



Application for Superintendent of Schools
OPEN! Broward County Public Schools - Deadline January 3, 2022

Name:	Gaal	Michael	Warren	Date:	1/2/2022
	Last	First	Middle		
Address:	812 E Syringa Rd	Spokane	WA	99203	E-mail: michaelwgaal@gmail.com
	Street	City	State	Zip	
Phone:	7032976379	7032976379	7032976379	Fax:	
	Home	Business	Cell		
Present Position:	President	School District:	Beable, Education		
District Enrollment:	N/A	Number of Certified/Classified Staff:	N/A		
Annual Budget:	N/A	Annual Base Salary (including any annuity):	\$300,000		

Educational Record

Name and Location of Institution Attended:	Year(s):	Degree:	Major(s):	Minors(s):
United States Air Force Academy Colorado Springs, CO	1989	BS	Engineering Mechanics	
University of Colorado Colorado Springs, Colorado	1998	MS	Space Operations	
National War College Washington, DC	2009	MS	National Security Studies	

Do you fluently speak a language other than English? If yes, please list the languages below:

no

Professional Memberships/Recent Community Activities

Indicate leadership responsibilities relevant to the position.

Employment Experience

List in consecutive order beginning with the most recent position.

Dates	Position/Institution/Location	Supervisor's Name/Title	Supervisor's Phone
To: present	Position President	Name Saki Dodelson	(Business) 732 814-5671
From: Feb 2021	Institution/Location Beable, Education	Title CEO/Founder	(Home)
Reason For Leaving (Please be specific) I am seeking opportunities to directly lead school districts. Over the last two years of COVID, I've seen too many districts have Supts retire or leave when the students/staff/community needed them most. Now is the time for me to return to district leadership.			District Enrollment N/A
To: Feb 2021	Position President	Name William Spear	(Business) 214 601 6900
From: Aug 2018	Institution/Location Cenergistic	Title CEO/Founder	(Home)
Reason For Leaving (Please be specific) Cenergistic is an energy management company that deals primarily with K12 school districts. I left for an opportunity to get closer to positively impacting student outcomes by taking a role with an Ed Tech company with a literacy program.			District Enrollment N/A
To: Aug 2018	Position Deputy Chancellor	Name Antwan Wilson	(Business) 303 524-4129
From: Feb 2017	Institution/Location DC Public Schools	Title Chancellor	(Home)
Reason For Leaving (Please be specific) I moved on after the resignation of the Chancellor.			District Enrollment 48,500
To: Feb 2017	Position Chief of Staff	Name Antwan Wilson	(Business) 303 524-4129
From: June 2016	Institution/Location Oakland Unified School District	Title Superintendent	(Home)
Reason For Leaving (Please be specific) Superintendent Wilson was hired to be Chancellor of DC Public Schools and asked me to join him as the Deputy Chancellor, leading the DC team in the development of our new Capital Commitment 2022.			District Enrollment 49,000

References

Provide the names of four persons who can discuss your experience and qualifications in detail.

Name/Official Position	Business Phone	Home Phone	Cell Phone
John Deasy former Supt, Stockton ISD, CA, LA USD, Prince George's County, MD jdeasy08@gmail.com	(310) 991-8201		
Terry Grier former Supt, Houston ISD, TX, San Diego USD, CA, Guilford	703-628-5055		

County, NC Terrygrier@gmail.com	
Veronica Conforme CEO UP Education Network veronicaconforme@gmail.com	917 374 2279
Antwan Wilson former Chancellor, DCPS, former Supt Oakland USD, CA antwanwilson40@gmail.com	303 524 4129

Background Check and Information

In addition to the following information, a thorough background check may be made at the option of the employer.

If "YES" is selected in response to any question, please provide a detailed explanation.

"YES" answers to the following questions will not necessarily result in denial of an offer of employment. The employer will consider all the circumstances, including the date and nature of events that have led to the actions described below. Your written explanation will assist the employer in determining your eligibility and suitability for an offer of employment.

1. Have you ever been convicted of, admitted committing, pleaded no contest, or are you awaiting trial for any crime (excluding only minor traffic violations that do not involve any allegations of alcohol, drugs or reckless driving) or have any civil charges previously or pending involving allegations of child abuse or spousal abuse? You must answer "YES" if true, even if the matter was later dismissed, deferred, reversed, or vacated. If you answer "YES" you must provide dates of the proceedings, the name and address of the court where the proceedings occurred, a statement of the accusation against you and the final disposition of the case(s).

