



Application for Superintendent of Schools

OPEN! Broward County Public Schools - Deadline January 3, 2022

Name:	Cartwright	Vickie	L	Date:	1/3/2022
	Last	First	Middle		
Address:	600 SE 3rd Ave	Fort Lauderdale	FL 33301	E-mail:	vickie.cartwright1@gmail.com
	Street	City	State Zip		
Phone:	[REDACTED]	[REDACTED]		Fax:	
	Home	Business	Cell		
Present Position:	Interim Superintendent		School District:	Broward County Public Schools	
District Enrollment:	260,000		Number of Certified/Classified Staff:	30,000	
Annual Budget:	\$4.7 Billion		Annual Base Salary (including any annuity):	\$275,000	

Educational Record

Name and Location of Institution Attended:	Year(s):	Degree:	Major(s):	Minors(s):
University of Southern Mississippi Hattiesburg, MS	1998	Ph.D.	Educational Administration and Supervision	
University of Southern Mississippi Hattiesburg, MS	1997	Ed.S.	Educational Leadership	
University of Southern Mississippi Hattiesburg, MS	1995	Masters of Music	Music Education	
University of Florida Gainesville, FL	1992	Bachelor of Music	Music Education	

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

Professional Memberships/Recent Community Activities

Indicate leadership responsibilities relevant to the position.

Board Director Member for the Council of the Great City Schools
Board Member for the Children's Services Council of Broward County
Graduate Faculty Scholar in the College of Graduate Studies at the University of Central Florida
Previous Board Member for the Greater Oshkosh Economic Development Corp
Previous Board Member for the Oshkosh Public Library
Previous Board Member for the Oshkosh Public Museum
Previous Board Member for the Oshkosh Grand
Past Vice-President for the Research, Evaluation and Assessment in Schools division (Division H) of the American Educational Research Association (AERA)

Employment Experience

List in consecutive order beginning with the most recent position.

Dates	Position/Institution/Location	Supervisor's Name/Title	Supervisor's Phone
To: Position Present	Interim Superintendent	Name Laurie Rich Levinson	(Business) (954) 609- 5763
From: Institution/Location 08/2021	Broward County Public Schools	Title School Board Chair	(Home) (954) 384- 7996
Reason For Leaving (Please be specific) I am seeking to become the permanent superintendent for Broward County Public Schools.			District Enrollment 260,000
To: Position 06/2021	Superintendent	Name Dr. Barbara Herzig	(Business) 920-850-6478
From: Institution/Location 07/2018	Oshkosh Area School District, Oshkosh, WI	Title School Board President	(Home) 920-233-6919
Reason For Leaving (Please be specific) The hiring Board composition significantly changed in April 2021.			District Enrollment ~9,700
To: Position 06/2018	Associate Superintendent	Name Dr. Maria Vazquez	(Business) (407) 317- 3297
From: Institution/Location 06/2013	Orange County Public Schools; Orlando, FL	Title Chief Academic Officer	(Home)
Reason For Leaving (Please be specific) I was selected as a superintendent for the 11th largest school district in Wisconsin.			District Enrollment 209,388
To: Position 06/2013	Senior Director for Accountability, Research, and Assessment	Name Dr. Scott Fritz	(Business) (813) 390- 5927
From: Institution/Location 05/2011	Orange County Public Schools, Orlando, FL	Title Chief Academic Officer	(Home)
Reason For Leaving (Please be specific) I was promoted to Associate Superintendent (previous lateral title - Senior Executive Director).			District Enrollment 183,250

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
Dr. Barbara Herzog Oshkosh Area School District Board President barbara.herzog@oshkosh.k12.wi.us		(920) 233-6919	(920) 850-6478
Dr. Barbara Jenkins Superintendent of Orange County Public Schools barbara.jenkins@ocps.net	(407) 317-3209		(407) 398-2619
Dr. Kathleen Gordon Previous Orange County School Board Member		(407) 816-1499	(407) 490-7130

kathleenbutlergordon@gmail.com

Linda Kobert
Previous Orange County School Board Vice-
Chair
lgkdesign@msn.com

(407) 317-3200

(321) 946-2888

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.

Vickie Lee Cartwright

1/3/2022

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.

Vickie L. Cartwright, Ph.D.

January 2, 2022

The School Board of Broward County Public Schools
600 SE Third Avenue
Fort Lauderdale, FL 33301

Dear Board Members:

With great enthusiasm and honor, I submit this letter of interest for consideration as a candidate for Superintendent of Broward County Public Schools. Every decision should be made with a "Student First" approach, where every child can reach their highest potential and graduate being college, career, and life ready. As adults, we must utilize partnerships and available resources through effective communication to support the whole child in a safe and supportive environment and provide rigorous, relevant, innovative, engaging, and inspiring learning opportunities. This approach will allow our students to graduate with mastery of the curricular standards, the ability to problem-solve through various situations and to appropriately apply social skills to positively contribute to and thrive in a diverse and global society beyond what is currently imaginable. My educational arena achievement is attributed to utilizing a student-centered approach, understanding of curriculum, strong relationship-building skills, data-informed and research-based decision making, and a collaborative leadership style.

I have served in education for over 26 years and have held many different leadership roles with progressively increasing responsibilities. I am currently serving Broward County Public Schools (BCPS) as the Interim Superintendent. Before this role, I was the Superintendent of the Oshkosh Area School District (OASD) for three years. Previous to OASD, I served as the Associate Superintendent for Exceptional Student Education (ESE) in Orange County Public Schools (OCPS), where I was responsible for supporting and leading principals, central office administrators, instructional personnel, and classified staff across a rapidly growing organization in a Cabinet-level position. These experiences, as well as additional leadership opportunities, have provided me with the ability to view situations from a variety of perspectives (school, district, higher-education, community, state, and nationally based); to work with others on many levels to create and maintain an efficient and effective organizational structure; to make data-based decisions in a manner that allows students to have a superior education; to ensure that curricular resources are readily available and aligned to support the needs of all students; and, to remain proactive with a growth mindset as education moves towards new initiatives. A few highlights of my accomplishments are listed in this letter and provide evidence of my ability to make sound fiscal decisions utilizing a collaborative approach; commit towards equity and equitable practices/systems; lead a process to create and implement a strategic plan; lead a process for long-term facilities planning and successful referendum passage; build and maintain meaningful relationships and partnerships; and, enhance student opportunities.

Student academic success for all students is a priority. During my first year as the Associate Superintendent for ESE in OCPS, I utilized the results from the Evergreen audit to create, in collaboration with the leadership team and feedback from school board members, a strategic plan for the ESE department. I provided regular updates regarding progress on our plan to the School Board and a community committee that was comprised of parents, community and business leaders, and caregivers. Through strategic, timely, and transparent communication strategies, parent complaints significantly decreased. Included in the plan were several items with an emphasis on increasing the inclusion rate for ESE students, supporting teachers and principals in the implementation of Universal Design for Learning (UDL) principles and the support facilitation model, diversifying the identification of gifted students to mirror the District's demographics, and to increase post-high school opportunities for SWDs through CTE and transition programs. Results from the implementation of these priorities include SWDs experiencing the highest graduation rate in the history of the District; FLDOE recognizing the District for the level of inclusionary practices and its transition program opportunities; diversification of the gifted population; teachers being equipped to support all students through differentiated instructional strategies, including UDL principles; and, the District continuing to Meet Expectations on the LEA Profile once ESSA criteria were included while many Very Large Urban Districts were not able to maintain this status.

While serving as Superintendent in Oshkosh, mental health remained an area of focus under my leadership. The OASD is a district with a lower per-pupil funding amount than the state average, limiting the District's ability to provide needed services to students. The level of student mental health needs and students with behavioral challenges needs are very high. By collaborating with school and district administrators, budgets were highly scrutinized, and adjustments were made to establish a funding source for the needed services without negatively impacting the District's budget. This revision led to the District's ability to hire enough school counselors for every school and additional behavior specialists. The District also requested and received additional funding through various grants to expand mental health services for students. Those funds were used towards the Rise Up Mental Health Framework, an organized approach to provide a comprehensive mental health framework.

The OASD's strategic plan expired during my first year as Superintendent. During that year, the District collaborated with the community, parents, students, staff members, and businesses to gather feedback about the District. I provided the leadership to work with the Board to create District goals, priorities, and objective outcomes based on the feedback provided as well as the guiding principle, vision and mission statements, and the core values. The current strategic plan was for five years and was actively used to guide all decisions. The BCPS Board will be reviewing the current strategic plan through a student-based outcome approach to make adjustments due to the current pandemic.

Ensuring that students' needs are addressed in a safe environment is a top priority. On arrival at the OASD, a facilities study had been completed indicating multiple problems. A long-term facilities plan was needed with collaboration and support from the business community, community members, parents, and staff members. After completing an enrollment projection study, the Board authorized the creation of a Facilities Advisory Committee comprised of needed constituents from diverse communities. Together, a long-term facilities plan was created and subsequently approved by the Board. Because of the community and business partner engagements regarding our needs and a solution to address those needs, the Board approved for the District to ask for the largest referendum request in the history of the District. The Oshkosh community approved the request in November 2020, which will allow for vestibules to be built in each school to increase safety and to build two new schools. The District was able to capitalize on lower interest rates for the bond, which was projected to save taxpayers approximately \$17M in interest.

Through partnerships, I work deliberately to ensure a safe environment for our students and staff members. Upon arrival into BCPS, I provided the leadership needed for the BCPS Reunification Plan and BCPS Crisis Communication Plan to be written and brought to the Board for approval. These plans are currently being reviewed with our law enforcement partners to reflect each department's protocols. Under my leadership, recommendations that were previously provided by the MSD Commission are being addressed. Proposals and modifications to existing policies and practices are also being brought to the Board related to school safety. While in OASD, one of the high schools had a shooting inside the school in December 2019. The safety plans, communication strategies, and first responder partnerships were highlighted. Communications were succinct and responsive, with the first communication released within minutes of the event. These results were augmented training with staff members, simulation events with our first responder partners, and increased school safety communications and expectations.

I believe the impact that educators have on our students is invaluable. It is essential that all educators set high expectations for all students through an inclusive environment; have an unwavering belief that all students will be successful; instill that education continues throughout their life; and, build meaningful relationships with students, families, community, and each other. As a result, educators will create a nurturing, safe, and resource-filled environment that provides students with the skills needed to be college, career, and life ready. By building relationships across the organization and engaging in collaborative and shared leadership approaches, I believe that I possess the educational expertise and skills necessary to support all students and staff in reaching excellence.

I want to thank you in advance for your consideration of my credentials. I look forward to the opportunity to discuss how I can continue to serve Broward County Public Schools.

Sincerely,



Vickie L. Cartwright, Ph.D.

Vickie L. Cartwright, Ph.D.

