or discharge. I authorize the use of any information in the application to verify my statement, and I authorize past employers, all references and any other person to answer all questions asked concerning my ability, character, reputation, and previous employment record. I release all such persons from any liability or damages on account of having furnished such information.

I, Sandra Spivey, agree to all of the terms above.

☒ I agree

### Career Achievements

Describe your educational philosophy.

My educational philosophy goes hand in hand with my philosophy/outlook on life in general. In my personal and professional life, I work hard to learn and make improvements each and every day. As a teacher, assistant principal, principal, and system-level administrator, I believe I have made a meaningful and positive contribution to those I have served. Regardless of what my specific responsibilities have been within each role, I have always been a hard worker, a constant learner, and a dedicated educator and employee. My goal has always been, and continues to be, to do everything within my power to make a positive impact for the students, as well as the employees, that I serve.

When I first became a school administrator, I read a book entitled "The Servant" by James C. Hunter. The book made a tremendous impact on me and helped shape my framework regarding how I view my role as a leader. Prior to considering applying for a superintendent's position, I reread the book to be reminded of the foundation on which my beliefs about leadership were established. The essence of the ideas presented in the book is that the heart of true leadership is based upon service to others. Regardless of which part of my work I am involved, I understand that service must reside at its core. As stated in the book, "Leadership is not about personality, possessions, or charisma, but all about who you are as a person." The longer I live the more I believe this to be true. Leadership is about character, and it involves patience, kindness, respectfulness, forgiveness, commitment, honesty, selflessness, and humility. Successful leadership involves a strong work ethic and persistent attention to our thoughts, words, and actions.

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

Describe your educational philosophy.

I believe that good character and unquestionable morals and integrity are the most important attributes of any person, and certainly the most important for a superintendent. Although I have faced many difficult situations in my career, it has always been of utmost importance to me to be certain that I do not compromise my integrity in solving problems. I am not a person who believes "the end justifies the means." In my view, the "means" are often as important, if not more important, than the end result. I have found that, although it may be difficult at times to hold firm when being pressed to pursue a different course, when I hold firm to the foundation of my values, things have a way of working out for the good. One of my favorite quotes is as follows:

Watch your thoughts, for they become words.

Watch your words, for they become actions.

Watch your actions, for they become habits.

Watch your habits, for they become character.

Watch your character, for it becomes your destiny.

I believe this is true; therefore, my daily prayer is that my thoughts, words, and actions line up with my core beliefs and values, and I work hard to try to live this out in my personal and professional life every day.

What we do day-in and day-out defines who we are as leaders and determines the degree of respect by those around us. Being in a position of authority does not make one a leader. As Margaret Thatcher once said, "Being in power is like being a lady. If you have to remind people that you are, you aren't." We should never be satisfied with just getting the job done; rather, we should strive for excellence in every area. As a superintendent, I have a "The Buck Stops Here" mentality, and I recognize that my leadership sets the tone for the entire school system.

I believe that I possess good judgment and common sense, along with the ability to think clearly and independently, relying on facts instead of perceptions. As a leader, I think it is important to do everything possible to be prepared to deal with issues that arise which need urgent and immediate action. Careful planning in all areas is critical. When more time is allowed to make decisions, I think it is important to consider as many angles as possible, looking at all pertinent data that is available and listening to opinions and ideas from as many stakeholders as possible. While I as an individual may try to view a situation from as many angles as possible, I can only see things from my vantage point through the lens that has been shaped by my paradigm. I have learned that collaboration is critical in making important decisions. While I realize that the superintendent must make the final decision and/or recommendation in many cases, those decisions/recommendations will usually be much better when different perspectives have been given consideration. My experience has been that, although this process takes a lot of time and effort, the resulting decisions are much better than decisions resulting from the limited viewpoint of one individual.

All of this is what I strive to embody each and every day as I work to serve students, employees, and other stakeholders. My commitment as a leader is to work very hard as a part of team to keep everything moving forward on the path of continuous improvement and to work hard to establish relationships with all stakeholders based on trust, candor, and respect. If selected for this very important position, the Board can be assured that I will not ever compromise my integrity nor that of the school system, and I will remember that I am a humble servant who has been entrusted with a tremendous responsibility that will be taken very seriously. I will remember that we are here for the students and will try to keep everyone focused in every situation on what is best for them. And, I will pray daily for wisdom, guidance, and favor, not only for myself, but for all of us as we have been entrusted with a most precious gift, the young people of this community.

What leadership skills and traits would you bring to this position?

When I interviewed for the job in Scottsboro, I shared the following list of "What You Can Expect from Me if I Am Selected to be the Next Superintendent in the Scottsboro City School System," and I have followed through with this commitment during the past two years. In addition to the aspects of my Educational/Leadership/Life Philosophy as described in the previous question, the following list includes key components of the role of the superintendent and what you can expect from me if I am selected for the job in Huntsville City Schools.

### COMMUNICATION:

Establishing relationships based on trust, candor, and respect is critical, and effective communication and engagement is very important in developing these relationships. I would work with the School Board Members and our system/schools leadership team to develop and implement a strategic plan for communicating information to our stakeholders and expanding the tools we use in those efforts. Being intentional and organized in an effort to engage the community in a partnership where there are opportunities for us to share

## Alabama Association of School Boards Online Application

Spivey, Sandra -

Date Submitted:

What leadership skills and traits would you bring to this position?

information as well as to listen is important.

### COMMUNITY:

I believe citizens are a valuable resource, and we should seek out their ideas, listen to their opinions, and find opportunities to use their talents. I think it is important to be very deliberate in keeping the citizens informed about school system activities, achievements, and needs instead of leaving it to chance, and it is important to include in the plan opportunities for citizens to provide input in ways that make sense for the school system. A positive climate for all employees is important, and, in establishing a positive climate, communication is critical. Again, I think it goes back to trust, candor, and respect. If any one of these three is compromised, the working environment is jeopardized, and this gets "passed down" to the students and into the community.