NO **YES**, please explain below

2. Have you ever been dismissed (fired) from any job, or resigned at the request of or pressure from your employer, or left employment while charges against you or an investigation of your behavior was pending or been refused tenure, reappointment or continuing contract from any employer? You must answer "YES" if true, even if the matter was later resolved with any form of settlement or severance agreement, regardless of its terms. If you answer "YES" you must provide the date of termination or resignation and other action concerning tenure reappointment or continuing contract denial and the name, address and telephone number of the employer(s) and a statement of the alleged reasons for termination or resignation.

NO **YES**, please explain below

3. Have you ever had any license or certificate of any kind (teaching certificate or other professional license) revoked, suspended, or reprimanded, or have you in any way been sanctioned by or is any charge or complaint now pending against you before any licensing, certification or other regulatory agency or body, public or private? If you answer "YES" you must provide the dates of proceedings, name, address and telephone number of the agency or body where proceedings took place, a statement of the accusations against you, the final disposition and/or status of the charge or complaint.

NO **YES**, please explain below

4. Are you now being investigated for any alleged misconduct or other alleged grounds for discipline by any licensing, certification or other regulatory body (teacher certification or otherwise) or by your current or any previous employer? If you answer "YES" you must provide the name, address and telephone number of the employer or licensing body and statement of the accusation against you.

NO **YES**, please explain below

5. Have you ever been involved, or are you currently involved, or do you anticipate involvement in litigation either as the plaintiff/complainant or defendant/respondent?

NO **YES**, please explain below

6. Have you ever filed a grievance/complaint of any kind against an employer?

NO **YES**, please explain below

Verification Statement

(Please read carefully and sign the statement below)

The information in the Application for Employment is true, correct, and complete to the best of my knowledge. I certify that I have answered all questions to the best of my ability and I have not withheld any information that would unfavorably affect my application for employment. I acknowledge that any misrepresentation or omission of any fact in my application, resume, or any other materials, or during any interviews, may be the cause for my rejection from employment or may result in my subsequent dismissal if I am hired.

Michael W Gaal

1/2/2022

Signature

Date

Please Direct All Inquiries,
Applications and Supporting Materials To:

Ray and Associates, Inc.

901 17th Street NE - Cedar Rapids, IA 52402
P.O. Box 10045 - Cedar Rapids, IA 52410
319-393-3115 Phone
319-393-4931 Fax
E-mail: glr@rayassoc.com
Website: www.rayassoc.com

DO NOT CONTACT THE DISTRICT OR BOARD MEMBERS DIRECTLY

APPLICATION DEADLINE: JANUARY 3, 2022

Neither the client nor any member of Ray and Associates, Inc. discriminate on the basis of disability, race, religion, sex, national origin, or age in access to, employment in, or in the provision of any programs, benefits or activities.

January 2, 2022

Board Chair Laurie Rich Levinson
600 SE Third Ave
Ft Lauderdale, Florida 33301

Madam Chair,

It is with great humility and excitement that I offer you this cover letter for the position of Superintendent of Schools, Broward County Public Schools. There is no greater honor in my professional journey than to submit my candidacy to you today.

In this letter I intend to showcase how my unique experiences are perfectly matched to the needs of the students, staff and Broward County community. I bring 25 years of military service and leadership, deputy superintendent experiences in three of our nation's most challenged school districts, and specific understandings of the partner and programmatic needs of schools and classrooms. Across this broad set of experiences, I've come to focus on two things missing from most school systems--leadership and accountability.

Systems and teams require vision, strategies and the means to connect them to outcomes. Often, they get stuck on a specific strategy or a set of available or desired tools but are not able to see why they are choosing them. This is where leadership is needed. With the Board, a superintendent sets the vision and then ensures all the pieces are in place to get them there. When there is a change or shift due to unforeseen circumstances, they reset the team back on the original vision and make the appropriate changes to the steps and details needed to keep them on track to realize the outcomes. Without a leader with vision, a system will spin upon itself creating repeated failures and constant state of confusion. As a proven leader across many sectors and situations, I am excited and prepared to work with both the Board and the community to develop a shared vision for Broward County Public Schools...and deliver on it.