Educational Background

Doctorate of Philosophy in Educational Administration and Supervision

University of Southern Mississippi – December, 1998

Specialist of Educational Administration

University of Southern Mississippi – May, 1997

Master of Music Education

University of Southern Mississippi – August, 1995

Bachelor of Music in Music Education

University of Florida – December, 1992

Professional Employment Experience

District Administration

2021-Present

Interim Superintendent of Broward County Public Schools, Fort Lauderdale, FL

Provide continuity with external and internal constituents to maintain and continue building positive relationships and a strong working and learning environment

Engage in active communication with stakeholders (e.g., Meet and Chat events, and multiple local community, business and government events)

Provide ongoing leadership to successfully navigate the District during the pandemic

Support and implement Board policy and direction (e.g., student face coverings)

Keep Board members informed on relevant issues and maintain positive relationships

Provide recommendations to the Board (e.g., policy, hiring, budget, and negotiations)

Provide on-going communication regarding District activities and Board decisions (e.g., local media, national media, and stakeholders)

Work closely with Cabinet members to provide focus and forward momentum and implement a students first philosophy

Work with Cabinet to ensure that collaborative conversations occur with teachers and school administrators when decisions are being made that impact them

Work with the Chief Academic Officer and the remaining chiefs to support positive student academic outcomes

Focus Cabinet conversations around student academic achievement and social/emotional needs

Provide leadership to create a process to review supplemental instructional programs and materials to give a ‘menu option’ of research- and outcome-based options (Process is currently occurring and will involve end-user feedback)

Provide mentoring with Cabinet members

Provide and implement innovative strategies to address social media threats (e.g., personalized messages for students, hashtag campaigns in partnership with our local law enforcement agencies, working with media to bring awareness to the topic, and communicating with the US Secretary of Education)

Provide and implement creative methods for re-engaging students back into the District (e.g. worked with BTU and BPAA leadership, Board members and Cabinet members to conduct a door-to-door campaign)

- Provide leadership to create and collaborate with multiple entities the Broward County Public Schools' (BCPS) Reunification Plan and Crisis Communication Plan
- Represent the District at various local government meetings and events (e.g., MSD Commission and State Board of Education meetings)
- Represent the District at various school events (e.g., athletic competitions, marching band competitions and JROTC competition)
- Worked with staff to implement metal detector wandering at all major sport events
- Worked with staff to implement security measures for School Board Meetings
- Work with staff to bring a policy and a procedures manual to the Board for metal detector wandering across the District
- Work closely and collaboratively with the BTU and BPAA leadership
- Work with district legislative liaisons, legislators and FL Department of Education leaders to support the District
- Collaborate with local organizations to provide leadership, when needed, and to advocate for student and staff needs (e.g., working with the health department to ensure that students have access to their second vaccination in the schools)
- Provided leadership as the District was reaccredited with Cognia
- Provide leadership to transition District to more operationally efficient practices
- Work closely with the Chief of Finance to provide recommended Federal grant expenditures for Board approval and to oversee the District's budget
- Led the process with Cabinet to find solutions that allowed the Board to fund minimum wage increases for employees
- Work closely with the FL Tax Watch organization, AECOM and District leadership for the SMART Bond Program (e.g., increasing communication strategies to highlight successes and bringing forward an alternate solution to address the Stranahan High School cafeteria)
- Engage with leaders from across the country related to critical issues districts are facing (e.g., Council of the Great City Schools and US Secretary of Education)
- Meet with student leaders through the Student Government Association representatives and Mentoring Tomorrow's Leaders to listen to their feedback and provide answers to questions

2018-2021

Superintendent of Oshkosh Area School District, Oshkosh, WI

- Led process with community and employee input to create a five-year strategic plan with measurable outcomes (KPIs) to make recommendations to the BOE and participated with the BOE in the development of the District's guiding principle of 'Students First', vision and mission statements, and core values which were approved by the BOE
- Led on-going culture change in the area of equity and equitable practices/systems with a research-based program and through a teacher leader model
- Provided leadership to create Equity and Inclusion Committee comprised of parents and community leaders
- Provided leadership to create and implement ICS Ally Community Academy to expand equity framework engagement with local community, business, and governmental leaders
- Created partnership with city officials and private funders to provide free city bus transportation for all students to assist in removing barriers for disproportionate student attendance (When comparing the number of student ridership between January and February of 2020 and 2021, there were 49

- student riders in 2020 [prior to the agreement] and 6,165 student riders in 2021 [after the agreement])
- Led process to create a long-term facilities plan through diverse community and employee representatives that was adopted by the Board of Education (BOE) (No previous plan existed)
- Led process for the successful passage of a \$107M capital referendum and a renewal through combining two operational referendums into one \$7.95M operational referendum (Successful capital referendum was the largest in the history of the District and will result in over \$17M savings in interest)
- Led process to provide appropriate interventions for students with dyslexia who struggle with reading
- Led process to review elementary school reading program which led to the adoption of a stronger phonics-based reading program (Transitioning reading instruction from Balanced Literacy towards the Science of Reading approach)
- Provided leadership to enable the District to be responsive to needs as a result of COVID-19 (e.g., acquisition of digital devices for PK-2, acquisition of internet hot spots for students, creation of fulltime virtual school option for all grade levels, transition to one student learning management system (Canvas), instructional adjustments from 2020 Spring semester to 2020 Fall semester, creation of partnerships to ensure testing capacity for staff and students, through advocacy and established partnerships was able to provide COVID-19 vaccinations for all staff members during the first week of the eligibility window without the need to transition the District into virtual instruction, significant adjustments to summer school 2021 programming to address student needs related to COVID-19)
- Led process to provide additional school counselors and behavior interventionists to support students, teachers, and school administrators through a zero-budget impact process
- Led process to implement a social emotional learning curriculum in all elementary schools
- Led and supported the establishment of a new fabrication laboratory
- Led and supported the establishment of Project SEARCH and Project LIFE for students with disabilities
- Kept BOE members informed on relevant issues and maintain positive relationships
- Provided and organized opportunities for Board Member development
- Provided leadership and recommendations on Board policies to be responsive to local needs and remain in compliance with state and federal legal requirements
- Led BOE members through the process of creating a Board Legislative Subcommittee, Legislative Platform and a 2020-21 Priority Legislative Platform
- Provided leadership in ongoing conversations between multiple first responder organizations related to school safety
- Led response and community-relations strategy after a shooting threat at one high school and an actual shooting at another high school
- Provided leadership to Cabinet members in grant applications with recent awards including a \$500,000 COPS grant, mental health grants, and \$99,997 COVID-19 Vaccination Outreach Grant by the WI Department of Health Services (only school district to receive this grant as of mid-April in the state due to the level of equity work previously accomplished)

Provided leadership to transition District to more operationally efficient practices (e.g., online payroll process, centralizing purchasing process, etc.)
 Provided leadership to refinance District debts resulting in a \$1.1M savings to local taxpayers
 Led process to close a school that had previously fallen into a state of disrepair and to transfer all students and staff to a neighboring school (School was 124 years old with a small enrollment)
 Collaborated with internal District leaders and raised over \$100,000 to provide meals for students, families, and community members during the *WI Safer At Home Order* until other food organizations were positioned to provide meals to families and community members
 Led process to keep a majority of employees on the payroll while virtual and hybrid instruction occurred to benefit students
 Provided leadership to set goal of work force diversification to match student demographics
 Provided leadership to give appropriate professional development for staff members and to support new hires to the District
 Provided leadership to a newer position of a communications directors resulting in a new website and a communications plan (Received the Wisconsin School Public Relations Association (WSPRA) Spectrum Award of Merit - Marketing Material in 2019 and the Wisconsin School Public Relations Association (WSPRA) Spectrum Award of Merit – Website in 2020)
 Communicated regularly with the school community regarding District updates
 Led process to monitor student progress data and adjust, as appropriate, and providing instructional leadership
 Participated regularly with the business community through the Chamber of Commerce and Greater Oshkosh Economic Development Center to provide District updates and advocate for District needs
 Communicated regularly with local legislators and collaborate on proposed bills to advocate on behalf of District students and staff members
 Collaborated with local organizations to provide leadership, when needed, and to advocate for student and staff needs
 Mentored district and school administrators to support their growth
 Supported students through professional relationships to help them see a future that they may not see and provide resources to help them accomplish their goals

2013-2018

Associate Superintendent for Exceptional Student Education, Orlando, FL

Served as a member of the superintendent's cabinet for the ninth largest district in the nation serving 207,000 students with over 23,800 identified as students with disabilities, 14,200 identified as gifted students, 9,300 identified as Section 504 students
 Provided direct leadership for strategic discussions and organizational structures, which assisted the district in receiving the 2014 Broad Prize and obtaining a district-wide accreditation with AdvancEd (Cognia) in fall 2015
 Communicated with School Board members on a regular basis regarding matters tied to areas of responsibility or when a member has items to be researched
 Utilized Evergreen audit results to create and implement a department strategic plan that was aligned with the District's plan
 Provided insight and participated in distributed leadership for topics that impact the district, such as millage referendum or half-cent sales tax approval

techniques (both were approved by voters), new construction projects (continued enrollment growth requires on-going construction and planning), district budget expenditures (legislative budget approval required a review of expenditures throughout the year), school safety, legislative items, and district strategic plan creation and monitoring

Ensured a student-centered approach is utilized by all ESE personnel when working with internal and external customers in a timely, accurate, courteous, and empathetic manner

Aligned, balanced, and implemented the IDEA grant (\$41.5 million), department budget (\$28 million), and Exceptional Student Education (ESE) school-based budgets (\$21.4 million)

Increased Medicaid income by over \$4.3 million over the past four years through multiple techniques, such as system training, realignment of position funding to allow billing, establishing expectations, and providing technical support and systems to streamline the billing process

Represented the district at various local government meetings such as mental health services

Worked with district legislative liaisons and state department of education leaders related to areas of responsibility

Increased graduation rate for students with disabilities (SWD) across the district, the highest SWD Federal Graduation Rate was achieved for the last two years of responsibility

Expanded, supported, and provided leadership for the gifted program, which had the second highest identification percentage of the Florida Very Large Urban Districts

Direct supervisor of four principals at five ESE school sites and provided direction and support in multiple areas, such as building instructional leadership capacity, providing teacher evaluation professional development through site visits and group conversations, review multiple data points throughout the year and discuss next steps, working through high profile or stake situations, communicating with parents about concerns, and school budget oversight

Provided leadership and direction to a department with over 450 staff members in the areas of gifted, health and wellness services including district and school nurses, ESE charter schools and private school services, behavioral support, transition services, preschool early diagnostic services, therapy services, assistive technology, IDEA grant, Medicaid billing, ESE curriculum and instruction, ESE contracts, dispute resolution, Section 504, ESE transportation, ESE scheduling, and state grant ESE programs

Aligned department priorities with the district strategic plan and monitor progress towards all targeted goals

Represented the district at national meetings as related to district administration or ESE, such as the Council of the Great City Schools or the American Education Research Association

Led initiatives to collaborate with University of Central Florida, local state colleges, and the district's CTE department to increase the post school outcome rate for SWDs, rates are well-above average of other Florida very large urban districts and the state rate

Provided assistance to district and school administrators related to student concerns and ESE budgeting

Worked with ESE Parent Support Team and hold ESE Roundtable discussions to seek parental input and share information actively, input was utilized in the

decision-making process and ideas were explored as ways to increase communication, such as the creation of the OCPS Exceptional Student Education Facebook page
 Modified funding process for Exceptional Student Education Guarantee Allocation to ensure funding alignment to needs of ESE students
 Oversaw the development and implementation of online professional development opportunities through recorded trainings and communities of learners
 Expanded, supported, and provided leadership for the support facilitation model and Universal Design for Learning through strategic planning
 Ensured cross-training and understanding of the relationship between compliance, policy, and procedures, and curriculum and instruction
 Provided leadership and oversight of the district's Crisis Team that supported schools and district staff and student population when a death or community crisis occurred
 Ensured that ongoing professional development was available to parents, caregivers, teachers, administrators, paraprofessionals, and students to ensure resources were available to further the growth of ESE students, such as the annual Parents United with Leaders, Students, and Educators Conference
 Provided leadership to ensure the continuance of current status of Healthy School District Gold Award
 Collaborated with facilities, transportation, and pupil assignment to ensure current and future plans were in alignment with the unique needs of ESE students, which resulted in design revisions for new school prototypes, cost effective route development aligned to student needs, and proper program development to meet the unique needs of student populations
 Worked with and through people to develop policy and procedures to assure district compliance with the IDEA, Section 504, Florida Statute 232, and various federal and state statutes related to Exceptional Student Education
 Increased Transition Program offerings for students with disabilities in multiple career paths to align with varying student interests and monitored impact
 Provided leadership and guidance in the formation of the Central Florida Career Collation
 Represented the Teaching and Learning Division delegate on the District Incident Management Team for emergency management, safety, and security
 Served as a mentor for district administrators
 Provided opportunities to staff to grow professionally through a strategic approach