### LEADERSHIP:

As a superintendent, keeping a positive attitude is important. I believe the rest of the organization "feeds" off of the attitude of the leader. An important aspect of the climate is remembering that we are all here to serve. If we keep a service mentality, whether it is the teacher, the custodian, the secretary, the principal, or the superintendent, and if everything we say and do reflects an attitude of service, there will be a positive climate. It starts at the top. When big decisions have to be made, I have always been able to work with the appropriate group of people to reach consensus. I don't just sit in my office coming up with rules/guidelines for others to follow; everybody has input, and we work together to find the best solution to any problem that arises. I like to deal with problems directly. When I have a concern or question, I do not hesitate to talk to the appropriate people about it. I try to address problems as quickly as possible when they arise so they do not grow. The people I directly supervise have all been comfortable calling me when they have questions/concerns. I think they have found that I am "on call" most of the time, day or night, and I stand ready to try to assist them as best I can when problems arise or when they are trying to think ahead and be proactive in preventing problems or implementing new programs/procedures.

### SUPERINTENDENT AND SCHOOL BOARD RELATIONS:

The Superintendent and School Board Members are important leaders in the community who are charged with the specific responsibility of creating a quality school system for students. Although each has a specific role, they must work together to solve problems and to set and attain common goals. In broad terms, policy-making is the responsibility of the Board, and administration is the responsibility of the Superintendent and staff. However, the Superintendent should work with the Board as a unified body whose greatest concern is the educational welfare of the students attending the schools. As a Superintendent, I would: (1) ensure that Board Members are kept fully informed about the general state of the schools and the issues affecting operations; (2) work with the School Board, etc., to develop goals for our system; (3) work with Board Members to plan and conduct productive Board meetings in which Board Members, as well as the appropriate staff members, have the necessary information in order to make the best decisions; and (4) most importantly, since the Superintendent and Board set the tone and direction for the system, I would work very hard to establish a true partnership with the Board in which there is trust, candor, and respect.

### FISCAL MANAGEMENT:

Regarding fiscal management, in my view, the Superintendent must work closely with the CSFO and School Board to develop, adopt, and monitor an annual budget and to ensure that the school system is financially sound, adheres to its budget, and follows proper financial procedures. The Superintendent and CSFO must work closely with the Directors/Coordinators and Principals/Bookkeepers to establish budgets and monitor accounts. The Superintendent and CSFO must work together to make sure all employees have the information they need in their areas of responsibility to follow financial policies/procedures, and they must work together, along with the appropriate system-level staff members, to hold everyone accountable and address any problems that may arise. Once a strategic plan is developed, it is important to work to make sure top priorities in the plan are reflected in the budget. Where only short-term funding is available in certain areas, there must be diligence in looking at long-term sustainability before accepting funds and agreeing to implement programs. I feel a responsibility that those who make an investment in the school system feel that it is a good one. Communication is critical in this area, in my opinion. The more I have gotten involved in the greater community, the more I realize there is a general lack of understanding with most stakeholders regarding school/system finances; therefore, we must be deliberate in communicating our message and engaging the community in this conversation.

### HUMAN RESOURCES:

Recruiting, retaining, and developing excellent employees is critical to creating and sustaining a high quality school system. Here are my thoughts regarding each of these areas:

(1) Recruiting employees:

-Encourage and prepare future/aspiring teachers (TEACH Alabama, FEA, etc.)

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What leadership skills and traits would you bring to this position?

-Seek out the "best and brightest."

-Create and maintain an excellent school system (the best recruiting tool.)

(2) Retaining employees:

-Monitor employee data (e.g., when people leave, why they are leaving, etc.)

-Support employees by making sure they have the tools they need to succeed (e.g., put them in a position to "win.")

-Treat employees fairly and with respect.

-Celebrate accomplishments/achievements.

-Make expectations clear.

-Continue to be an excellent school system (the best retention tool.)

(3) Developing employees:

-Provide appropriate professional development and ongoing support.

-Give employees the opportunity to "shine" and lead.

As the Superintendent, it would be my responsibility to MODEL servant leadership and provide ongoing support and encouragement to all employees.

### SAFETY:

One of the most important roles of the Superintendent is to make sure to cultivate a disciplined and safe school environment for students, faculty and staff. The following are important in creating and sustaining a disciplined/safe environment:

-Establish fair/clear guidelines and clearly communicate expectations;

-Treat people with dignity and respect, but be firm regarding expectations

-Apply the principles of the "Leader in Me" program: (1) Be proactive; (2) Begin with the end in mind; (3) Put first things first; (4)

Think win-win; (5) Seek first to understand, then to be understood; (6) Synergize; and (7) Sharpen the Saw;

-Review plans/policies/procedures on a regular basis and make needed changes;

-Assess facilities/equipment (in partnership with other local agencies) and address areas of concern; and

-Provide training for employees and students regarding emergency situations.

### TECHNOLOGY:

Technology is a very important part of the educational process.

My background regarding technology:

-Things have changed a lot since I graduated from Auburn University in 1990 when I was trained in the old programming/DOS systems and even since I earned my doctorate in 2004.

-I participated in the Superintendents' Academy in 2010, and one of the sessions was entitled "A Shared Vision for Technology & The Superintendent's Role." Topics included the following: AETC Conference; ensuring educators move from technology training to implementation through effective training and support; how to fund technology and libraries by leveraging other funding sources, etc.; data integration and decision-making; cyberbullying, social networking, and internet crimes; laptops vs. iPads; etc.

-I was fortunate to attend the ISTE (International Society for Technology in Education) Conference while I was in Madison County, and I attended many sessions designed specifically for administrators.

-I have participated in many professional development opportunities focused on technology, and I have also worked to learn "on my own" how to use various tools in my work (e.g., Facebook, Twitter, web-pages, blogs, iPad apps, Google Docs, etc.)

-I facilitated online opportunities for students (e.g., A+/Credit Recovery, ACCESS, USA TestPrep, etc.) and arranged for purchases through High Hopes to assist at-risk students.

