

MONIKA DAVIS

EXECUTIVE DIRECTOR

Accomplished chief strategist and innovator with a unique combination of experience in information technology, enterprise strategy, applications development and support, instructional design and consulting across multiple stakeholder groups.

CORE COMPETENCIES

- **Decisive Leader** capable of energizing growth efficiency and success by driving organizational IT initiatives that generate significant ROI
- **Facilitator of Transformative Change** leveraging the benefits of a robust technology infrastructure to yield engaging, accessible, and empowered learning and work environments
- **Innovative Architect** that builds and directs high-performing teams to accomplish strategic objectives
- **Shrewd Strategist** possessing in-depth experience with proposal development, competitive business, and negotiations
- **Financial Steward** advising on technology-related policy and investments along with meeting district requirements via a fiscally responsible budget
- **Continuous Learner and Trailblazer** adapting to and promoting the dynamic demands of technology
- **Collaborator and Influencer** capable of impacting and empowering diverse stakeholder groups to support the use of current and emerging technologies in and beyond the classroom and workplace

EXPERIENCE

DeKalb County School District

Stone Mountain, Georgia

Director of Virtual Learning

11/2019 - Current

Establish and direct strategic long-term goals for the district-wide educational technology program, including the implementation of an engaged and accessible learning environment that expands well beyond the schools. Serve as a member of the Chief Information Officer's Senior Leadership Team and provided insight and support in managing expenditures for technology hardware, software, labor and services. Managed vision and direction of the district's Virtual Learning and Instructional Technology programs overseeing 20 colleagues and four direct reports. Lead multi-level support for multiple applications. Participated as a district representative in multi-agency efforts aimed at engaging community as well as district stakeholders in supporting using emerging technology throughout the curriculum and workplace.

Accomplishments

- Facilitates and developed three-year technology strategic plan for 2018 - 2021 aligned to strategic plan and aspirations of the school district.
- Integral member of CIO's advisory committee that envisioned and implemented the district's first comprehensive 1 to 1 technology program.
- Facilitates the development of a district-wide digital curriculum strategy to support a massive curriculum development initiative.
- Oversees the Application Development Department within the Information Technology Division responsible for research, evaluation, and development of applications that support instructional and business enterprise functions for the school district.
- Provides oversight and promotes the advancement of the implementation of the district's ERP system.

- Built, launched, and directs successful Virtual Learning Academy aligned to district's strategic plan and performance objective to increase graduation rate.
- Implements a planning process designed to expand digital leadership capacity by identifying technology needs and informing fiscally responsible decisions.
- Established and maintains strong vendor relationships for long term partnerships to ensure high performance of the district's virtual learning environment with high performing SLAs and 24/7/365 high availability uptime.
- Recruited by multiple educational technology agencies to share and promote most effective practices of digital leadership in multiple and diverse audiences nationwide, topics included but not limited to Digital Equity, Disruption of IT, and Digital Curriculum Strategy Development.

Interim Chief Information Officer

10/2018 – 11/2019

Recruited to supervise and manage the district's IT Division including a \$12.7 Million budget, 173 colleagues, 7 direct reports responsible for supporting over 116,000 users, 21,340 desktops, 130,426 Chromebooks and laptops, over 6000 flat panel/interactive whiteboards, 207 servers, 252 miles of self-provisioned fiber, 10,007 wireless access points as well as a host of critical applications. Responsible for furthering and enhancing IT strategy/direction, district-wide applications, network design, management and security, help desk user support, project management, virtual learning options, and technology integration training. Frequently interfaces with the district's senior leadership as well as school-level staff, students, parents, vendors, business and higher education communities to collaborate on the district's strategic vision, goals, and performance.