2011-2013

Senior Director for Accountability, Research, and Assessment, Orlando, FL
 Provided leadership and manage operations and functions of accountability, research, and assessment consistent with districts goals and develop plans and identify district goals for related activities
 Planned and implemented state and district policies, procedures, and requirements in student assessment, accountability, and the school improvement process
 Represented the district at State Board of Education meetings related to revisions in the accountability model
 Provided leadership and managed operations related to the value-added model
 Directed, supervised, and evaluated department staff
 Planned and directed a system of feedback and assessment of services provided to determine their responsiveness to the needs of schools and district and area staff
 Identified and guided the development of research projects

2006-2011

Provided leadership in the development and implementation of the district Educational Data Warehouse and Instructional Management System including identifying needs, prioritizing needs, leading the project team, overseeing the development of applications, and providing professional development

Directed and supervised the customer support services provided to schools, learning communities, and district staff in the areas of student assessment, research, accountability, school improvement, and value-added model processes

Represented the district at various state meetings as related to school accountability, assessment, school improvement, and value-added model

Provided data related to school progress, i.e. FCAT data results, VAM data results, or benchmark data results

Provided assistance to parents and community members for concerns related to assessment, accountability, school advisory councils, and school improvement

Informed leadership of issues related to school accountability, assessment, and value-added model in a timely manner

Served as a mentor for district administrators

Provided opportunities to staff to grow professionally

Senior Administrator for Data Analysis and Reporting in the Department of Accountability, Research, and Assessment, Orlando, FL

Provided leadership for emerging and innovative data systems, such as the Educational Data Warehouse (EDW)

Led process for releasing 2009 FCAT results with Executive Cabinet and media

Led subcommittee in creation of Assurance 3 of RTTT grant

Identified data sources and create measurements leading towards clear definitions for the district's Essential Outcomes and Key Performance Indicators

Provided training to school administrators about how to incorporate Essential Outcome data into their School Improvement Plan

Supported schools as they create objectives and action plans for their School Improvement Plan

Facilitated with Reading, Math, Science, Social Studies, and Writing district-based instructional coaches on using student achievement data to determine instructional content to be covered

Collaborated with various departments and schools in the district to provide data and analyses of data in a user-friendly format to assist in driving rigorous and relevant instruction and data-based decisions

Attended State Department of Education meetings/conference calls and communicate critical information to key stakeholders related to school accountability, student assessment, and school improvement planning

Facilitated and led an executive committee through school effectiveness correlates to create a survey to measure the level of school effectiveness

Oversaw school needs assessment surveys for Title I and non-Title I schools

Analyzed student/school data and provided interpretations, reports, and recommendations

Conducted various program evaluations and presented information to key stakeholders

Researched current instructional/data-use practices and provided input to various stakeholders, as related

Oversaw and coordinated process for school grade accountability and assessment correction windows

Provided data and justification for school grade and AYP appeals

Assisted schools by providing data results and analyses of results, when needed, for the Differentiated Accountability Model
Developed leadership skills and provide guidance while mentoring new personnel in the department
Created and provided a Train the Trainer model on how to present data in an easy systematic format for teachers to understand and interpret the data in order to make instructional decisions within the classroom
Presented training to school administrators and quasi-administrators on how to use benchmark assessment results to drive instructional decisions through the use of curriculum strands, clusters, standards, and benchmark analyses
Created and provided training to school administrators on how to create Data Teams in order to effectively progress monitor the whole child
Analyzed data in order to assist the RtI/MTSS team in making data-based decisions for the district

Learning Community Administration

2003-2006

Program Specialist for Exceptional Student Services, Orlando, FL

Supervised personnel within the learning community and worked with them to build an effective team and develop individual leadership skills
Advised and guided school staff when working with parents, students, and advocate groups of ESE students
Provided support to schools on questions and other demanding situations for ESE students as it related to IDEA, Best Practices, Continuum of Services, and other areas of need
Attended problematic IEP meetings and acted as a facilitator between the school and parents in order to provide the best educational decisions for the student
Worked with Transportation for establishing feeder patterns and implementing the patterns for ESE students
Conducted discipline hearings for students who were up for expulsion
Presented FTE budget projections for ESE units to principals
Completed performance appraisals in a timely manner
Assisted with learning community initiatives

School Administration

2000-2001

Principal - Whitesboro Middle School, Whitesboro, TX

Led instructional initiative to align TEKS curriculum offerings both vertically and horizontally while monitoring student performance to create a rigorous and relevant curriculum for grades 5-8
Worked with school stakeholders to create a common vision and mission for the school that led to a climate of high expectations for all students from all stakeholders
Provided instructional leadership which led to significant student learning gains and high achievement
Provided staff development and opportunities to staff members to receive appropriate development in areas that promoted professional growth leading to higher student achievement for all students
Wrote and obtained a School to Work grant allowing a technology lab to be integrated into the school
Recruited and hired school employees
Completed performance appraisals in a timely manner
Conducted investigations involving inappropriate actions of school employees
Created and maintained the school budget

Conducted a teacher rewards program
Coordinated and instituted a Middle School Moms program which provided opportunities for community member and parent involvement with the school
Worked with staff and advocate groups to ensure that ESOL, 504, ESE students received appropriate services enabling them to have access to the curriculum

1998-2000

Assistant Principal - Byram Middle School, Jackson, MS

Assisted principal in supervising school staff members and students for grades 5-8
Established a recognition program for students and teachers
Initiated and provided technology training for teachers
Coordinated and monitored the implementation of a research-based literacy curriculum throughout all grade levels
Oversaw school-community relations
Completed performance appraisals in a timely manner
Managed student discipline

Instructional

2002-2018

University of Central Florida, Adjunct Instructor

Fundamentals of Graduate Research (EDF 6481)

Statistics for Educational Data (EDF 6401)

Measurement and Evaluation in Education (EDF 6132)

Analysis of Data for Complex Problems of Practice (EDF 7478)

Research in Educational Leadership 1 & 2 (EDF 7406 and EDF 7607)

Created scope, sequence, and curriculum for the newly created courses

Serve on doctoral student's dissertation committees

Provide instruction on statistical methodology to prepare doctoral students in better understanding what questions should be asked, how to answer the questions, and how to apply the results in a school district setting

Provide instruction on analytical and research skills through analysis of educational research reports with application of its results and conclusions into the classroom

Provide opportunities for students to conduct a research project benefiting students through increased achievement levels by bringing theory into practice

2001-2003

Hunter's Creek Elementary School, Music, Orlando, FL

Provided music instruction to students in kindergarten through fifth grade

Provided direct reading instruction to Level 1 students through an after-school program to regular education and LEP students

Mentored students for social and academic skills

Coordinated and conducted various grade level concerts

1994-1998

College Level Music Appreciation, Secondary Level Band Director, Texas and Mississippi Schools

Provided leadership and instruction to middle and high school band programs

Worked with the booster program to ensure alignment between the goals of the program and the best interests of the students, as well as, to obtain parental and community involvement

Worked with teachers and students to ensure that all students were successful academically

Created and developed leadership programs for students in order to create pride in the organization, opportunities for personal student growth, and provide student recognition

Current Certifications

<u>Florida</u>	Educational Leadership – All Levels Exceptional Student Education – Grades K-12 Music – Grades K-12
<u>Texas</u>	Superintendent – Grades PK-12 Mid-Management Administrator – Grades PK-12 All-Level Music – Grades PK-12 Secondary Music – Grades 6-12
<u>Wisconsin</u>	Superintendent/District Administrator
<u>Maryland</u>	Superintendent I/II

Organizational Positions

- Board Director Member for the Council of the Great City Schools
- Board Member for the Children's Services Council of Broward County
- Graduate Faculty Scholar in the College of Graduate Studies at the University of Central Florida
- Past Board Member for the Greater Oshkosh Economic Development Corporation
- Past Board Member for the Oshkosh Public Library
- Past Board Member for the Oshkosh Public Museum
- Past Board Member for The Grand Oshkosh
- Past Vice-President for the Research, Evaluation and Assessment in Schools (Division H) of the American Educational Research Association (AERA)
- Past Board Member for the Central Receiving Unit of Orange County Government
- Past Committee Member for Orange County Government's Youth Mental Health Commission
- Past Board Member for the New Hope for Kids, non-profit organization
- Peer Monitor for Bureau of Exceptional Student Education and Student Services Division of Public Schools Florida Department of Education Onsite Monitoring
- Past Member of Florida's Assessment and Accountability Advisory Committee
- Past Vice-Chair of the Citizens Review Board of Orange County Government (Orange County Sheriff's appointee)
- Previous Executive Board Member for the Children's Safety Village for Orange County Government
- Previous Scholarship Committee Member of Orange County Public Schools/United Negro College Fund
- Previous Board Member for the YMCA Camp Wewa
- Past-President of National Association of Test Directors
- Past Secretary for the Research, Evaluation and Assessment in Schools division of AERA
- Previous Program Chair for Outstanding Publications and Program Section Chair for the Research, Evaluation and Assessment in Schools division of AERA

Publications

- Baldwin, L. & Cartwright, V. (2006). *Annual report of progress for the 2005-06 school year*. Orlando, FL: Orange County Public Schools.
- Baldwin, L. & Cartwright, V. (2007). *School overall accountability report*. Orlando, FL: Orange County Public Schools.
- Cartwright, V. & Chandler, E. (2007). *A longitudinal analysis of Orange County Public Schools' high school magnet programs*. Orlando, FL: Orange County Public Schools.
- Cartwright, V. (2008). *2008 recruitment survey: Summary of findings*. Orlando, FL: Orange County Public Schools.

- Cartwright, V. (2008). *2008 reading comparison report and math comparison report*. Orlando, FL: Orange County Public Schools.
- Cartwright, V. (2008). *2008 closing the gap: A three-year review*. Orlando, FL: Orange County Public Schools.
- Cartwright, V. (2008). *2008 school effectiveness survey*. Orlando, FL: Orange County Public Schools.
- Cartwright, V. (1998). *Gang activity in Mississippi's 1A rural schools*. Hattiesburg, MS: University of Southern Mississippi.

Professional Development

Presenter

American Educational Research Association Conference

- Exploring Effective Strategies and Factors to Prepare Students to Access, Enroll, and Succeed in College – Discussant
- Quantitative Approaches to the Evaluation of Literacy Interventions for Elementary and Secondary Students - Discussant
- The Role of Reading and Writing Strategies in Improving Student Learning – Chair
- Accountability, Validity, and Teacher Evaluation – Chair
- Graduate Student Council Division H Fireside Chat: Starting Fresh, Branching Out, Moving Up: Insights and Experiences of School Researchers Embarking on New Career Paths – Discussant

National Council on Measurement in Education

- Measuring Teacher Effectiveness in a Comprehensive Teacher Evaluation System: Fair, Accurate, and Legally Defensible? – Organizer and Facilitator

Council of the Great City Schools

- Increased Engagement with Parents and Caregivers of Students with Disabilities – Presenter
- Suspension Rate Monitoring and Interventions for SWD – Presenter
- Implementing Support Facilitation with Fidelity – Presenter

Orange County Public Schools

- Implementation Practices of Section 504s
- How to Use the Data Seen in the Educational Data Warehouse to Make Data-Based Instructional Decisions
- Using the Essential Outcomes to Create Your School Improvement Plan Goals
- Using the School Effectiveness and School Conditions Survey as a Needs Assessment Instrument for Your School Improvement Plan
- EDUSOFT and Benchmark Training and Using Data to Make Instructional Decisions
- Reading and Math Comparison Report – How to Use and Interpret Data Presented to Make Meaningful Instructional Decisions
- Creating Data Teams to Understand, Monitor, and Intervene for the Whole Child
- Continuum of Services, LRE and Florida Comprehensive Assessment Test (FCAT)/Alternate Assessment

Whitesboro Independent School District and Hinds County School District

- Teaming in the Middle School
- Horizontal/Vertical Curriculum Alignment
- Local/State Curriculum Alignment
- Interdisciplinary Instruction
- Gang/School Safety
- Section 504, Special Education, Limited English Proficient

References

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A Union of Education, Technical Support, Charter School and Education Support Professionals

Broward Teachers Union

Engaging & Empowering Educators

January 2, 2022

School Board of Broward County
600 SE Third Avenue
Fort Lauderdale, FL 33301

Dear Board Members:

It is my honor, on behalf of the Broward Teachers Union, to write this letter of recommendation for the candidacy of Dr. Vickie Cartwright for Superintendent of Broward County Public Schools.