-I worked with other directors to select programs for benchmark assessments (STAR vs. Global Scholars, etc.)

-I am a member of the ALSDE Task Force for Accountability/Assessment in which online assessments (ACT, ACT-Aspire, etc.) were selected for implementation within an aligned assessment framework.

-I worked with the system testing coordinator, technology department, schools, etc., to train teachers, etc.

-I facilitated and coordinated the first LIVE-Streaming opportunity for graduation ceremonies in Madison County Schools.

-I helped envision and coordinated a TIMs (Technology Integration Mentors) program and administrator PLU in Madison County Schools.

Responsibility of the Superintendent regarding technology:

-Review/updated system and school plans;

-Address maintenance/upgrade/sustainability issues where technology currently exists and listen and collaborate with those at the system and school levels to plan for "next steps" for growth in technology (e.g., weigh pros/cons and educate students/parents/ employees along the way regarding responsible use, etc.);

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What leadership skills and traits would you bring to this position?

-Look at responsible ways technology can help us be more efficient at the school- and system-levels.

### CO-CURRICULAR ACTIVITIES:

I believe that co-curricular activities are very important in reaching the goal of providing a variety of opportunities so all students can "find their niche," so to speak, to get involved outside of the classroom in activities that are important to them. We must identify and develop the interests, aptitudes, and values of students not only through academics, but also through co-curricular activities. Clubs, fine arts, athletics, etc., are all ways students can become and remain engaged in the educational experience.

### FINE ARTS:

The arts provide an important avenue in which students can develop a passion for learning. Many young people discover their talents and interests through the arts and are inspired to pursue careers in artistic fields. An ASCD article (January 2013) entitled "Ten Reasons Arts Education Matters" listed the following benefits of arts education: (1) can increase student engagement; (2) children learn positive habits, behaviors, and attitudes; (3) the arts enhances creativity; (4) students sharpen their critical intellectual skills; (5) the arts teach students methods for learning language skills; (6) the arts help students learn mathematics; (7) the arts expand on and enrich learning in other subjects; (8) aesthetic learning is its own reward; (9) students practice teamwork; (10) arts education is just the beginning. These are great reasons to make sure fine arts opportunities are available for students.

### ATHLETICS:

Athletics programs are also very important. In addition to developing necessary skills, athletic programs can provide each participant with experiences which are positive and memorable and will help develop capacity for commitment to a cause, acceptance of responsibility, and loyalty toward a chosen endeavor. Through participation in athletics, students can benefit from the development of physical fitness, leadership, teamwork, social skills, self-discipline, and character. Decision-making skills, good citizenship, sportsmanship, and individual maturity should also result from athletic participation. These characteristics assist in the development of individual and team attitudes that are beneficial for a successful season, as well as for future life. Athletics programs provide opportunities for schools to engage students/parents/ community members in activities which can be the source of great pride not only for the students/employees in a school, but also for the system, community, etc. I believe the following guidelines provide solid parameters for athletics programs from middle school through varsity athletics:

(1) At the middle school, freshman, and junior varsity levels, emphasis is on skill development and participation, as well as team success. At the varsity level, team success and performance become more primary objectives.

(2) Especially at the middle school level, coaches must understand the following:

-Students have varying levels of ability, and coaches need to present a developmentally appropriate program for student-athletes.

-Positive encouragement is the strongest tool for learning.

-Coaches should provide a safe environment for students to experiment and grow.

-Activities should be meaningful and fun.

-Fundamentals and practice are the building blocks for a successful athlete.

-Every team member's responsibility is to encourage one another.

-Today's superstar could be tomorrow's bench warmer and vice versa.

(3) "Sportsmanship in athletics as well as in everyday life is more important than the rewards of winning. For long after the joys of winning have faded, or the sting of defeat is past, it is how we responded to the outcome of the game that people remember. Knowing how to handle victory or defeat says a lot about the person we are, or the person we are becoming." (Calvin Turnipseed)

### CAREER AND TECHNICAL EDUCATION:

Career and Technical Education has changed dramatically over the past few years. CTE opportunities are no longer "just for kids who are not going to college"; to the contrary, it is very much for those students. CTE programs provide opportunities for hands-on learning, opportunities to leave high school with credentials/certifications in various areas, etc. Of the areas in which students can demonstrate "college- and career- readiness" (qualifying score on an AP/IB exam, successful completion of a dual enrollment course, benchmark score on ACT, benchmark on WorkKeys, industry-certified credential, and/or enlistment in the military), over half involve CTE. This speaks to the importance of Career and Technical Education today.

### SPECIAL EDUCATION, ETC.:

With regard to special needs students, including gifted/talented and EL students, I would work very closely with the Special Education Director, etc., to make sure we are meeting the needs of our students with special needs and that we are taking advantage of every opportunity for our other students to interact with them and work together so everyone can learn from each other. I truly believe that

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What leadership skills and traits would you bring to this position?

every student deserves to have an "individualized education plan" to meet his/her unique needs.

### PLAN 2020:

The State Board of Education adopted Superintendent Dr. Tommy Bice's Plan 2020 to set educational goals across all systems with the following vision: Every Child a Graduate - Every Graduate Prepared for College/Work/Adulthood in the 21st Century. The four areas of focus within the plan are as follows:

- Alabama's 2020 Learners
- Alabama's 2020 Professionals
- Alabama's 2020 Schools/Systems
- Alabama's 2020 Support Systems

Each area includes specific objectives, strategies, and indicators/targets that are important in achieving goals. Absolutes during the transition are very important:

- Teach to the standards for each of the required subjects (Alabama College- and Career-Ready Standards - Courses of Study);
- Through a clearly articulated and locally aligned K-12 curriculum (Sample curricula found on ALEX and Alabama Insight);
- Supported by aligned resources, support, and professional development (Sample lesson plans and supporting resources found on ALEX, differentiated support through ALSDE Regional Support Teams and ALSDE Initiatives, etc.);
- Monitored regularly through formative, interim/benchmark assessments to inform the effectiveness of the instruction and continued learning needs of individuals and groups of students (GlobalScholar, QualityCore Benchmarks, and other locally determined assessments);

-With a goal that each student graduates from high school with the knowledge and skills to succeed in post-high school education and the workforce without the need for remediation as evidenced by multiple measures achieved through multiple pathways to meet the graduation requirements set for students in Alabama. (Alabama High School Graduation Requirements/Diploma.)