Accountability is a charged term in education. My observation that systems lack accountability does not imply we need more testing or evaluations. On the contrary, I believe strongly that accountability first and foremost requires a set of supports and resources. It is the role of the superintendent to build out the systems and structures that will give all the opportunity to exceed those expectations. State learning standards require mapped scope and sequence and the professional development to support these plans. Budgets need to be multi-year tools that reflect the priority and equitable necessities of the system, down to each dollar spent. Teacher and principal pipelines should be recruiting, training and sustaining local talent creating as many direct connections with the community as possible. All planning and decision making must be transparent and connected to the desires and needs of the community. I've thrived in being held accountable throughout my career from the combat zone to the classroom. The ultimate form of accountable is student's preparation for life and career. District leaders must see this.

You will review many candidates during your selection process. They will all be impressive. However, my application should make you scratch your head and ask if more of the same will get you anything new in the end? Broward County Public Schools needs a leader who can bridge the classroom and the community and believes in students and staff alike; a leader who is strong in conviction while demonstrating an empathetic listening ear to learn. The next superintendent must articulate the vision of the Board and community to all constituents, with both broad-level buy-in and matter-of-fact specificity. Now is the time for Broward County Public Schools to commit to a truly positively charged, student-centered system. That system requires a superintendent who is ready to lead, and to be accountable for the same.

I am that leader. I look forward to learning more about Broward County Public Schools and making it where my experiences come to bear to ensure all students are loved, challenged and prepared for life.

Respectfully,

Michael Gaal

Michael Gaal

MICHAEL GAAL

michaelwgaal@gmail.com (703) 297 6739

Fellow-Broad Urban Superintendents Academy <https://broadcenter.org/>
Master of Science-National War College
Master of Science-University of Colorado
Bachelor of Science-United States Air Force Academy

EDUCATIONAL LEADERSHIP EXPERIENCE

DEPUTY CHANCELLOR, 2017-2018

DISTRICT OF COLUMBIA, PUBLIC SCHOOLS, WASHINGTON, DC

Led Budget, Operations, School Development & Continuous Improvement and Talent and Culture. DCPS serves 48,750 students through the efforts of approximately 8500 employees in 115 schools with annual budget of \$1B.

- Middle Schools focus resulted in Literacy/Math annual growth of 8.4% & 6.9% respectively. Both beating the state average for the first time ever. High Schools also saw growth across all grades/demographics
- Created district's first-ever centralized business office. First year savings/repurposing over \$20M
- Responsible for \$1.3B Capital Improvements Plan. On time/underbudget transfer 10 completed school
- Created school enrollment strategy for notoriously under enrolled schools. First year increase of 20%.
- Negotiated return of PK-8 school charter school for 600+ students to district portfolio with Union support
- Launched Design Lab--Design Thinking space for 13 leadership teams to develop Innovative schools
- Cut teacher vacancies 50% through improved screening/tracking/hiring and American Univ partnership
- Launched Excellence through Equity index, distributed \$2.6M to students of highest need
- Reworked Principal's dashboard with mandatory school plans to support real time formative planning

CHIEF OF STAFF, 2016-2017

OAKLAND UNIFIED SCHOOL DISTRICT, OAKLAND, CA

Supported Superintendent of in all aspects of strategy development and operational implementation. Serving 50,000 students and 3500 staff, operating a \$900M annual budget of 86 district run and 37 charter schools.

- Expanded equity with African American Male Achievement, African American Girls and Young Women's Achievement, Latino Student Achievement and Asian Pacific Islanders. Three groups stood up in 1 year!
- Directed Values and Leadership Development programming. Launched three cohorts from Executive, Supervisory and Managerial, 100% trained. Partnered with "Great Places to Work" for climate study
- Detailed "Where are They" plan yielded 11% decrease in drop-out and 9% increase in graduation rates
- Instructional focus increased state performance for all grades. Elementary saw >3% growth in ELA/Math
- Created network support teams, pushing 20+ FTE and \$2.5M from central office directly to schools
- Designed and led first-ever Back to School Countdown, bringing central supports directly to schools
- District contact for Mayor, district/county Boards of Ed, and Kaiser-Permanente on community schools
- Governance co-chair for Oakland Promise, Joint Powers Authority, and Equity Pledge

PK-8 NETWORK LEADER & CHIEF OPERATING OFFICER, 2014-2016
EDUCATION ACHIEVEMENT AUTHORITY OF MICHIGAN, DETROIT, MI

Governor of Michigan directed turnaround of Detroit's lowest performing schools. Managed \$90M budget for 6000+ students at 12 locations. Responsible for academic, instructional, curricular and decisions for six PK-8.