Accomplishments

- Developed and recommended the budget for fiscal year 2020 to support district's technology program.
- Continued to increase savings on infrastructure enhancements and classroom technology investments by collaborating with federal and state government agencies to secure grant and Erate reimbursements.
- Built and launched the Information and Network Security unit through division restructuring and by hiring an IT Security Director.
- Continued to analyze and guide strategic infrastructure direction including replacing internal infrastructure eliminating obsolete technology, implementation of disaster recovery, and addressing security issues.
- Continued to impact process improvements and operational efficiency by leading the evaluation and reallocation of IT Resources.
- Developed, presented, and currently implementing vision and strategy to expand the success of the district's Digital Dreamer's 1 to 1 Technology program.
- Served on the district's strategic plan core team and lead the alignment of the district's current technology strategies to strategic plan goals and objectives.
- Supervised highly-successful federal and local policy driven procurement activities that yielded five-year contracts and turn-key services for network switches, wireless infrastructure, and cabling infrastructure.
- Increased digital literacy for students and impacted district's graduation rate by increasing virtual course offerings by 400% and expanding future options through NCAA approval, CTAE Information Technology Pathway availability, as well as development of credit recovery options.
- Impacted digital leadership and literacy for school-based staff through oversight of technology awareness and integration training.
- Provided oversight and promoted advancement of the implementation of the district's ERP system.

Director of Virtual Learning

07/2016 - 10/2018

Established and directed strategic long-term goals for the district-wide educational technology program, including the implementation of an engaged and accessible learning environment that expands well beyond the schools. Served as a member of the Chief Information Officer's Senior Leadership Team and provided insight and support in managing expenditures for technology hardware, software, labor and services. Managed vision and direction of the district's Virtual Learning and Instructional Technology programs overseeing 20 colleagues and four direct reports. Lead multi-level support for multiple applications.

Participated as a district representative in multi-agency efforts aimed at engaging community as well as district stakeholders in supporting using emerging technology throughout the curriculum and workplace.

Accomplishments

- Facilitated and developed three-year technology strategic plan for 2018 - 2021 aligned to strategic plan and aspirations of the school district.
- Integral member of CIO's advisory committee that envisioned and implemented the district's first comprehensive 1 to 1 technology program.
- Facilitated the development of a district-wide digital curriculum strategy to support a massive curriculum development initiative.
- Implemented a planning process designed to expand digital leadership capacity by identifying technology needs and informing fiscally responsible decisions.
- Established strong vendor relationships for long term partnerships to ensure high performance of the district's virtual learning environment with high performing SLAs and 24/7/365 high availability uptime.
- Built and launched successful Virtual Learning Academy aligned to district's strategic plan and performance objective to increase graduation rate.
- Recruited by multiple educational technology agencies to share and promote most effective practices of digital leadership in multiple and diverse audiences nationwide, topics included but not limited to Digital Equity, Disruption of IT, and Digital Curriculum Strategy Development.

Manager of Instructional Technology

10/2013 - 07/2016

Lead the development and implementation of strategic long-term goals for the district-wide educational technology program, which included the development and implementation of extended and accessible learning environment. Managed daily operations of the DCSD Instructional Technology Department overseeing seven direct reports. Continuously collaborated with critical stakeholders to ensure the district's educational technology initiatives and infrastructure are aligned with district's instructional goals and needs. Organized and presented data driven input critical to making budget decisions related to effectiveness and relevance of instructional technology initiatives (district-wide, departmental, and local school levels).

Accomplishments

- Facilitated and developed three-year technology strategic plans for the years 2015 - 2018 aligned to strategic plan and aspirations of the school district.
- Established IGNITE U Professional Learning Community to promote ongoing awareness of technology tools available in school district, facilitate integration of these tools into teaching, learning, and business, and encourage expansion that support innovation and high-performance.
- Lead the implementation of the district's first learning management system and student application portal.
- Lead the development of technology resource evaluation and selection process which increased ROI for adopted tools.

Instructional Technology Specialist

11/2000 - 10/2013

Designed, implemented, and modeled technology online and face to face training for local and district staff as it pertains to the school district's curriculum and technology goals. Provided research, problem-solving, and technical support as well as served as a liaison between various departments within the Information Technology Division due to broad array of technical skills with deep understanding of instruction. Coordinated hardware and software research and evaluation as well as maintained software and hardware inventories and licenses adopted by the school district.

Accomplishments

- Served as a member of the RFP Development Team, Project Manager, and Training Coordinator for DCSD Interactive Board Project
- Developed a process for identifying technology infrastructure and device needs for new schools and renovations.

Technology Paraprofessional

08/1994 – 08/1995

Installed and supported hardware and software adopted by school district and local elementary school.

