

---

## ERICK HOFSTETTER

*Visionary educational leader with more than ten years of executive level leadership and proven performance outcomes in innovative practices, strategic planning, and building leadership capacity in others; Skilled at communicating transformation. Highly effective at relationship building, strategic partnerships, and advocacy for optimal organizational success. Proud veteran of the United States Army.*

---

### VALUE ADDED ATTRIBUTES & ABILITIES

---

- |                                |                                       |   |
|--------------------------------|---------------------------------------|---|
| ◆ Visionary Leadership         | ◆ Innovation & Emerging Technologies  | ◆ Capital Budgeting & Financial Analysis      |
| ◆ Forecasting & Modeling       | ◆ Consensus & Coalition Building      | ◆ Policy, Procedures, and Systems Development |
| ◆ Relationship & Team Building | ◆ Critical Thinking & Problem Solving | ◆ School Improvement & Accountability         |
| ◆ Emergency/Risk Management    | ◆ Strategic & Tactical Planning       | ◆ Cross-Functional Team Leadership            |
- 

### PERFORMANCE HIGHLIGHTS

---

**Instructional and Educational Leadership:** *Improved student performance and percentage of students staying in school, graduating on time, and being accepted to college in majority minority and high poverty schools and school systems through several initiatives Improved school graduation rate by 14.1 percentage points to 88.1%; achieved high performance rates from a failing school to “B” school status on state accountability system; increased college acceptance rate to 95%, and achieved a 92.5% district graduation rate.*

**College and Career Ready Leadership:** *Led the collaborative workforce development team that included over 50 local and regional business and workforce organizations that secured over \$3 million in state grants and the design and construction of an award-winning College and Career Academy providing twenty-one additional high demand career pathways evident by over a 95% graduation rate of students and acceptance into post-secondary training institutions and employment.*

**Financial Stability:** *Successfully stabilized, aligned, and managed budgets, bond proceeds, and cash flow ranging from \$17 million to over \$120 million. Secured high financial ratings by Moody’s and Standard & Poor’s achieving Aa1 and AAA bond ratings*

**Strategic Partnerships and Advocacy:** *Formed enduring relationships and alliances with municipal boards, collaboratives with planning and zoning officials, and partnerships with regional economic development organizations, Department of Juvenile Justice, DFCS, DPH, and multiple social services organizations resulting in a coordinated, fiscally responsive school district planning process and wrap-around services focused on continued future success.*

**Operational Stewardship:** *Joined forces with community and business stakeholders in the successful development, planning, and adoption of three separate school system Education – Special Purpose Local Option Sales Tax (E-SPLOST)/Bond resolutions that passed by referendum with 72%, 76%, and 79% approval of voters.*

**Safety Leadership:** *Collaboratively planned and presented safety and security tabletop/functional exercises and student-parent reunification exercises for employees of the system in partnership with numerous Emergency Management Agencies and Law Enforcement Organizations that identified areas of need in system plans and enhanced training.*