With her guiding principal of "students first," Dr. Cartwright has put her money where her mouth is...literally. Even in the face of losing funding and salaries over requiring students and staff to wear masks, which enabled us to open public schools safely in the face of a global pandemic, Dr Cartwright stood strong in her mission to keep students safe! With over 26 years of experience teaching, mentoring, and guiding students, Vickie Cartwright has dedicated her life to the education and betterment of our students.

She has consistently proven that she is capable of being the strong leader that Broward County Public Schools so desperately needs. In her video message on October 27th she states "We take the safety and security of our schools, and every student, teacher, and staff member, as well as staff throughout the district, as our top priority." At the MSD Commission, we heard her use words like urgency, safety, and student priority. She vowed to make sure that we would make student safety a priority in our schools by getting out information on the Alyssa's App, and ensuring that teachers fully understand the app and its capabilities. She also has reconvened the safety task force to ensure that we can meet the ever-changing needs of the students and staff while keeping them safe.

She has shown her ability to get along with leaders, teachers, unions, community members, and students over and over again. Just look at the October 12th Tik Tok she made with the students of Flanagan High School, where she showed her support for their Choose Peace Pep Rally. Dr. Cartwright has taken the job of Interim Superintendent to heart. She has been out there, visiting schools, talking to students, teachers, administrators, parents and staff in order to really get to know the specific needs in Broward County. She now deserves the opportunity to act on what she has learned with the full support of the Board and the community.

Dr. Cartwright is the leader we need to move our school district forward during these perilous and uncertain times. With her keen understanding of the needs of all constituencies, and her proven capability to quickly become part of the Broward County Public Schools culture and ethos, The Broward Teachers Union strongly and unequivocally endorses Dr. Cartwright for the position of Superintendent. Under her outstanding and wise leadership, we have no doubt that our District will flourish and grow even stronger in its mission to provide the world-class 21st century education our students need and deserve.

Yours truly,

Anna Fusco, President
Broward Teachers Union



December 17th, 2021

To: Broward County School Board Members

From: Lisa Maxwell, Executive Director

Re: Recommendation of Dr. Vickie Cartwright as next BCSB Superintendent

I would like to formally recommend that you consider hiring Dr. Cartwright for the permanent position of Superintendent of BCPS. Since the inception of her accepting the role of interim, she has continued to reach out in a collaborative and communicative way in terms of ensuring that the input of our School Based Leaders is incorporated into processes, policies, and practices of our District. It has been refreshing to have the opportunity to spend time around Dr. Cartwright's warm and inclusive nature. She is both on top of her game in terms of running the Nation's sixth largest school district, as well as working hard to reach out to each of our local communities.

Her strength in the academic arena and in the leading of schools will serve our District well as it has been a very long time since a Superintendent with school-based experience has managed this district. She has been very deliberate in her efforts to listen to the voices of Principals and Assistant Principals and to incorporate the needs of schools in her daily decisions.

While I recognize that the Board has an obligation to the public to conduct a national search and I am certain there are some very talented and qualified individuals that would want to serve this district, I hope that you will give weight and consideration to the excellent job our Interim Superintendent has performed. She has helped to begin a much-needed recovery in the aftermath of all the tragedy our community has faced and while we have a very long road ahead, I believe that her strength of heart, courage, and conviction will move us into a new era of rebuilding our community.

Thank you as always for your consideration.


Lisa Maxwell
Executive Director

December 30, 2021

To Whom it May Concern:

It is an honor and a privilege to write this letter of recommendation for Dr. Vickie Cartwright, an educator of impeccable character and high moral and ethical standards. I have known Dr. Cartwright since February 2018 when she interviewed and was offered the position of superintendent of the Oshkosh Area School District in Oshkosh, Wisconsin. Our Board was seeking a change agent to move our district forward in such areas as curriculum and facilities. Dr. Cartwright was the unanimous and enthusiastic choice of our Board to become our superintendent to help to move our district forward in these and other areas. I served as Board president from April 2018-April 2021, during nearly all of Dr. Cartwright's Oshkosh tenure.

Dr. Cartwright achieved numerous successes during her three-year tenure in the Oshkosh District. One of her first priorities was to improve Board-superintendent relations and Board-administrative relations. This was accomplished with her follow-through on concerns, regular contact with Board members, and participation in professional development with the Board as well as adherence to state laws and district policies.

Another early priority was the district's reading/literacy program. Despite the human and material resources devoted to the program, the Board and many community members were not impressed with the results in terms of student learning. Within her first two months in Oshkosh, Dr. Cartwright had analyzed data related to the reading/literacy program, pulled together a team of staff, made a recommendation to the Board for the adoption of materials to be piloted to address the lack of phonics instruction within our program, and oversaw professional development for the teachers to effectively implement the phonics program components. Within her first year in Oshkosh, she developed a multi-year communication plan for the district—another important priority.

Early in Dr. Cartwright's tenure as our superintendent, she faced one of the toughest situations that any superintendent would experience in a career when a stabbing and shooting event occurred in one of our high schools in December 2019. During the event, she provided strong and responsive leadership and kept Board members informed via phone updates and kept the community informed through district communications and media interviews. She quickly mobilized resources for the students and staff members to address their social and emotional needs while conveying a message of healing to the internal and external communities. Due to her communication style and collaborative efforts, our students and staff members received needed support, the Wisconsin Department of Justice provided compliments on how everything was handled under her leadership, and our community responded favorably.

Dr. Cartwright possesses a depth and breadth of knowledge and skills in a range of areas including curriculum, instruction, and assessment; special education; legal issues; statistical analysis and data interpretation; strategic leadership and planning; and, operations and resource management. Her knowledge and skills led to a decision early on to "reboot" the district's standards-based learning program.

Areas of concern for the Board before Dr. Cartwright was hired included equity and addressing the needs of underserved populations including students of color, students with special needs, English

language learners, and students on free and reduced lunch. Beginning in her first year, Dr. Cartwright brought in consultants from the University of Wisconsin Milwaukee for a multi-year program to work with district staff to better address the needs of students in the underserved groups. That work continues to this day. Equity was addressed by acquiring Chromebooks for all students as well as Internet hot spots for students and families who needed them. A federal grant allowed the district to provide food for all district students during the COVID shutdown which began in March 2020. A collaborative effort with the district, the city, and a multinational corporation housed in Oshkosh led to a program of free in-city bussing for all students for a period of three years. Under Dr. Cartwright's leadership, the district created an Equity and Inclusion Committee to better communicate and to better address the needs of students from underserved populations.

Wisconsin public schools were shut down in March 2020 due to the pandemic. Prior to the shutdown, Dr. Cartwright provided proactive leadership in plans to address academic needs and food needs of our students. While all of our students were engaged in at-home learning, she raised private funds to ensure that students and families had access to two daily meals throughout the shutdown period.

Under Dr. Cartwright's leadership, the district was successful in acquiring federal grants for food for all students as well as a federal safety grant. In addition, she was creative and visionary in finding budget and operational efficiencies in order to free up budget funds to address emerging needs, including finding funds to double the number of elementary counselors so that each elementary school now has a fulltime counselor to better address the social and emotional needs of our students.

The Board had wanted a long-range plan to address aging and inefficient facilities. Dr. Cartwright formed a Facilities Advisory Committee with representatives of parents and the community. The Board adopted the Committee's four-phase plan in January 2020 resulting in a November 2020 referendum to build two new schools and to consolidate four others. This was the largest referendum passed in district history—a result of Dr. Cartwright's tireless efforts and careful and strategic planning. In addition, she combined and renewed two operational referendums which also passed in November 2020.

In my career as a teacher, principal, central office administrator, and university staff member, I have worked directly with at least nine superintendents. Dr. Cartwright is at the top of my list in her commitment to "students first". Whenever she is with students, she "lights up" and shows that she clearly cares about each one. She is personable, genuine, and totally committed to student success.

In conclusion, Dr. Cartwright possesses the intellect, experience, personal qualities, focus on student achievement and growth, communication skills, strong work ethic, leadership skills, dedication, perseverance, resiliency, and commitment to lifelong learning that make her an excellent candidate for any educational leadership position. I give her my highest recommendation for any position for which she applies. Please feel free to reach out to me if additional information is needed.

Sincerely,

Barbara J. Herzog, Ph.D.
Oshkosh Area School District Board of Education, President
Wisconsin Association of School Boards, First Vice-President and President-elect
Herzogb08@gmail.com (920)233-6919

"Building Community Through Education"



Dr. Vickie L. Cartwright Superintendent of Schools 920.424.0160	Dr. David Gundlach Deputy Superintendent 920.424.0296	Dr. Andrew Jones Executive Director of Administration 920.424.0296	Dr. Belynda Pinkston Executive Director of Human Resources 920.424.0124	Drew Niehans Executive Director of Business Services 920.424.0120
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215 S. Eagle Street | P. O. Box 3048 | Oshkosh, WI 54903 | 920.424.0395 | www.oshkosh.k12.wi.us

April 21, 2021

To Whom It May Concern,

It is with great enthusiasm that I recommend Dr. Vickie Cartwright as your next superintendent. As a member of the Board of Education, I was a part of the search effort when Dr. Cartwright was hired as Superintendent of the Oshkosh Area School District. I have worked with Dr. Cartwright since her hire. It is an honor to write this letter in support of Dr. Cartwright.

From the beginning of her tenure, Dr. Cartwright has steered the district in new directions. Following the lead of the Board and the district goals set forth with her hire, Dr. Cartwright worked diligently to update the strategic plan, expand our mental health services, diversify our district's staff, and created a long-term facilities plan for the district that resulted in the passage of the largest capital referendum in district history, which includes building two new schools. Her skill set includes the ability to analyze data and quickly report the results. She is able to connect the dots between multiple complex issues and clearly report her findings. While many leaders have to react to rapidly developing situations, Dr. Cartwright also manages to focus on the future. Long-term planning and looking toward future goals and needs is part of what she will bring to your school system.

We worked closely on several initiatives, including the creation of a new district Legislative Committee. Prior to Dr. Cartwright's arrival in Oshkosh, I started pushing our board to be more engaged with communicating with our representatives in the State Legislature. As one of the largest districts in the state, I thought it was important for the district to communicate directly with our Representatives at the state capital. With Dr. Cartwright's hire, she saw this as a vital part of what a school board should be doing and refocused our Legislative Committee's priorities to better reflect what our district needed and how we communicate this with our representatives.

Dr. Cartwright always kept the Board informed of things going on in the district. She used multiple forms of communication including phone calls or texts to ensure that even little things she thought we should know were shared, just in case someone would ask us about it.