Fulton County School District

Atlanta, Georgia

Technology Specialist

08/1995 - 11/2000

Installed and supported hardware and software adopted by school district and local school. Managed local area network (9 files servers, 5 Wiring Closets, 11 networked printers, and 237 workstations). Developed and delivered staff development training for local and district faculty and staff. Evaluated, recommended, and purchased software and hardware integral to local school and district instructional technology initiatives.

Accomplishments

- Created a School Technology Committee responsible for aligning technology needs with school instructional and administrative goals.
- Developed a student technician internship program that trained students to support equipment in school.

Atlanta Public School District

Atlanta, Georgia

Technology Consultant and Training

06/1996 - 05/1999

Designed and implemented innovative and needs-based training that supported awareness of the technology tools available in the school district.

Education, Certifications, & Professional Affiliations

Kennesaw State University – Kennesaw, GA

Doctor of Education in Instructional Technology (Concentration: Technology Leadership) July 2020

Education Specialist in Instructional Technology May 2015

Georgia State University – Atlanta, GA

Master of Education in Educational Leadership August 2003

Master of Science in Instructional Technology August 1998

Bachelor of Arts in Sociology, Minor: English August 1995

Georgia Institute of Technology – Atlanta, GA

Studied Computer Science August 1989 – January 1993

Certifications: EDUCATIONAL LEADERSHIP TIER 2 (P-12) SRL-6, INSTRUCTIONAL TECHNOLOGY (P-12) SRS-6

Professional Affiliations: International Society for Technology in Education (ISTE) International Association for K-12 Online Learning (iNACOL) Consortium for School Networking (CoSN) Association for Education, Communications, and Technology (AECT), IMS Global

Professional and Community Development Experience

- Presenter: Large District CIO Summit (Center for Digital Education)
Omaha, Nebraska – May 2018 “Digital Districts Panel for DCSD”
- Roundtable Discussion Facilitator: RTM CIO Congress 2018
Atlanta, Georgia – October 2018 “Leadership Roles in Technology Adoption”
- Speaker: Future of Education Technology Conference 2018
Orlando, Florida – January 2018 “Disrupting IT: How to Transform Inefficient Back Offices into High-Performing Teams”

- Panelist and Presenter: 2017 Tech & Learning Leadership Summit
Nashville, Tennessee – October 2017 “Bridging the Equity Gap with Innovative Connections”
- Speaker: ISTE 2016 Leadership Roundtable
Denver, Colorado – June 2016 “Curriculum Management in a LMS”
- Speaker: ASCD 2016 Lunch & Learn
Atlanta, Georgia – April 2016 “DCSD’s Journey to a Blended Learning Environment”
- Keynote Speaker: RTM CIO Congress Conference
Atlanta, Georgia – October 2015 “Transforming to a 21st Century Learning Environment”
- Panel Participant: International Society for Technology in Education (ISTE) Conference
Atlanta, Georgia – June 2014
- Keynote Speaker: DeKalb County Superior Court Cyber Safety Conference
Decatur, Georgia – October 2014

Technical Experience

Hardware: PC Devices (multiple), Apple Devices (multiple), Chromebook Devices (multiple), Dell Servers, Apple Servers, Client Server Hardware, UPS, Printers, Routers, Switches, VPN, Wireless Access Points
Operating Systems: Windows (All Versions), Mac (All Versions), Chrome (All Versions), Android, iOS
Languages & Databases: HTML 5, CSS, C++, Objective C, Cocoa, Java, BASIC, Visual Basic, FORTRAN, Pascal, LISP, SQL, DBASE III&IV, Relational Databases
SIS/Reporting Tools: Infinite Campus, Georgia SLDS, eSIS & Teacher Assistant SIS, Georgia Online Assessment System (OAS), SASixp & Classxp SIS, Schoolnet IDMS, Integrate Pro, Tranquility Special Education, ToolBox
Instructional Tools: Itslearning, Desire2Learn, Blackboard, Canvas, Edmodo, Schoology, Softchalk, Adobe Connect, Skype, Elluminate, WIMBA, Single Sign-On Technologies
Productivity Applications: Microsoft Office, Google Apps for Education, Microsoft Project, Microsoft Visio, Lotus (1-2-3, AmiPro, ccMail), Claris (Works, FilemakerPro, HomePage), Microsoft Internet Explorer, Apple Safari, Google Chrome, Netscape, Eudora, Mozilla Firefox