- Drove complete shift in academic strategy by aligning Engage NY, Achievement Network interim assessments and ALEKS intervention--8th grade exceeded MAP by 120%
- Implemented University of Chicago's STEP literacy. Year-long intensive teacher training had Kindergarten reading results highest in three years. Teacher quality up 40% in 2016
- Redesigned Principal/Teacher training with RELAY and Unbounded Standards Institute.
- Project manager on Teacher Evaluation redesign—secured federal payment of \$2M
- Gained 1.5 years of learning through blended learning modules for remediation of students
- Led internal audit of grants and federal funding--adding \$2.2M and 30 FTE to schools

PRIVATE SECTOR LEADERSHIP EXPERIENCE

PRESIDENT OF SALES, 2021-Present

BEABLE EDUCATION, LAKEWOOD, NJ

Leads national sales team in the development, execution and refinement of go to market strategies for an Ed Tech turnkey solution to close the literacy and opportunity gap for all students, resulting in 5x Lexile growth.

- Hired/trained strategic and regional account representatives for aggressive Year 1 launch during COVID
- Formalized partnership with early adopters to create best practice sessions across national conference network to include ASU-GSV, AASA, and CGCS. Accelerated sales cycle 30%. Q3 orders at 120%

PRESIDENT, 2018-2021

CENERGISTIC, DALLAS, TX

Lead 350-person team for \$85M in sales representing over \$5B in savings across 1400 clients through behavior management of energy conservation measures. Developed strategy of new verticals increasing revenue 25%.

- Lead architect for renewal contracts--200% increase in LTV after original 5-yr term, reduced time to close deal, improved employee retention, made up 75% of 2020 sales. Largest renewal ever at \$3M
- Restructured Operations to decentralize services towards client. Regional teams increased performance 20%, improving client satisfaction while reducing company travel/staffing cost by 18%. Margins up 5%

MILITARY LEADERSHIP EXPERIENCE

DEPUTY DIRECTOR OF POLICY, 2012-2014

SECRETARY OF THE AIR FORCE-INTERNATIONAL AFFAIRS, PENTAGON, WASHINGTON, DC

Led 150 member headquarters staff responsible to the Secretary of the AF to formulate and develop policy on international training/education, security assistance, and foreign disclosure

- Led Sequestration's 5-year budget. Created \$6M offset to preserve International training
- Interagency coordination cut Foreign Military Sales processing time by 30% (1 month)
- Ranked #1 Colonel; reduced regional area specialist program time to train by 40%

VICE COMMANDER AND SENIOR ADVISOR, 2011-2012

321ST AIR EXPEDITIONARY WING AND UNITED STATES EMBASSY, BAGHDAD, IRAQ

Led 1,200 Airmen responsible for advising, training and equipping Iraqi Air Force. Senior advisor to Iraq's Special Assistant to Prime Minister, facilitating critical US/Iraqi relations.

- Produced 144 pilots and 900 maintainers for seven aircraft types, and full HQ staff
- Initiated Office of Security Cooperation managing \$7B in foreign military sales
- Ranked #1 Colonel; safely retrograded 50K forces stateside by end of security agreement

PROFESSIONAL ASSOCIATIONS AND HONORS

Chiefs for Change/Education Resource Strategies
Equity & Excellence Cohort <https://chiefsforchange.org/>

Aspen Institute
CFO Equity Network <https://www.aspeninstitute.org/issues/education/>

National War College & Marine Command and Staff College
4X Top Paper Award

Association of Energy Engineers
Certified Energy Manager

November 3, 2021

To Whom it May Concern,

It is with great honor I provide you this character reference for Michael Gaal. I've known Michael for eight years, having met during his transition into public education after a 25-year career in the US Air Force. I've been fortunate to see Michael in action, across a wide spectrum of situations. From classroom visits, engagements with community, development of senior staff and as a cohort member in an Education Leadership development program. In each of these settings and more, you can count on Michael to speak and act from a deep position of "student's first".