Right from the start Dr. Cartwright was faced with extraordinary circumstances. She handles difficult situations professionally and with confidence. For example, in 2019 an inspection of an aging school building showed dangerous structural deterioration. Immediate action was necessary and her approach to this difficult situation was one of steady leadership and open communication with citizens, staff, and students. As you know, taking action on closing a neighborhood school that has been a school for over 100 years generated a lot of passion. After a rigorous community debate, a unanimous School Board decision was made to close the school and reassign students to another school. Our district was making tremendous progress under Dr. Cartwright's leadership, and then COVID hit. Her response was impressive. Dr. Cartwright and her staff literally changed the entire district into online learning in a weekend. She followed the science and medical experts and always kept the safety of the students and staff in mind with all decisions she made concerning the pandemic. Working closely with local and regional health officials, the administrative team, under her leadership developed a matrix that would guide district decisions related to mode of instruction as fall classes started, and what mitigations efforts were needed to assure social distance and other measures to be in place for a safe return. As things improved, we eventually went to a hybrid model and then shortly after returned to five-days-a-week.

I recommend Dr. Cartwright without the slightest hesitation. Her commitment to students is seen in her dedication to providing an inclusive and supportive educational environment for every student.

The Oshkosh Area School District — “Building Community Through Education”

As superintendent, her data driven approach and analytical skills are an asset, especially when dealing with the complex issues that arise daily in a large school district. Clear communication with the School Board was vital to making informed decisions that prioritize providing quality education for students, support for staff and teachers, and meeting the current needs of the community while at the same time planning for the future. I believe Dr. Cartwright is an exceptional leader and will be a great superintendent. Please feel free to contact me at, email: arthaus@ntd.net or by phone at (920)426-3232.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Evans", with a long horizontal flourish extending to the right.

Jim Evans
Clerk, Oshkosh Area School District
Board of Education

"Building Community Through Education"



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Superintendent
of Schools

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Dr. David Gundlach
Deputy
Superintendent

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Dr. Andrew Jones
Executive Director
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Liz Szilagyi
alizzila@gmail.com
920-379-8012
Oshkosh, WI
Board of Education, Member

April 26, 2021

To Whom It May Concern,

I am writing to recommend Dr. Vickie Cartwright for the position of Superintendent. I have served as a member of the Oshkosh Area School District Board of Education for the last two years of Dr. Cartwright's time in our community and district. I have come to greatly respect Dr. Cartwright and her focus to always put students first.

Dr. Cartwright was instrumental in creating a much-needed long range facilities plan for the Oshkosh Area School District. Under her leadership, the district put together a diverse committee that met regularly and provided on-going updates with the entire community. She worked tirelessly to build relationships with the business and economic development sectors of our community. After more than a year of work, the committee's plan was approved by the Board of Education. We then put the first phase of that plan on the ballot this past fall. We were thrilled when the referendum won an overwhelming amount of support, making history as the highest bonded referendum our district has ever passed, all in the midst of a pandemic and economic hardship.

Dr. Cartwright has proven she is very capable of getting much needed resources into our district. She knows which federal grants we qualify for and how to help us stand out as a district that will use these funds wisely. She was instrumental in securing more resources for mental health programs, and she prioritized a budget that put a school counselor in every school building. She has also proven herself to be a dedicated and hard worker when a crisis occurs.

During my first year on the board Dr. Cartwright collaborated with board members and district administration to create our community's third strategic plan. 'Students First' was the guiding principle that led her work on this plan. As our state legislature prepared to meet this Spring, Dr. Cartwright once again led us in a workshop that helped us focus on a strategic approach that would advocate for our district's needs. We are always looking at ways to put students first thanks to Dr. Cartwright.

Dr. Cartwright brought a research-backed and teacher-focused equity training program to our district. She has led the district in the right direction when it comes to implementing equitable practices in a diverse district. Dr. Cartwright has a strong academic background that is established in research-based practices. She understands the importance of districtwide growth and helps us focus on schools in

The Oshkosh Area School District — "Building Community Through Education"

need of additional support. She also has helped us focus on a needed realignment of our reading curriculum as we monitor data from our various curriculum sources.

For any further questions, please feel free to contact me.

Thank you,

A handwritten signature in black ink, appearing to read "Liz Szilagyi". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Liz Szilagyi
alizzila@gmail.com
920-379-8012



445 W. Amelia Street · Orlando, Florida 32801 · (407) 317-3200 · www.ocps.net

January 19, 2021

Dear Board Members,

A former member of my leadership team, Dr. Vickie Cartwright, is applying to become your superintendent, and I am pleased to recommend her. She was a valued member of the Orange County Public Schools for 17 years, and held leadership roles in Exceptional Student Education and our Accountability, Research and Assessment department. She has demonstrated several talents and characteristics that I believe will make her an excellent candidate for your position.

Dr. Cartwright began her administrative work with us as a Program Specialist working with ESE student programs. Her knowledge of the needs of special needs children and families is outstanding. That work eventually led to her position as Associate Superintendent for Exceptional Student Education. Great care was taken by her in the design of our new and renovated school facilities to ensure proper facilities are available for specific needs of the students. While in this position, Dr. Cartwright used her collaborative skills to work closely with parents to organize an annual parent education conference and collected feedback about the ESE Department at parent round table events. Her strategic planning in the area of ESE brought the highest ESE graduation rate to our district and one of the most inclusive environments for ESE students in the state.

Collaborative efforts with parents also resulted in minimal due process cases. She helped reallocate funds and positions to utilize IDEA grant monies for children, and balanced the IDEA budget. The process of organizing classification of personnel and billing procedures generated an increase of \$1.6M from Medicaid funds during her last year with us. We also had the second highest percentage of students identified as gifted among very large urban districts with more minority populations being identified.

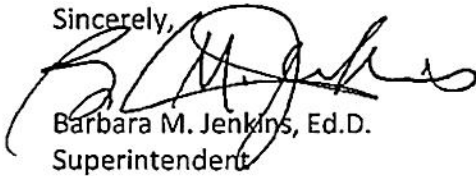
During the years Dr. Cartwright has worked for OCPS, she played a major role as Senior Director for Accountability, Research, and Assessment. The state was transitioning from our FCAT testing program to FCAT 2.0 with its new accountability standards at that time. Dr. Cartwright's expertise helped OCPS transition to the new system through public meetings and professional development. Dr. Cartwright also served on the Florida Assessment and Accountability Committee to provide leadership in these areas for the state. She led the introduction of an instructional management system in our district for teachers and administrators to utilize curricular resources and student data.

Dr. Cartwright interacted in our local community, as well as at the state and national levels. She previously served as a Division Vice-President for the American Educational Research Association, a subcommittee member for Orange County Government's Mental Health Commission, and an adjunct instructor at UCF in the area of Educational Statistics and Research.

Dr. Cartwright currently serves as Superintendent of Schools for the Oshkosh Area School District. During this time, I have had the pleasure of working with her as a resource and a mentor. The work aligned to equity coupled with the many challenges she has faced in the areas of school safety, student performance, operational efficiencies, and facilities planning have been quite impressive given her tenure. She has also worked diligently to provide opportunities for board member development and involvement with the school district.

I find Dr. Cartwright to be flexible, resourceful, persistent, professional, and loyal to the profession. She has a clear vision and is strategic in her work, always focusing on what is best for students. Dr. Cartwright would make an excellent superintendent for your district.

Sincerely,

A handwritten signature in black ink, appearing to read 'Barbara M. Jenkins', written over a circular stamp or seal.

Barbara M. Jenkins, Ed.D.
Superintendent

The School Board of ORANGE COUNTY, FLORIDA

P.O. Box 271, Orlando, Florida 32802 • (407) 317-3236

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Melissa Byrd (7)

SUPERINTENDENT
Dr. Barbara M. Jenkins

April 1, 2021

To Whom It May Concern:

It is my honor and pleasure to submit this letter in reference to Dr. Vickie Cartwright with my highest possible recommendation.

As you consider candidates for Superintendent of your district you will undoubtedly find her depth and breadth of experience make her uniquely qualified. You will also find Dr. Cartwright to possess the qualities of intellect, warmth and an intense focus on student achievement necessary for a successful School Superintendent. As Superintendent of Oshkosh Area School District her leadership and long-term vision resulted in a first-time Long-Term Facilities Plan and a historic Capital Referendum.

Dr. Cartwright's strategic vision led to the development of their Legislative Priorities Platform to advocate at a state policy level and a "students first" 5-year Strategic Plan. Prior to this, her experience at Orange County Public Schools in District Administration as Associate Superintendent of Exceptional Student Education, proves she clearly has the skills necessary to lead a School District with fidelity.

Dr. Cartwright was an integral part of the Cabinet at Orange County Public Schools that led the district to numerous state and national awards including the Broad Prize and the Governor's Sterling Award. Her accomplishments include success in Operations, Negotiations, Instruction, Community Relations, Budget, Human Resources, Exceptional Education and Board Member Relations. She has always brought high standards and a laser focus to each area of expertise.

In my experience working with her both as an Education Advocate and School Board Member she has always carried herself with a level of integrity and professionalism coveted by leadership. Her innate sense of community and personal journey as a lifelong learner dedicated to her profession make her a role model for both teachers and students. These personal characteristics are both rare and valuable to the community as a whole.

I highly recommend Dr. Vickie Cartwright for the position of Superintendent of Schools. Her skills, experience, proven track record of success as well as her personal qualities will make her an exceptional leader. Please do not hesitate to contact me personally if I can be of further service.

Kindly,

Linda Kobert

The Honorable Linda Kobert
Orange County School Board

Oshkosh Education Association

John Reiland, High School President
James Warren, Middle/Elementary President

Michelle Klett, Middle/Elementary President

March 19, 2021

To Whom it May Concern,

As the High School President of the Oshkosh Education Association, I am delighted and honored to write a letter on behalf of Dr. Vickie Cartwright . I personally have worked with Dr. Cartwright for three years and I was part of a committee that made a recommendation to hire her.

Dr. Cartwright's tenure as Superintendent of Oshkosh Area School District has been a trying time with the pandemic, referendum elections, and a school shooting event at the large high school where I teach science. Dr. Cartwright has handled these events with an exceptionally professional, positive, and caring attitude. For example, on the day of the shooting at Oshkosh West High School she made sure all students and staff were safe. She also took the time to track down and speak with all of the most affected teachers, custodians, and support staff.

There are several school issues that I have had an opportunity to work directly on with Dr. Cartwright. These issues include opening and closing the schools during the pandemic, health insurance for the employees, and pay increases for the teaching staff. Dr. Cartwright's willingness to listen to all sides on these topics and to have meaningful conversations about these subjects is one her most outstanding traits. While there is a process in place for union discussions to occur, Dr. Cartwright always took the time to talk to me, which was very much appreciated. We may not have always agreed on every issue, but taking time to get information from all sides is why she is a good leader.

In my 26 years of teaching and 14 years of Union leadership, I have worked with many administrators and Dr. Cartwright, in my opinion, is definitely one that rises to the top. For this and all the aforementioned reasons, I strongly recommend Dr. Cartwright to you.

Sincerely,



John Reiland
OEA High School President

March 18, 2021

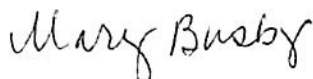
Dear Respected Board Members,

I am writing this letter of support for Dr. Vickie Cartwright in her application for superintendent in your district. I have worked with Dr. Cartwright for the past three years and want to provide an overview of our relationship and her personal and professional qualities. I am the Oshkosh Paraprofessional Educational Association Union President and have served in this role for many years. Dr. Cartwright has been highly supportive of our paraprofessionals and ensures that I am involved in discussions that may impact our paraprofessionals. I find her to be highly approachable, collaborative, honest, transparent, and caring. When having labor relation conversations if I feel as though positive movement isn't being made with all the representatives, Dr. Cartwright has made herself readily available for further discussions. Early in our relationship, she provided me with her own personal cell phone number to ensure that lines of communication were never hampered. I have reached out to her during evening hours and weekends and she has always taken my calls. While we may not always agree on how to proceed, she always listens carefully to my points and concerns. We have deep discussions about those items and look for collaborative ways to resolve them. It is apparent to me the level of genuine concern she has for our staff members. She engages in thoughtful conversation and provides out-of-the-box solutions to discuss to resolve concerns and provide positive outcomes. While it is absolutely clear that her top priority is to make decisions that benefit all students, she also has a clear understanding that to keep students first, she must ensure that her staff members are successful. To provide a better understanding of her commitment to our success, I'm providing a couple examples of our interactions below.