All of this fits together through a CIP (continuous improvement plan), formative assessments, professional learning, Educate/LEAD AL, accountability, and "College and Career Ready Students." Individual capacity (individuals get better) and collective capacity (groups get better) are critical in this process. "The big collective capacity and the one that ultimately counts is when they get better conjointly - collective, collaborative capacity." (~Michael Fullen) We have new leadership at the ALSDE, and we will need to adapt moving forward to the goals/strategies that may shift during this transition.

### ACCOUNTABILITY:

I would work to instill a culture of personal accountability for student performance across the school system by doing the following:

- Establish and maintain clear expectations (and how those expectations relate to the overall mission of the system);
- Define individual responsibilities (and how those responsibilities are critically important to the achievement of goals);
- Monitor progress on a regular basis (formative and summative data);
- Celebrate and recognize achievements and directly address areas of concern;
- Model personal accountability (teamwork approach, but "the buck stops here" attitude.)

My goal would be to create and maintain a culture of continuous improvement, monitoring data and listening to stakeholders and making changes when needed.

### 90-DAY ACTION PLAN:

If I am selected as Superintendent, the following would be some of my priorities during the first 90 days:

- Make sure I am prepared to have a smooth and seamless transition of leadership for the system;
- Meet individually with Board Members, system/school administrators, key leaders in the community, etc., to begin developing relationships and identify common themes that will likely emerge from those conversations to help guide "next steps";
- Visit all schools on an ongoing basis and attend as many school/community activities as possible;
- Move to Huntsville and get settled/involved in the community, etc.

### MY COMMITMENT TO YOU:

If selected for this very important position, I will work very hard as a part of a team to keep the system moving forward on the path of continuous improvement. I will work hard to establish relationships with all stakeholders based on trust, candor, and respect. I will not compromise my integrity or that of this system, and I will remember that I am a humble servant who has been entrusted with a tremendous responsibility that will be taken very seriously. I will remember that we are here for the students and will try to keep everyone focused in every situation on what is best for our students. And, I will pray daily for wisdom, guidance, and favor, not only for myself, but for all of us as we have been entrusted with a most precious gift, the young people of this community.

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### Career Achievements continued

List your major career accomplishments.

Much of my work has been, and continues to be, as part of a team through a very collaborative process; therefore, I believe it is important to share credit for virtually all of the work in which I am involved. With that being said, I will list and explain just a few accomplishments in which I have been proud to play a role.

#### 1. AP/A+ College Ready Program in Madison County Schools:

In my work in Madison County, one of the programs I am most proud of is our AP/A+ College Ready program. When I arrived in Madison County, one of the first things I started hearing from principals, parents, and board members was the need for a solid AP program. Although there had been various attempts to offer AP classes, teachers really did not have the resources nor the professional development and support they needed to be successful. While our schools were ready and willing to move forward, we simply did not have the necessary funding. Fortunately, at just the right time, A+ College Ready came along and provided the opportunity we needed. I remember the very first meeting I attended at a local bank to learn more about what the program offered. As we began to develop an understanding of the significance of this opportunity, we worked to establish a partnership and help each school in the application and planning process which led to all of our high schools, and then our middle schools, being involved in this program. The program was a huge success, and it was truly a partnership including the school system, parents, students, local businesses through The Schools Foundation, the state (ALSDE and Governor's office), and NMSI (National Math and Science Initiative). When there is an investment like this made in our school(s) and/or system, I feel a real sense of responsibility to make sure those who have taken an interest in helping us realize they have made a good investment. There are many people responsible for the success of this program, and I think this is an example of what can be accomplished when all stakeholders are engaged in a project in which they truly believe.

#### 2. AdvancED District SACS Accreditation and Strategic Plan in Alexander City Schools, Madison County Schools, and Scottsboro City Schools:

When I was serving as a principal in Alexander City, we were one of the first two systems in Alabama to successfully complete the new district accreditation process. Then, while working in Madison County Schools, we successfully completed the AdvancED District Accreditation process. I served as a member of the leadership team in charge of this process and chaired the committee charged with overseeing the "Teaching and Learning" (Standard 3) part of the process. Despite our limited resources, we received full district accreditation with many positive comments being shared in the final report. After that review, we worked through a collaborative process on our Strategic Plan, and we created/implemented a plan. Only two months after arriving in Scottsboro, we had an AdvancED Review Team Site Visit. The school system was really not prepared for the visit; however, we worked feverishly in the two months we had to prepare for the visit. The outcome of the visit was very positive, and we have worked collaboratively since that visit to address the recommendations for improvement including the creation/implementation of a strategic plan, etc.

#### 3. Partnership with Samford University:

Shortly after arriving in Madison County in 2007, I was approached by Dr. Maurice Persall at Samford University about creating a partnership with Madison County Schools to offer graduate programs in Educational Leadership through Samford in our area. After receiving the approval of our Superintendent, we moved forward with this partnership, with me serving as the liaison between our school system and Samford University. The partnership allowed us to combine the quality and rigor of Samford's educational leadership program with the unique characteristics and programs of our own school system with the goal of better preparing aspiring school leaders to step into leadership roles in our school system. The program has been very successful. As I was leaving Madison County, we were working with our 7th Masters Cohort and our 3rd Ed.S. Cohort. Not only did we have many participants from Madison County Schools, but we also had participants from other school systems including Madison City, Huntsville City, Athens City, Morgan County, and Limestone County. Many who successfully completed the program have already gone on to serve as instructional coaches, assistant principals, principals, and various other leadership positions. Several graduates of this program were hired in our school system, as well as in neighboring school systems, and they have been very successful in a short period of time requiring less time for orientation in various aspects of our system. We were very proud of the partnership, and I left the program in very good hands when I left Madison County Schools. The program continues to this day.