For example, I consulted with Michael when he made a major academic shift for a network of schools in Detroit. He thoughtfully engaged community, staff and students in the development and implementation of new curriculum, assessments, instructional practices and coaching. All schools showed academic gains in the first year--30% with double digit gains in Math/ELA.

His unique ability to create the vision and execute the necessary strategies make him a rare find. His strategic acumen was clearly displayed on his Oakland Unified 100-day plan and DC Public Schools Capital Commitment 2022. Both allowed for accelerated entry and immediate returns on investments. Both school systems continue to benefit from his thoughtful strategic planning as seen by the successful expansion of equity programs in Oakland and the ribbon cutting of DC's Banneker High School, doubling the number of high-quality seats for young women of color.

As the former district superintendent of four large systems, I know how important it is to hire and retain top-talent. Michael builds team better than any other leader I've met. He knows how to bring out the best in existing staff and hire for specific needs. If I were still running a district, you can bet he'd be working for me. Michael gets my highest recommendation for any and all leadership opportunities. Please feel free to contact me at any time if you have any additional questions.

Cordially,

John Deasy

John E. Deasy, Ph.D

November 4, 2021

To Whom It May Concern:

I am excited to offer you this letter of reference for Michael Gaal. I've known Michael for almost 10 years and had the good fortune of being his supervisor during my time leading Michigan's state school turnaround district, the Education Achievement Authority (EAA). We have worked together in several other educational settings since then and based on my experiences with Michael, I give you my highest recommend for him for any and all Superintendent positions.

Michael brings to education a unique combination of dynamic leadership, willingness to listen to learn quickly, and commitment to building strong teams. He was integral to my ability to lead the turnaround of Detroit's lowest performing schools, acting with urgency to support our students. Michael joined my team as the Chief Operating Officer and quickly established systems and structures that maximized efficiency and improved outcomes. In his first month, his innovative thinking reprogrammed and directed 15% more dollars into the classroom. His strategic insight accelerated our in-house leadership pipelines and codified school improvement plans. I was so impressed with Michael's leadership and drive, I asked him to serve as my Elementary Superintendent. In that role, he quickly rolled out standards aligned curriculum and assessments and designed teacher professional development on our instructional practices. All his schools saw gains in their first year!

Central to Michael's successes were his ability to understand and connect with the community. Despite not being from Detroit, Michael quickly immersed himself in the community leading door-to-door grass roots enrollment drives, partnering with local Habit for Humanity for both home repair and skills training for students, and codifying our strategic relationship with local parent organizations.

Michael's broad experiences make him the ideal candidate to lead complex systems. His leadership and initiative are emblematic of the qualities necessary for driving change and spurring improvements in student outcomes. He would be a fantastic leader of any school community.

Sincerely,

Veronica

Veronica Conforme
Chief Executive Officer
UP Education Network

References for Michael Gaal

Terry Grier

Former Superintendent, Houston ISD, TX, Guilford County, NC, and San Diego, CA

Terrygrier@gmail.com

703-628-5055

John Deasy

Vice President Education, The Wonderful Company; Editor-in Chief, The Line; Co-founder, Cambria Education; CEO, RESET; former Superintendent Stockton ISD, Los Angeles Unified School District, CA; Prince Georges County, MD, Providence, RI

Jdeasy08@gmail.com

310-991-8201

Veronica Conforme

CEO, UP Education Network; former Chancellor Education Achievement Authority of Michigan

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917-374-2279

Antwan Wilson

Former Chancellor, DC Public Schools; Superintendent Oakland Unified School District; Deputy Superintendent, Denver Public Schools

AntwanWilson40@gmail.com

303-524-4129

David Silver

Director for Education for Oakland Mayor Libby Schaaf

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510-393-4888

Tommy Chang

Former Superintendent, Boston Public Schools; former Instructional Superintendent, Los Angeles Unified School District

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Gabriela Gui

Assistant Professor Education Leadership Graduate Program, College of Education, Grand Valley State University, Grand Rapids, MI

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