At the onset of the pandemic and when our Governor put all the schools into virtual learning, Dr. Cartwright understood the importance in keeping our paraprofessionals employed during time. She allowed us to bank our hours while simultaneously looking for opportunities where we could make-up those hours. After the school year had begun and when we had to again transition from hybrid to virtual learning, Dr. Cartwright instructed her administrative team to look for meaningful ways that our paraprofessional staff members could support our students and teachers. She understood the importance of keeping a stable workforce and using tax dollars appropriately. With the Oshkosh Area School District being the second largest employer, furloughs and lay-offs would have had a very large impact on our community, students, and teachers. I had many conversations with Dr. Cartwright about concerns being brought to me regarding how to make-up the hours of which she worked with her staff to provide solutions to those concerns. Some of the solutions being provided are professional development opportunities to allow us to grow as professionals. We are able to learn about conscious discipline and engage with teachers as they are learning about equity and what work needs to occur. I respect having these opportunities because it will help us grow and to better support our students and teachers as we move forward.

I hope you can see why I support Dr. Cartwright's endeavor to become your next superintendent. While I am saddened to see her leave us, I know that she has put plans into action that will continue to support us and our students. Please do not hesitate in contacting me if you would like to further discuss her qualities and collaborations with me.

Sincerely,



Mary Busby
Oshkosh Paraprofessional Educational Association Union President
(920) 410-9008

April 27, 2021

Dear Search and Screen Committee members,

I am delighted to share my enthusiastic endorsement of Dr. Vickie Cartwright, Ph.D., for your consideration. I hope my testimonial is helpful as your search committee and leaders meet and review candidates, deliberate and come a decision regarding your next appointment.

I have had the privilege of serving alongside Dr. Cartwright since her arrival in Oshkosh, Wisconsin in 2018 as the Superintendent of the Oshkosh Area School District (OASD). She joined me as a regular member of several collaborative roundtables, pulling together educational, legislative, municipal, business and nonprofit executives. She embraced her role as one of the community's and region's most crucial educational and civic leaders. Dr. Cartwright has certainly been the strong advocate and defender of the public school system the OASD demands. However, she also offers insight, vision and care for the broader community, and that is more than appropriate given OASD's influence as a force for good in Oshkosh and the Fox Valley region surrounding it.

In less than five years, and in a state and city entirely new to her, Dr. Cartwright helped catalyze the school district and community for rapid and profound change. I will offer a few examples that particularly strike me as remarkable:

- In her role, she helped address a legacy of relative inertia in modernizing and consolidating OASD school facilities while balancing difficult school attendance and boundary changes. District leadership was fair and factual in its presentation of the needs. And it was, clearly, convincing. OASD is now on the cusp of undertaking an historic, more-than \$100 million physical transformation overwhelmingly approved by voters in 2020. Voters simultaneously approved a measure to provide an additional, nearly \$8 million to support district operations.
- With Dr. Cartwright's leadership, OASD also continues its critical journey toward becoming the stronger advocate and champion for inclusion Oshkosh and its surrounding region needs it to be. This is evident in her work to help create an Equity and Inclusion Committee and develop a Board of Education-approved facilities plan that is responsive to and supportive of students and families of diverse backgrounds and abilities.
- Dr. Cartwright helped lead a community-wide effort to develop a new 2019-2024 "OASD Strategic Plan 3.0," infused with responsive, futuristic goals and priorities and, equally important, key performance indicators that assure stakeholders the school district is nurturing immediate and long-term student success.

It has also been a privilege to regularly encounter Dr. Cartwright at any number of area events, celebrations and ceremonies and watch her skill in engaging and listening to stakeholders while savoring what's best about the community. Her commitment to being present and participating in

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the spectrum of educational programs, forums, artistic and cultural performances and other occasions that mark day to day life of this community is exemplary. This access, transparency, accountability and vulnerability is important for local leaders to model and authentically embrace. It was routinely a joy to find my local, K-12 counterpart serving on vital nonprofit boards, attending concerts and marking community milestones with the students, families, business owners and neighbors we collectively serve.

Again, for all these reasons and more, I share my endorsement of Dr. Cartwright as an educational leader and servant ready on Day One to help your school communities confront wicked problems, engage and empower stakeholders, incorporate solutions and prosper.

If you have any questions or wish to follow up with me, I'm glad to make time for a phone call.

Thank you for your consideration, and all the best to you and your educational community.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. Leavitt', written in a cursive style.

Andrew J. Leavitt, Chancellor
University of Wisconsin Oshkosh

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TAGLaw International Lawyers

James R. Macy
Direct Telephone
920-232-4841
jmacy@vonbriesen.com

April 27, 2021

Re: Letter of Recommendation – Dr. Vickie L. Cartwright

To Whom It May Concern:

This letter represents a letter of recommendation for Dr. Vickie L. Cartwright for employment. I have had the pleasure of working with Dr. Cartwright for the past three years in her capacity as Superintendent of Schools for the Oshkosh Area School District. I have no reservations in recommending Dr. Cartwright for employment in leading any school district knowing she will be a strong, professional asset for any school district that she serves.

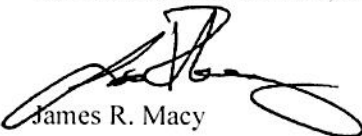
When Dr. Cartwright came to Oshkosh, she immediately immersed herself in the community by participating in various organizations such as being a member in the Leadership Oshkosh class and other civic organizations. She developed important community support and represented the District well.

Internally, Dr. Cartwright has a keen awareness of school law and employment law issues. She has a strong sense for anticipating areas of concern and directing internal and external resources toward minimizing or eliminating district liability. Dr. Cartwright has the ability to balance compassion for students and staff, while at the same time maintaining district rights and enforcing district policies.

As a final note, Dr. Cartwright was able to achieve an impressive amount of positive achievements during her tenure in Oshkosh. She was able to do this prior to but also continuing through the COVID-19 pandemic. While all school districts across our state and across the country face incredible challenges during this time period, Oshkosh Schools was served well by Dr. Cartwright. As noted, she will be strong asset for any school district that she serves, and as such, I would recommend her employment. I would be happy to answer any additional questions you may have.

Very truly yours,

von BRIESEN & ROPER, s.c.



James R. Macy

JRM:erk

"Making a difference for the Oshkosh educational community, one donation at a time."



OASD Education Foundation

215 S Eagle Street, Oshkosh, WI 54902

P: 920.424.0395 | www.oshkosh.k12.wi.us/district/oshkosh-education-foundation

Theresa J. Duren, OASD Education Foundation Director

March 19, 2021

To Whom It May Concern

It is truly my pleasure to write this letter of support for Dr. Vickie Cartwright. In my role as Director of the OASD Education Foundation, I collaborate with Dr. Cartwright around setting the fundraising agenda for the Foundation and prioritizing the list of projects and focus to seek community support. From the beginning of my tenure with the Foundation, she set a collaborative, open, and inviting environment for discussions on how to best position and grow the Foundation.

In one of our most critical campaigns, Dr. Cartwright was instrumental in securing over \$100,000 to support the Grab and Go food Program during the Safer at Home Order by actively reaching out to community connections and asking for donations. The community response was overwhelming supportive in allowing the district to provide meals for all families during the height of the lockdown and throughout the summer of 2020.

The largest capital referendum in the history of the district was passed by the voters of Oshkosh in November of 2020 - the measure passed by several percentage points! Dr. Cartwright's positive relationships and community connections played a pivotal role in the passage of this historic referendum that will impact the Oshkosh Area School District for decades to come.

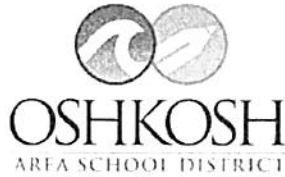
It is evident that Dr. Cartwright cares about district staff. One of the first items she asked the foundation to prioritize was a program to recognize the good work of district staff members through a special employee recognition program. We will implement parts of the initiative this Spring during Teacher Appreciation Week.

I have a great deal of respect and fondness for Dr. Cartwright. She is an intelligent, dedicated, and hardworking person. I have had the benefit of learning from and seeing others profit greatly from her integrated vision to positively support our students, staff, alumni, and community. Without reservation, but with a heavy heart, I recommend Dr. Vickie Cartwright.

Sincerely,

Theresa J. Duren
Director - OASD Education Foundation

PEOPLE! PURPOSE! PASSION!



Dr. Vickie Cartwright
Superintendent
of Schools
920.424.0160

Dr. David Gundlach
Deputy
Superintendent
920.424.0296

Belynda Pinkston
Executive Director
of Human Resources
920.424.0124

Drew Niehans
Executive Director
of Business Services
920.424.0120

Dr. Andrew Jones
Executive Director
of Administration
920.424.0295

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March 8, 2021

To Whom It May Concern:

My name is David Gundlach and I serve as the Deputy Superintendent for the Oshkosh Area School District. It is my pleasure to write this letter in support of Dr. Vickie Cartwright for the district administrator position in your community. I have had the pleasure of working with Dr. Cartwright for the past several years and have directly observed her skills and talents as she led our district through several transformative changes.

First and foremost Dr. Cartwright is an effective instructional leader who understands how to envision, lead, and create an equitable school system where all truly means all. In one of her first actions as superintendent, she worked with district leaders and representatives from the University of Wisconsin to initiate much needed equity training. This work started with principals and quickly spread to inclusive leadership teams from every school resulting in courageous conversations and positive, systemic changes to our district. This work continues with the strong support of Dr. Cartwright and the Oshkosh community.

I have learned a great deal by observing the leadership of Dr. Cartwright and the relationship that she quickly developed with the Board of Education. I have served with many superintendents, and Dr. Cartwright is the most adept at building a solid working relationship with the board of education. She continuously develops and keeps board members informed and updated ensuring they are never surprised and have the information needed to make decisions.

Dr. Cartwright has also done an exemplary job developing strong partnerships with county, city, university, local business, and community leaders. She routinely works with these leaders for the benefit of Oshkosh Area School District students. One recent achievement, made possible by the partnership cultivated by Dr. Cartwright, is the city wide transportation program. In this program, OASD students can ride the city bus free of charge which has helped eliminate inequity and increased student access to services and opportunities.

In addition to her work on equity, board development, and community partnerships, Dr. Cartwright was instrumental in leading the district to success in the largest referendum campaign in OASD history. The successful referendum provides a sustainable operating budget in addition to a \$107 million dollar building program serving our most diverse and economically disadvantaged students. The success of this referendum can be attributed to the strong partnership with the citizen Facilities Advisory Committee created at the recommendation of Dr. Cartwright in partnership with the board of education.

Dr. Vickie Cartwright is an outstanding leader who possesses the uncommon ability to combine a variety of strengths to help any organization realize its goals. She continues to be instrumental in initiating and supporting changes to our learning programs for the benefit of students. I have

no doubt that you will find, as we have, that she brings a unique and uncommon skillset joined with years of experience and knowledge that make her a leader among her peers. Please feel free to contact me with further questions. I would be happy to discuss Dr. Cartwright's qualifications in more detail.

Sincerely,

A handwritten signature in black ink that reads "David J. Gundlach". The signature is written in a cursive style with a large, prominent 'D' and 'G'.