#### 4. Active Engagement in a Professional Learning Community:

I have been fortunate in my experiences to have the opportunity to establish personal and professional relationships with many successful educators, etc., throughout the state and beyond, and I have continued to nurture those friendships and relationships. I have worked in four different school systems in Alabama (three smaller city systems, one larger city system, and a large county system), and, while working with the ALSDE, I had the opportunity to work with 12 school systems in Region 3 (Northeast Alabama) and 8



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List your major career accomplishments.

school systems in Region 5 (Central Alabama). I have had many unique opportunities over the years and have learned from those experiences along the way. I believe much of what I have learned would probably not have been possible had I stayed in one place, so I consider it a blessing to have been in the position to take advantage of those opportunities. I still keep in touch with many former colleagues including teachers, athletic directors, counselors, and administrators. While I was at Benjamin Russell High School, I had the opportunity to work with Steve Savarese who is now the Executive Director of the AHSAA, and I served as Dr. Tommy Bice's (recently retired Alabama State Superintendent of Education) assistant principal for four years before filling his position as principal at BRHS when he became the superintendent. As described earlier, I have had the opportunity to help facilitate a unique partnership with Samford University, but I also have worked with contacts at other colleges and universities throughout the state. Wherever I have worked, including my current position, I have taken as many opportunities as possible to learn from those around me, and I have never hesitated to use those contacts for their expertise and/or advice. Because of many of these connections, I have been invited to participate in opportunities that I believe I would not have had otherwise. (I have included a comprehensive list of these activities in my resume.) I think it is good for a school system to have administrators who get involved in educational endeavors at the local, state, and national levels. If hired for the position in Huntsville City Schools, I would continue to work to expand my network of resources and use those resources to help meet various needs in the system.

List honors and awards you have received during your career.

(\*For a complete listing, see resume.)

- "Who's Who Among America's Teachers" (1994, 1996, 1998, 2005)
- "Teacher of the Quarter" at Benjamin Russell High School (Winter Quarter 1996)
- "Most Outstanding Graduate Student in Educational Leadership" at Auburn University Montgomery (May 1998)
- Limbaugh Toyota Teacher of the Week - Hoover, Alabama (September 30, 2005)
- Speaker at the AASCD (Alabama Association of Supervision and Curriculum Development) Winter Conference; Topic - Mastery Teaching and Learning (January, 2004)
- Selected by CLAS to serve on Alabama's ARRA (American Recovery and Reinvestment Act) Conference Team at the U. S. Department of Education's Forum in Arlington, Virginia (March 2010)
- Presenter at AP Workshop for Counselors and Administrators (2009 Summer Conference at Auburn University and 2012 Administrators' Conference at Jefferson State Community College)
- Presenter at CLAS Assistant Principals' Conference (October 5, 2010 and February 1, 2011)
- Selected to serve as Member of Leadership Huntsville/Madison County Class 25 Program Team; Vice-Chair for "Education Day" (2011-2012)
- Selected to serve as Member of the Leadership Huntsville/Madison County Delegate Committee (representing the Education sector) â (March 2012-2013)
- Guest Speaker at Booz Allen Hamilton's Workforce Leadership Council Women's Forum - "Taking Center Stage: A Celebration of Women's History Month" (March 16, 2012)
- Selected to serve as Member of Leadership Huntsville/Madison County Class 26 Program Team; Chairperson for "Education Day" (2012-2013)
- Selected to serve as Vice-Chair of Leadership Huntsville/Madison County Class 27 Program Team (2013-2014)
- Selected to serve as Member of Bold Goals Education Workgroup with United Way of Central Alabama (February-December 2014)
- Selected to serve as Member of Bold Goals Education Workgroup - Outcomes and Indicators Task Force with United Way of Central Alabama (July-December 2014)
- Selected as a Member of Leadership Alabama Class XXVII (October 2016-May 2017)
- Selected to serve as Member of Jackson County Chamber of Commerce's Five-Year Planning/Funding Campaign Leadership Team (August 2016-present)
- Selected to serve as Member of AHSAA (Alabama High School Athletic Association) Committee to Review/Update the AHSAA Strategic Plan (October 2016-present)

List the professional organizations of which you are or have been a member.

(\*For a complete listing, see resume.)

- Member of AEA/NEA (1990-98, 2013-2014)
- Member of the ACCAA (Alabama Cheerleader Coaches and Advisors Association) Board of Directors (1991-97); Membership

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List the professional organizations of which you are or have been a member.

Secretary (1995-97)