David J. Gundlach, Ed.D.
Deputy Superintendent
Oshkosh Area School District

"Building Community Through Education"



Dr. Vickie L. Cartwright
Superintendent
of Schools

920.424.0160

Dr. David Gundlach
Deputy
Superintendent

920.424.0296

Dr. Andrew Jones
Executive Director
of Administration

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Dr. Belynda Pinkston
Executive Director
of Human Resources

920.424.0124

Drew Niehans
Executive Director
of Business Services

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April 26, 2021

To whom it may concern,

I want to take the opportunity to recommend Dr. Vickie Cartwright for your consideration. I have the pleasure of working with Dr. Cartwright for almost three years in the capacity of Executive Director for Human Resources. I was one of her first administrative hires for the district and am honored to serve as the first person of color to hold an executive position. My tenure with the district is just one of many examples of Dr. Cartwright's commitment to the equity journey currently being undertaken in the Oshkosh Area School District (OASD). Ensuring equity for all students in the district is not only an integral part of the fabric of our district but is very much a core value for Dr. Cartwright. Prior to working with Dr. Cartwright, we were colleagues in Florida. The same unwavering commitment she is displaying in the OASD, I saw her demonstrate in Orange County Public Schools on behalf of the students, staff, and community she served.

Dr. Cartwright has worked tirelessly to ensure that an emphasis on equity is a crucial element of the district's Strategic Plan. Several examples of Dr. Cartwright's commitment include her support for the Integrated Comprehensive System (ICS), the equity framework currently being implemented and shared with the district administrators and school-based teams; the establishment of the Equity and Diversity Advisory Committee, composed of parents of students of color within our district; and, the creation of the ICS Ally Community Academy to expand equity framework engagement with the local community, business, and governmental leaders. We also work together to create strategies to diversify our workforce to match our student population closely.

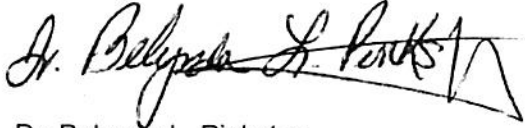
Dr. Cartwright has worked to cultivate partnerships within the community that help ensure equity. She works with the local government and private donors to provide free city bus transportation for students. During the height of the pandemic, Dr. Cartwright worked with business partners, local non-profit organizations, service clubs, and community members to raise funds needed for the district to provide meals to complete families and community members, given the food scarcity that occurred. She also created a partnership with a local business owner, who has a passion for creating opportunities for children with diverse backgrounds, for hosting a series of book readings from prominent leaders that were recorded and live-streamed for our children. The books were purposely chosen to allow mirrors and reflections of our diverse student population so all children could reflect or identify with the characters.

The Oshkosh Area School District — "Building Community Through Education"

Dr. Cartwright is a leader capable of building consensus among all stakeholders and is passionate about creating an environment in which ALL truly means all regarding student success and opportunities despite whatever challenges are faced. I recommend Dr. Vickie Cartwright for your consideration without reservation, as I feel the skills she possesses would be an asset for any organization.

If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Belynda L. Pinkston". The signature is stylized and includes a large, sweeping flourish at the end.

Dr. Belynda L. Pinkston
Executive Director for Human Resources
Oshkosh Area School District

"Building Community Through Education"



Dr. Vickie L. Cartwright
Superintendent
of Schools

920.424.0160

Dr. David Gundlach
Deputy
Superintendent

920.424.0296

Dr. Andrew Jones
Executive Director
of Administration

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Dr. Belynda Pinkston
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To Respected Board Members:

I am honored to write this letter of recommendation for Dr. Vickie Cartwright. The Oshkosh Area School District has been able to accomplish many substantial initiatives during Dr. Cartwright's time in the district. Before I touch on a couple of the highlights, I would like to speak to a few traits that allow for these successes. Communication skills and collaborative decision making are skills that Vickie uses well to make big things happen. The Oshkosh School District has many opportunities for growth in a variety of areas, but Dr. Cartwright has been able to make progress by keeping lines of communication open and honest. She is very adept at being able to speak to the many different stakeholder groups in terms that are understandable and to keep the momentum moving forward. These communication skills have been tested many times as Oshkosh has experienced a school shooting, a small fire that evacuated the biggest high school, the largest referendum project in district history, as well as the turbulent COVID-19 over two school years.

One of Dr. Cartwright's accomplishment was the passage of the largest referendum in district history in November, 2020. The ability of Vickie to communicate and collaborate with many stakeholder groups to make this successful is very significant. It was with the leadership of Vickie that got approved a new strategic plan, that included an in depth facilities analysis, that got this rolling. Through her leadership the \$107 million capital campaign was approved by the voters and we are looking forward to phase 1 of 4 being completed.

Another strength I would like to briefly highlight is that of creating efficiencies. As a finance person, it is very welcome to be met with support when presenting ideas around efficiencies. Vickie not only was supportive, but would also find opportunities for efficiencies for the district. These efficiencies were always discussed with student impacts at the front of the decision making. In this process, there were many discussions and opportunities for input to ensure that the whole picture was always on the table. Some examples of the efficiencies being made in Oshkosh are: moving to an automated punch clock system (True Time); moving the business office paperless, automating our Benefits enrollment process; encouraging HR to move to an automated, workflow system for personnel files; and, analysis of staffing levels compared to peers; overall staffing efficiencies through 4 phase facility plan to reduce the number of buildings from 20 to 14.

For a district that is looking for a collaborative, forward thinking leader, Dr. Cartwright would be a great fit.

Sincerely,
A handwritten signature in black ink that reads "Drew Niehans".

Drew Niehans
Executive Director of Business Services

May 4, 2021

To Respected Board Members,

This is a letter in support of Dr. Vickie Cartwright, an applicant for the position of superintendent with your school district. I have known Dr. Cartwright since 2018 from the day she first interviewed for superintendent of the Oshkosh Area School District (OASD). In a public comment and question/answer session, with community members that was part of the interview process, Dr. Cartwright distinguished herself as a person and an administrator with a genuine concern for the wellbeing of the district's students. Her concern extended well beyond seeking high test score and graduation rates (important in their own right) to a holistic approach to supporting the students. Her concerns included the physical, mental, and emotional safety of students as well as providing them with learning environments that enabled students to thrive.

I am the mother of a high school student at OASD and I consider myself an involved parent in the district. I am a strong supporter of public education and firmly believe that students can succeed because of a public education not despite having received a public education. In this day and age where the gap between the haves and the have nots continues to widen, it is this belief that drives me to be both a strong supporter of the district and a critic when I believe something needs improvement. I routinely attend school board meetings, am a member of the parent advisory council, have served on the district's website development committee, the facilities advisory committee and other groups that encourage parents and community member involvement. It is through participation in these groups that has allowed me to get to know school board members, district administrators and superintendents of the district. As such, I have been involved in initiatives in which Dr Cartwright was a leader, a listener, and an active participant.

Dr. Cartwright arrived to a socially conservative, predominantly white and aging community that was school referendum fatigued and averse to change. Dr. Cartwright inherited a school district whose infrastructure was suffering from age and deferred maintenance, resulting in an unsustainable environment in terms of physical plant, safety and student learning. In addition, one of the challenges Vickie faced was the extremely conservative fiscal mindset of the community, which has historically functioned to the detriment of the schools. This was OASD when Dr. Cartwright arrived three years ago.

One of the first things I noticed as a parent, after Vickie was hired, was the increased frequency of communication from the district, aside from the stronger social media presence. The information being shared was not just good news and highlights of the district but information about budgets, about the state of the district's facilities, about the needs of the district financially and other matters of substance. What I appreciated in these communications was not just what the district was proposing to achieve but also the cost if the district did nothing. The information was transparent and translated so that the entire community could understand the issue at hand. This allowed me to be a better-informed community member, voter and parent.

This kind of information led me to say yes when Vickie called to ask if I would be a part of the Facility Advisory Committee; assuring me in the process that I did not have to be an expert in architecture or engineering to be part of this committee. This committee was made up of community members, parents, staff, legislators and students; and entailed four-3-hour evening meetings in which attendees dived deep into data regarding the state of the district's infrastructure. Dr. Cartwright was present at all

of the consultant-facilitated meetings and it was a sobering experience to look at the data collected and learn how truly dire the situation with our school buildings really was, how much better the district could be and what changes and collaborations would be required. As part of this facility review, Vickie had to make some hard decisions regarding the sale of a well-loved but crumbling school building; a decision that was necessary but unpopular with some in the community. She weathered the backlash from a vocal minority with professionalism, poise and confidence.

Another situation that Vickie prioritized was how the district relates to the issue of inequities, such as those related to the achievement gap, racial and income inequities. These are the ugly truths that many in the community lacked awareness and, in some cases, were uninterested in addressing. Under Vickie's leadership these issues were explored and shared and addressing them became a priority for her and her administration. Currently the district is conducting a Community Equity Ally Academy that serves to engage residents in understanding issues of inequity in our community. These training sessions enable community members and stakeholders to work with the district to help eliminate inequities in the district and the community. In addition, under Dr. Cartwright's leadership, the district adopted a universal school meal program; a model that ensures that any student in need could receive two nutritious meals (breakfast and lunch) during the school day at no cost to families.

Vickie's focus on improving mental health services to students in the district has spearheaded many programs that include staff trainings, outreach to parents and students, and increased collaborations with mental health experts. Indeed, her biggest focus during the COVID-19 pandemic was the safety of her students and her staff, both physical and mental health.

Aside from all of the issues plaguing OASD, Vickie's tenure at OASD faced some atypical challenges. A fire at one of the schools; a serious bomb threat at one of our two high schools; and a school shooting at the other, which left two injured individuals and an entire evacuation of the school. Shortly thereafter Dr. Cartwright and her administration faced the COVID-19 pandemic.

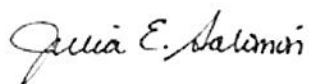
Her approach to putting students first during the pandemic included her ability to reach out and work directly with the local health department and the local health care systems as well as other partners. Public health data drove the decisions she and her administration made regarding instruction modality. A data driven rubric that determined when the school district would offer virtual, hybrid or face to face instruction was developed and followed throughout the pandemic and communicated frequently. A 36-page COVID-19 toolkit was developed that spelled out all the precautionary measures the district would adopt to assure the safety of students and staff. Communication to parents during the pandemic was frequent and transparent. However, what really impressed me was Vickie's true dedication to the students from the day the state declared a public health emergency and went into lockdown. For example, her administration worked with families with students who lacked Wi-fi and ensured that would not be a barrier to learning while at home. Under her guidance and her ability to secure grants, our district provided meals to families every week day of the pandemic. This did not stop during the spring break or summer and continued even after the district moved to face to face instruction. For more than a year the district fed community residents in need.

Dr. Cartwright has done so much in the three years she has been at this district and I have just highlighted a few in this letter. Myself and other parents are sad to see her leave this district and community. Her commitment to the students, to provide them with a safe, equitable and modern learning environment while providing them services beyond the classroom that meet their basic needs

and more is something no past superintendent in this district has been able to accomplish. Because of her leadership and focus on students this referendum fatigued and conservative community voted to pass the largest school referendum ever despite being in the middle of a pandemic. Because of her intellect and evidence-based decision-making skills this district now has a multi-year plan to build new schools that will provide staff and students in the future a cutting-edge learning environment. Because of her leadership, community partners are working collaboratively to support public education and foster the future workforce of this community.

I wholeheartedly and most enthusiastically recommend Dr. Vickie Cartwright and have no doubt that she will continue to work hard to assure students come first. Our loss is your gain.

Respectfully,

A handwritten signature in cursive script that reads "Julia E. Salomón". The signature is written in black ink and is positioned below the word "Respectfully,".

Julia E. Salomón



May 4, 2021

Dear School Board Members,

It's my absolute pleasure to recommend Dr. Vickie Cartwright for the position of superintendent.

As a parent of a student with disabilities, a parent ambassador for her prior district, and a business owner, I have interacted and worked with Dr. Cartwright at Orange County Public Schools for more than ten years as she has served the district in different capacities. She has always taken the time necessary to explain complicated things in a simplified and practical manner allowing me to make informed decisions and be empowered to assist other parents and community members.