- Member of the National Council of Teachers of Mathematics (1992-98)
- Member of the Benjamin Russell High School BLT (Building Leadership Team) (1996-2005)
- Member of the Benjamin Russell High School National Honor Society Faculty Council (1996-98)
- Member of the Benjamin Russell High School Spirit of Excellence Committee to select the "Teacher of the Quarter" each quarter and the "Teacher of the Year" (1996-97, 1998-2002)
- Scribe of the Benjamin Russell High School BLT (1997-98)
- Member of the Alexander City School System Teacher Evaluation Steering Committee (1997-98)
- Member of the Alexander City School System SLT (System Leadership Team) (1997-2005)
- Chairperson of the SLT "Improving Test Scores" Committee (1997-98)
- Member of CLAS (1998-present)
- Chairperson of the BRHS Math Department (1998)
- Member of the Alexander City School System Curriculum Committee (2001-2004)
- Participant in ARI - Alabama Reading Initiative (2001-2005)
- Participant in TEAM-Math (Transforming East Alabama Mathematics â in cooperation with Auburn University) at school and system levels (2004-2005)
- Participant in Focus on Accountability Institute at the Harvard University Graduate School of Education in Cambridge, Massachusetts (June 28-July 3, 2004)
- Member of Alexander City Diversity Action Team (September 2004 to June 2005)
- Member of AASSP - Alabama Association of Secondary School Principals (2005-2006)
- Member of NASSP - National Association of Secondary School Principals (2005-2006)
- Member of the Hoover City School System SLT (System Leadership Team) (2005-2007)
- Member of the Hoover City School System SAT (Student Assistance Team) (2005-2006)
- Member of ASCD - Association for Supervision and Curriculum Development (2006, 2008-2015)
- Member of AASPA - Alabama Association of School Personnel Administrators (2006-2007)
- Member of AASCD - Alabama Association for Supervision and Curriculum Development (2007-present)
- Liaison for Partnership between Madison County Schools and Samford University to offer Masters, Ed.S., and Ed.D. programs in Educational Leadership in North Alabama (2007-2014)
- Member of Federal Programs Advisory Panel for Madison County Schools (2007-present)
- Member of CAASL - ALSDE First Choice Committee for Accountability and Accelerating Student Learning (October 2008)
- Project Director for A+ College Ready for the Madison County School System (2008-present)
- Participated in TAH/DTAH (Developing Teachers as Historians) Grant Professional Development Summer Program in 2008 (Kansas), 2009 (Boston, Philadelphia, and New York City), 2010 (Washington, DC), and 2011 (Harrisburg, Gettysburg, and Washington, DC)
- Member of ISTE - International Society for Technology in Education (July 2009-May 2010)
- Member of "Quality Assurance" Team and Leader of "Teaching and Learning" Team for SACS District Accreditation process for Madison County Schools (2009-2011) - Received District Accreditation on January 26, 2011 with all Standards Ranked Operational or Highly Functional
- Member of SSA - School Superintendents of Alabama (2009-present)
- Participant on Teacher Education Council, Alabama A&M University School of Education (November 2009-2013)
- Member of the Class of 2010 University of Alabama Superintendents' Academy (March-September 2010)
- Member of RTI Leadership Team for Madison County Schools (2010-2014)
- Selected by CLAS to serve on Alabama's ARRA (American Recovery and Reinvestment Act) Conference Team at the U. S. Department of Education's Forum in Arlington, Virginia (March 2010)
- Selected by Dr. Morton, Alabama State Superintendent of Education, to serve on the Education Reform and Innovation Council in an advisory capacity to the State Department of Education and as an advocate for quality public education in our state (April 2010)
- Member of ALSDE Assessment and Accountability Task Force (September 2010â present)
- Member of Recruiting Advisory Panel for the Graduate Studies Department in the School of Education at Samford University (March 2011-2013)
- Member of CCRS (College and Career Ready Standards) Implementation Team for Madison County Schools (2012-January 2014)
- Executive Coach for New Superintendents for SSA (February 2016-present)
- Member of AHSAA (Alabama High School Athletic Association) Classification Committee Studying Public/Private Issues (July 2016-present)
- Member of AHSAA (Alabama High School Athletic Association) Committee to Review/Update the AHSAA Strategic Plan (October

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List the professional organizations of which you are or have been a member.

2016-present)

List the community activities you are involved in.

(\*For a complete listing, see resume.)

- Member of the Alpha Pi Chapter of Beta State / Delta Kappa Gamma Society International Honor Society for Women Educators (1996-2002)
- Educator's Membership in Alexander City Chamber of Commerce (August 2000-2005)
- Lifetime Member of the Auburn University Chapter of Alpha Theta Chi Collegiate Honor Society (2004)
- Heartsaver First Aid with CPR and AED Certification through American Heart Association Training at Russell Medical Center (May 2004)
- Lifetime Member of Auburn University Alumni Association; Member of Huntsville-Madison County Auburn Club (2008-2014)
- Member of Class 23 Leadership Huntsville/Madison County (2009-2010)
- Member of Small Group "Small Government" Action Team through Leadership Huntsville/Madison County Program (2009-2010)
- Member of Leadership Huntsville/Madison County Alumni Association (June 2010-2014)
- Member of Leadership Huntsville/Madison County Class 24 Program Team; Chair of Evaluations Committee (2010-2011)
- Member of Leadership Huntsville/Madison County "Lessons in Leadership" Alumni Committee (2010-2012)
- Member of Leadership Huntsville/Madison County Class 25 Program Team; Vice-Chair for "Education Day" (2011-2012)
- Member of the Leadership Huntsville/Madison County Delegate Committee (representing the Education sector) - (March 2012-2013)
- Guest Speaker at Booz Allen Hamilton's Workforce Leadership Council Women's Forum - "Taking Center Stage: A Celebration of Women's History Month" (March 16, 2012)
- Member of Leadership Huntsville/Madison County Class 26 Program Team; Chairperson for "Education Day" (2012-2013)
- Member of the University of Alabama in Huntsville (UAH) Community Advisory Council (October 2012-January 2014)
- Vice-Chair of Leadership Huntsville/Madison County Class 27 Program Team (2013-2014)
- Member of Bold Goals Education Workgroup with United Way of Central Alabama (February-December 2014)
- Member of Bold Goals Education Workgroup - Outcomes and Indicators Task Force with United Way of Central Alabama (July-December 2014)
- Member of Education Vision Council, a committee of United Way of Central Alabama (September-December 2014)
- Member of IMPACT Learning Center Board of Directors (January 2015-present)
- Member of the Jackson County Children's Policy Committee (2015 to present)
- Member of Scottsboro Rotary Club (February 2016-present)
- Member of the Child Development Program Committee at NACC (Northeast Alabama Community College) â (March 2016-present)
- Member of Friends of the Scottsboro Public Library (FOSL) - (April 2016-present)
- Member of Leadership Alabama Class XXVII (October 2016-May 2017)
- Member of Jackson County Chamber of Commerce's Five-Year Planning/Funding Campaign Leadership Team (August 2016-present)

What is your current base salary?

\$125,000

How many employees report directly to you?

17

How many employees are you responsible for?

Approx. 345

### Superintendent Certificate

\* Do you hold an Alabama superintendent certificate?

Yes

If yes, please provide your social security number for verification purposes.

If you do not hold an Alabama superintendent certificate, are you eligible for one? (You may call the Alabama Department of Education at 334-242-9700 to verify)

\* Do you hold a superintendent certificate in another state?

No

## Alabama Association of School Boards Online Application

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Spivey, Sandra -

Date Submitted:

### Superintendent Certificate continued

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If yes please complete the following:

State:

Certificate Number:

Expiration Date:

## **SANDRA WALLINGSFORD SPIVEY, Ed.D.**

### **EDUCATION**

*Scottsboro High School*, Scottsboro, Alabama (September 1982 to May 1986)

*Northeast Alabama State Junior College*, Rainsville, Alabama (June 1986 to August 1987)

*Auburn University*, Auburn, Alabama (September 1987 to August 1992)

-Bachelor of Science (B.S.) Degree in Mathematics and English Secondary Education, June 1990,  
Magna Cum Laude

-Master of Education (M.Ed.) Degree in Mathematics, August 1992

*Auburn University Montgomery*, Montgomery, Alabama (July 1996 to December 1998)

-Masters Certification in Educational Administration, August 1997

-Education Specialist (Ed.S.) Degree in Educational Leadership, December 1998

-Most Outstanding Graduate Student in Educational Leadership (May 1998)

*Auburn University*, Auburn, Alabama (January 2000 to December 2004)

-Doctor of Education (Ed.D.) Degree in Educational Leadership, December 2004

### **PROFESSIONAL EXPERIENCE IN EDUCATION**

*Central High School* / Phenix City, AL: **Math Teacher** (1990-91)

*Benjamin Russell High School* / Alexander City, AL: **Math Teacher** (1991-98)

Hold an *Alabama CDL (Commercial Driver License)* to Drive School Buses: (1991-present)

*Benjamin Russell High School* / Alexander City, AL: **Assistant Principal** (1998-2002)

*Alexander City Middle School* / Alexander City, AL: **Acting Principal** (August 2002-May  
2003) / **Principal** (June 2003)

*Benjamin Russell High School* / Alexander City, AL: **Principal** (July 2003-June 2005)

*Hoover High School* / Hoover, AL: **Principal** (July 2005-July 2006)

*Hoover City Schools* / Hoover, AL: **Director of Human Resources** (July 2006-April 2007)

*Madison County Schools* / Huntsville, AL: **Director of Secondary Education** (May 2007-  
January 2014)

*Samford University* / Birmingham (Cohorts in Madison County), AL: **Adjunct Professor,**  
**Graduate Program in Educational Leadership** (2008-2014)

*Alabama State Department of Education* / **Regional Support Program Coordinator for**  
**North and Central Alabama, Regions 3 and 5** (February-December 2014)

*Scottsboro City School System* / Scottsboro, AL: **Superintendent** (January 2015-Present)

### **ACTIVITIES / HONORARIES / AWARDS**

#### **TEACHING / ADMINISTRATION**

-Junior Varsity Cheerleader Advisor for Central High School (1990-91)

-Varsity Cheerleader Coach for Benjamin Russell High School (1991-1996)

-“Who’s Who Among America’s Teachers” (1994, 1996, 1998, 2005)

-“Teacher of the Quarter” at Benjamin Russell High School (Winter Quarter 1996)

-FEA (Future Educators of America) Club Advisor at Benjamin Russell High School (1996-1998)

-Member of the Benjamin Russell High School BLT (Building Leadership Team) (1996-2005)

-Member of the Benjamin Russell High School National Honor Society Faculty Council (1996-  
98)

-Member of the Benjamin Russell High School Spirit of Excellence Committee to select the

- “Teacher of the Quarter” each quarter and the “Teacher of the Year” (1996-97, 1998-2002)
- Scribe of the Benjamin Russell High School BLT (1997-1998)
- Member of the Alexander City School System Teacher Evaluation Steering Committee (1997-1998)
- Member of the Alexander City School System SLT (System Leadership Team) (1997-2005)
- Chairperson of the SLT “Improving Test Scores” Committee (1997-1998)
- Chairperson of the BRHS Math Department (1998)
- Member of the Alexander City School System Curriculum Committee (2001-2004)
- Participant in ARI – *Alabama Reading Initiative* (2001-2005)
- Participant in TEAM-Math (Transforming East Alabama Mathematics – in cooperation with Auburn University) at school and system levels (2004-2005)
- Participant in *Focus on Accountability* Institute at the Harvard University Graduate School of Education in Cambridge, Massachusetts (June 28-July 3, 2004)
- Member of the Hoover City School System SLT (System Leadership Team) (2005-2007)
- Member of the Hoover City School System SAT (Student Assistance Team) (2005-2006)
- Limbaugh Toyota Teacher of the Week – Hoover, Alabama (September 30, 2005)
- BBSST Coordinator for Madison County Schools (July 2007-2010)
- Liaison for Madison County School System’s Teacher Mentoring Program (September 2007-2011)
- Liaison for Partnership between Madison County Schools and Samford University to offer Masters, Ed.S., and Ed.D. programs in Educational Leadership in North Alabama (2007-2014)
- Member of Federal Programs Advisory Panel for Madison County Schools (2007-2014)
- Member of CAASL – ALSDE *First Choice* Committee for Accountability and Accelerating Student Learning (October 2008)
- Project Director for *A+ College Ready* for the Madison County School System (2008-2014)
- Attended TAH (Teaching American History) Project Directors’ Conference in New York City (January 2009) and in Washington, D.C. (December 2009)
- Participated in TAH/DTAH (Developing Teachers as Historians) Grant Professional Development Summer Program in 2008 (Kansas), 2009 (Boston, Philadelphia, and New York City), 2010 (Washington, DC), and 2011 (Harrisburg, Gettysburg, and Washington, DC)
- Member of “Quality Assurance” Team and Leader of “Teaching and Learning” Team for SACS District Accreditation process for Madison County Schools (2009-2011) – Received District Accreditation on January 26, 2011 with all Standards Ranked Operational or Highly Functional
- Member of RTI Leadership Team for Madison County Schools (2010-2014)
- Selected by CLAS to serve on Alabama’s ARRA (American Recovery and Reinvestment Act) Conference Team at the U. S. Department of Education’s Forum in Arlington, Virginia (March 2010)
- Selected by Dr. Morton, Alabama State Superintendent of Education, to serve on the Education Reform and Innovation Council in an advisory capacity to the State Department of Education and as an advocate for quality public education in our state (April 2010)
- Member of ALSDE *Assessment and Accountability Task Force* (September –present)
- Member of *CCRS (College and Career Ready Standards)* Implementation Team for Madison County Schools (2012-January 2014)
- Helped lead creation and facilitation of *ExCEL21 Leadership Academy* for current/aspiring administrators in Madison County Schools (January 2013-January 2014)