I thoroughly enjoyed my time working with Dr. Cartwright and came to know her as a truly valuable leader to absolutely any team. She is honest, dependable, and incredibly hard-working. She also is an impressive leader who always carefully solicits, considers, and uses information from her team, parents, and community members when making decisions. She values people and understands the various dynamics involved when working with different groups to ensure that students remain at the forefront and the needs of the whole child are addressed.

Her knowledge of strategic planning and expertise in accountability was a huge advantage to our district. She utilized this skill set towards closing the gap regarding the disparity in the over-identification of minority groups receiving services for behavior issues and the under-identification of certain subgroups receiving gifted educational services.

Along with her undeniable talent, I always enjoyed working with and for Dr. Cartwright. She is a natural leader and always managed to foster positive discussions and bring the best out of her employees.

Without a doubt, I confidently recommend Dr. Vickie Cartwright to lead your school district. As a dedicated and knowledgeable educator, administrator, and an all-around great person, I know that she will successfully lead your organization and will deeply care about your students, staff, parents, and community.

Please feel free to contact me at sarahsequenzia@gmail.com or (321) 228-9772 should you like to discuss Dr. Cartwright's qualifications and experience further.

Best wishes,

A handwritten signature in black ink, appearing to read "Sarah Sequenzia". The signature is fluid and cursive, with the first and last letters of the first and last names being notably large and stylized.

Sarah Sequenzia



GREATER OSHKOSH ECONOMIC DEVELOPMENT CORPORATION
100 N MAIN ST, SUITE 104, OSHKOSH, WI 54901

April 20, 2021

To Whom This May Concern:

I am writing to offer my endorsement regarding Dr. Vickie Cartwright's candidacy for Superintendent. While Dr. Cartwright has been an asset to the Oshkosh community in many ways and I would be very sad to see her depart, I am pleased to support Vickie's pursuit of this position.

Dr. Cartwright joined the Greater Oshkosh Economic Development Corporation Board of Directors in 2018. I invited Vickie to join my board upon her arrival in the community following the retirement of her successor. Dr. Cartwright eagerly accepted my offer and joined other community-based boards as well.

When Vickie accepted the offer to become the Superintendent of the Oshkosh Area School District, I was excited as there were many unmet needs within the district that have been deferred for some time. Dr. Cartwright understood that many District facilities needed to be improved, new schools were needed, and that Oshkosh's kids deserved better. I am proud that, during a pandemic, under Vickie's leadership, the voters in the fall of 2020 approved moving ahead with better facilities.

Dr. Cartwright has also prioritized taking care of the students in the District in greatest need, both economically and with respect to mental health. Further, Vickie has understood that our student population is becoming increasingly racially and ethnically diverse compared to the adult population of Oshkosh, and thus the need to understand, value, and serve each student uniquely.

Finally, near to my heart, Dr. Cartwright led and supported the establishment of a new fabrication laboratory at Oshkosh North, called the 'Technology and Innovation Center', which opened during the 2020-2021 academic year. This lab provides opportunities for students to develop technical skills and allows the Wave Robotics club program to build robots and compete in competitions across the Midwest.

In sum, Dr. Cartwright has enhanced not only the Oshkosh Area School District, but also the Oshkosh community during her tenure. I am grateful for Vickie's service on my board and for her strength and ingenuity as a necessary change agent.

Please let me know if you have any questions at (920) 230-3322 or jason.white@greateroshkosh.com.

Sincerely,

A handwritten signature in cursive script that reads "Jason E. White".

Jason E. White, President and CEO
Greater Oshkosh Economic Development Corporation



April 12, 2021

RE: Letter of Recommendation for Dr. Vickie Cartwright

To Whom it May Concern:

I am writing on behalf of Dr. Vickie Cartwright, Superintendent of the Oshkosh Area School District. As City Manager for the city of Oshkosh, I have worked closely with Dr. Cartwright on many issues of concern to both the city of Oshkosh and the Oshkosh Area School District. As a fellow colleague, I have found Dr. Cartwright to be committed to collaborative efforts between our respective agencies for the betterment of our community.

Our collaborative efforts have included a joint city-school district agreement to provide free public transit to all school district students. We also worked closely on school consolidation plans which had an impact on the city's comprehensive land use plan. We provided the school district with data to support some of the findings the district reached prior to a referendum to construct new schools within the city of Oshkosh. Finally, our collaborative efforts were both challenged and reaffirmed in the aftermath of an incident at a local high school in which one of our police school liaison officers was injured as a result of a student bringing a weapon to school. Our communications within the school community and the community at large benefited at a crucial time due to our ongoing working relationship, helping to restore community peace and to reassure our families that Oshkosh schools remained a safe place for our children.

Dr. Cartwright has a genuine commitment to community collaboration, and these are just a few examples in which this collaboration has been demonstrated. I have been happy to work with Dr. Cartwright on many of these initiatives, and can certainly attest to her skills in these areas.

Please feel free to contact me if you have any questions regarding our collaborative relationship.

Very truly yours,

A handwritten signature in black ink, appearing to read "Mark A. Rohloff".

Mark A. Rohloff
City Manager



April 25, 2021

To whom it may concern,

This letter is in regards to Vickie Cartwright. Please let it serve as my recommendation for her suitability for the position.

I had the opportunity to first get to know Dr. Cartwright personally, and professionally in a community leadership program we were participating in. I was immediately impressed with the enthusiasm, compassion, and commitment that she brought to her position. Over the next few years, we had the opportunity to collaborate on several projects, initiatives, and responses to a crisis.

Vickie truly cares about the wellbeing of her students. She not only places an importance on their educational attainments, but also on their physical and mental health, and their safety. Dr. Cartwright made incredible improvements to staff training, staff capabilities, and access to external resources to improve resources to support behavioral health for students while they are in school or at home. This has been crucially important as the children in our community have been directly and indirectly impacted by a prolonged global health emergency.

Vickie has also tackled the challenge of aging, inadequate, and unsafe infrastructure head on. Outcomes have ranged from increased physical safety measures in the schools, consolidation of facilities, and the successful passing of a referendum to address immediate and long term facility needs for school buildings.

None of these accomplishments would have been attainable had she not been able to develop collaborative relationships with community stakeholders within local and state government, non-profit organizations, and private industries.

If you are looking for a heart-driven leader, who values your children not just as students but as a valued developing community member, and who has a tenacious drive to move into the future through change, you will find Dr. Vickie Cartwright as an ideal match for your organization.

Sincerely

A handwritten signature in black ink, appearing to read "Michael Stanley".

Michael Stanley, M.Ed.

City of Oshkosh Fire Department
Fire Chief Michael Stanley

101 Court Street Oshkosh, WI 54901 920.236.5240



106 Washington Avenue, Oshkosh, Wisconsin 54901-4985

April 23, 2021

To Respected Board Members,

Dr. Vickie L. Cartwright has served as a member of the Oshkosh Public Library Board of Trustees since she began her tenure as Superintendent of the Oshkosh Area School District in 2018. In Wisconsin, one seat on each municipal public library board is reserved for the school superintendent. I have found that the expertise of the school superintendent is welcomed by the other members of a public library board and that their perspective is influential – when they attend the meetings. Dr. Cartwright made it a priority to attend most meetings, and she would send a proxy to listen and report when she was unable to attend. Her contributions sharpened the board’s focus and improved its governance.

During 2020, even as she weathered the challenges and intense scrutiny of her own leadership role, Dr. Cartwright was a calm and steady support to me and to the Library Board’s efforts to cope with the pandemic. In a year of uncertainty and anxiety, Dr. Cartwright’s was a voice of experience and reason. Her advice as we sought to adjust our service models to maximize continuity of public library service to the Oshkosh community was invaluable to me both professionally and personally.

Sincerely,

Jeff Gilderson-Duwe
Director

“A Library In Every Life”

ADMINISTRATIVE OFFICE
P.O. Box 1004
222 Pearl Avenue
Oshkosh, WI 54901-1004
(920) 424-2355

GRAND OPERA HOUSE
100 High Avenue
Oshkosh, WI 54903

BOX OFFICE
(920) 424-2350

April 25, 2021

Dear friends,

It is both an honor and a pleasure for me to write this letter in recommendation of Dr. Vickie Cartwright. In addition to working in partnership with Dr. Cartwright, Vickie, in her role as Superintendent of the Oshkosh Area School District, she also served three-plus years on the Board of Directors of The Grand Oshkosh, the not-for-profit performing arts center for which I serve as CEO.

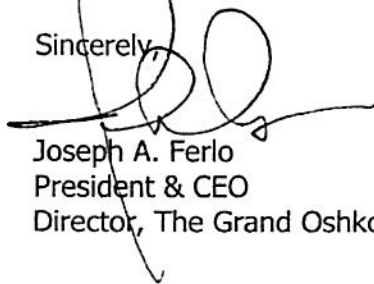
During her tenure on the board of The Grand, I found Vickie to be an effective and helpful board member, not only in her role as liaison between our educational programming and the school district, but also in matters of board management, and in supporting my decision-making during the pandemic. Several times, I would consult her to see how her administration might be reacting to the developing pandemic in order to align our approaches. Her response was, most frequently, "I'm going to do whatever it takes to protect my students".

About that pandemic. Not only did I find her responses appropriate, but I was also impressed- inspired- by the way in which she worked to get free school lunches not only into the hands of her quarantined students, but their families as well. She has been an aggressive and progressive leader in crisis, and led the district through a school shooting, as well.

In my line of work, district support of the arts in education is not always a given. Vickie has been a strong supporter of music and arts education. Our largest collaboration, sadly, will not be completed during her time here, as it has been postponed by the pandemic. FanFAIRE, is a combination STE(A)M convention, with hands on demonstrations and by industry; and a comic book/adventure hero music performance by over 300 music students, performing with and conducted by world-class pianist and educator Alpin Hong. Her early support, and advocacy with the teachers, was critical in getting the project off the ground. I am sorry she will not see the end result.

In short, I am happy to give my enthusiastic support to Dr. Vickie Cartwright, not only as an administrator, but as an advocate to the students, a community partner, and a leader during some very difficult challenges.

Sincerely,



Joseph A. Ferlo
President & CEO
Director, The Grand Oshkosh



April 28, 2021

To Honored Board Members,

It is my pleasure to write this letter of recommendation for Vickie Cartwright.

I am the Director of the Oshkosh Public Museum and the Museum's Board of Directors includes the Superintendent of Schools. Because I have been the Director here for 32-years, I have had the satisfaction of working with dozens of people and several Superintendents. My experience is that some Superintendents can be listeners rather than participants, but that was not the case with Vickie. She contributed significantly to monthly meetings and offered insight from an educator's perspective. Vickie is a clear, concise communicator who speaks from experience.

A major part of any museum's mission is education. The role of the Superintendent on the Oshkosh Public Museum Board is to advise on ways exhibitions and programming might strongly connect to curriculum, as well as advocating that the Museum be seen as a local field trip destination. In other words, Vickie saw and endorsed the potential of a school-Museum partnership and sought ways to make that happen. She did this effectively and always conveyed a positive, well focused approach, following through on her statements.

What is more, in my opinion Vickie understands the critical necessity of teaching the nation's history and heritage, the critical assessment and thinking skills that a study of history cultivates, and of conveying an appreciation and respect of the past and our accomplishments to the next generation of Americans. The importance of this charge was made all the more evident in 2020. Vickie and I had several excellent discussions on the important role of arts and culture in helping educate and shape students.

As Vickie continues in her profession, I believe she will carry forward the same enthusiasm and skills to her next position as she demonstrated while serving on the Museum Board. If you have questions, feel free to contact me at the below address.

Sincerely,

Brad Larson
Director