#### **OTHER**

- Member of AEA/NEA (1990-98, 2013-2014)
- Member of the ACCAA (Alabama Cheerleader Coaches and Advisors Association) Board of Directors (1991-97); Membership Secretary (1995-1997)
- Member of the National Council of Teachers of Mathematics (1992-1998)

- Member of the Alpha Pi Chapter of Beta State / Delta Kappa Gamma Society International Honor Society for Women Educators (1996-2002)
- Member of CLAS (1998-present)
- Educator's Membership in Alexander City Chamber of Commerce (August 2000-2005)
- Speaker at the AASCD (Alabama Association of Supervision and Curriculum Development) Winter Conference; Topic – *Mastery Teaching and Learning* (January 2004)
- Lifetime Member of the Auburn University Chapter of Alpha Theta Chi Collegiate Honor Society (2004)
- Heartsaver First Aid with CPR and AED Certification through American Heart Association Training at Russell Medical Center (May 2004)
- Member of Alexander City Diversity Action Team (September 2004 to June 2005)
- Member of AASSP – Alabama Association of Secondary School Principals (2005-2006)
- Member of NASSP – National Association of Secondary School Principals (2005-2006)
- Member of ASCD – Association for Supervision and Curriculum Development (2006, 2008-2015)
- Member of AASPA – Alabama Association of School Personnel Administrators (2006-2007)
- Member of AASCD – Alabama Association for Supervision and Curriculum Development (2007-present)
- Lifetime Member of Auburn University Alumni Association
- Member of Huntsville-Madison County Auburn Club (2008-2014)
- Member of ISTE – International Society for Technology in Education (July 2009-May 2010)
- Presenter at AP Workshop for Counselors and Administrators (2009 Summer Conference at Auburn University and 2012 Administrators' Conference at Jefferson State Community College)
- Member of SSA (*School Superintendents of Alabama*) – (2009-January 2014; 2015-present)
- Member of Class 23 *Leadership Huntsville/Madison County* (2009-2010)
- Member of Small Group "Small Government" Action Team through *Leadership Huntsville/Madison County* Program (2009-2010)
- Participant on Teacher Education Council, Alabama A&M University School of Education (November 2009- 2013)
- Member of the Class of 2010 *University of Alabama Superintendents' Academy* (March-September 2010)
- Member of *Leadership Huntsville/Madison County* Alumni Association (June 2010-2014)
- Member of *Leadership Huntsville/Madison County* Class 24 Program Team; Chair of Evaluations Committee (2010-2011)
- Member of *Leadership Huntsville/Madison County* "Lessons in Leadership" Alumni Committee (2010-2012)
- Presenter at CLAS Assistant Principals' Conference (October 5, 2010 and February 1, 2011)
- Member of Recruiting Advisory Panel for the Graduate Studies Department in the School of Education at Samford University (March 2011-2013)
- Member of *Leadership Huntsville/Madison County* Class 25 Program Team; Vice-Chair for "Education Day" (2011-2012)
- Member of the *Leadership Huntsville/Madison County* Delegate Committee (representing the Education sector) – (March 2012-2013)
- Guest Speaker at Booz Allen Hamilton's Workforce Leadership Council Women's Forum – "Taking Center Stage: A Celebration of Women's History Month" (March 16, 2012)
- Member of *Leadership Huntsville/Madison County* Class 26 Program Team; Chairperson for "Education Day" (2012-2013)
- Member of the University of Alabama in Huntsville (UAH) Community Advisory Council (October 2012-January 2014)
- Vice-Chair of *Leadership Huntsville/Madison County* Class 27 Program Team (2013-2014)
- Member of *North Alabama Executive Design and Leadership Team* for the *North Alabama Key*

- Leaders Network and North Alabama Powerful Conversations Network (2013-2014)*
- Member of *Bold Goals Education Workgroup* with *United Way of Central Alabama* (February-December 2014)
  - Member of *Bold Goals Education Workgroup – Outcomes and Indicators Task Force* with *United Way of Central Alabama* (July-December 2014)
  - Member of *Education Vision Council*, a committee of *United Way of Central Alabama* (September-December 2014)
  - Member of *IMPACT Learning Center* Board of Directors (January 2015-present)
  - Member of the Jackson County Children's Policy Committee (2015 to present)
  - Member of *Scottsboro Rotary Club* (February 2016-present)
  - Executive Coach for New Superintendents for *SSA* (February 2016-present)
  - Member of the Child Development Program Committee at *NACC (Northeast Alabama Community College)* – (March 2016-present)
  - Member of *Friends of the Scottsboro Public Library (FOSL)* - (April 2016-present)
  - Selected for Class XXVII of *Leadership Alabama* (October 2016-May 2017)
  - Member of *AHSAA (Alabama High School Athletic Association)* Classification Committee Studying Public/Private Issues (July 2016-present)
  - Member of Jackson County Chamber of Commerce's Five-Year Planning/Funding Campaign Leadership Team (August 2016-present)
  - Member of *AHSAA (Alabama High School Athletic Association)* Committee to Review/Update the *AHSAA Strategic Plan* (October 2016-present)