---

## OUTCOMES AND ACCOMPLISHMENTS

---

### *Instructional and Educational*

- ◆ Designed and integrated the Superintendents Curriculum Plan founded on Baldrige Quality Criteria, with a system cNET (Collaborative Network) of system support personnel to visit schools on a continual schedule and to observe system-wide learning initiatives in the school and classroom, identify professional development strengths, coordinate appropriate supports, and monitor growth and learning resulting in the foundation of a continual self-improvement and self-evaluative aligned learning culture as stated by administrator and teacher response.
- ◆ Developed and implemented the School System Charter Integration Plan and associated policies – from the training of Board of Education members, stakeholders, and School Governance Teams through facilitating innovative “think groups”, while coordinating the balance and resources among school objectives and system goals.
- ◆ Led the collaborative effort of nearly 100 local and regional business and civic organizations in the development and design of the Marietta City Schools College and Career Academy Grant proposal that was accepted and approved by the Technical College System of Georgia ultimately resulting in the construction of an engaging, award-winning learning environment.
- ◆ Mentor and coach for K-12 principals and system leaders on all facets of school operations, support, and curriculum leadership resulting in the development and implementation of a vertical teaming relationship with feeder schools ensuring successful student transition utilizing GLISi, Baldrige Quality Criteria (NIST), and other researched based leadership methods.
- ◆ Collaboratively developed and integrated a grant funded reading program targeting struggling high school readers and training high school teachers with high yield literacy strategies resulting in a 60%+ gains in reading comprehension across all participating students as measured by Lexile scores and other research based literacy measures, resulting in a graduation rate of over 90% for the cohort students and serving as a model program at the National Dropout Prevention Center Conference.
- ◆ Led a collaborative action team in the implementation and infusion of research-based curriculum sequences and instructional processes ensuring academic focus and operational efficiency which ultimately increased overall graduation rate and enrollment in advanced courses which was recognized by the Georgia Partnership for Excellence in Education as an 85/10 School and a Bronze Medal ranking from U.S. News and World Report Best High Schools.
- ◆ Researched, secured, and implemented an “Anytime, Anywhere” Online Learning platform to offer fully online and blended learning opportunities allowing for flexible scheduling and increased course offerings ultimately becoming the foundation for the system’s Learning Innovation Program (6-12).
- ◆ Implemented and resourced a teacher-designed and teacher-led ongoing professional development unit for teachers and staff during the school day (“Block Buddies”) that increased instructional consistency, engaged peer collaboration, and furthered a “learning culture” which was recognized and noted as a best practice by the Advance Ed/GAPSS Analysis accreditation group.
- ◆ Infused a scheduling practice that promoted student success and instructional focus that served as the foundation of an academic improvement plan resulting in the Governor’s Office of Student Achievement Gold Award for Greatest Gains and GADOE Title I Distinguished School Status.
- ◆ Founding member of the Metro Atlanta School Chief Operations Team that provides professional support and collegial networking opportunities in support and improvement of school operations leadership for the region.
- ◆ Instituted a CTAE work-based learning experience within district operations of Plant Maintenance, Environmental Services, Grounds Services, Construction Services, School Nutrition Services, and Fleet Maintenance that provided training, experience, and credentials for individual students while benefiting the staff ratios and building long term career interest for future human capital needs.
- ◆ Partnered with Lockheed Martin Corporation to repurpose, modify, and renovate an elementary school facility to include an Innovation Lab (iLab) that provided Virtual Reality, Robotics development, and 3D printing capability in support of STEM Learning and coding opportunities.
- ◆ Developed and led collaborative several instructional teams to evaluate the physical adequacy of learning spaces within the school resulting in the development of educational specifications and improved design specifications for district architectural services and construction projects.
- ◆ Implemented and resourced a professional learning program and related training for operational staff to study and improve interpersonal skills, perform job-embedded tasks, develop customer experience relationships, and participate in leadership experiences.

### *Operational and Financial*

- ◆ Developed, implemented, and oversaw an annual \$45 million operating budget and \$42 million capital improvement budget receiving clean audit reports annually and maximizing state entitlement funds as supported by the GADOE mandated 5-Year Facility Plan.
- ◆ Organized district core services into a collaborative, aligned, and agile team that streamlined resources, improved service responsiveness, and increased efficiency measured by Key Performance Indicators (KPIs) and Objective Key Results (OKRs) receiving high praise from an independent efficiency study.
- ◆ Supervised, led, and managed numerous capital and facility improvement teams and projects for the school system through guidance and collaboration with architects and construction management firms utilizing strategic planning, forecasting, resource management, and fiscal responsibility practices resulting in all projects arriving on schedule and within budget.
- ◆ Annually plan and update the GADOE State Mandated Five-Year Facilities Plan and have hosted several Facilities Reviews resulting in state approval of millions of dollars of capital outlay entitlement.
- ◆ Served as an elected Chairperson of several Facilities Review Teams for many school districts renewals of their Five-Year Facility Plan in support of the state mandated Capital Outlay Program.
- ◆ Developed a continuous enrollment forecasting process utilizing multiple internal and external data measures to annually determine staffing allotments, identify and define facility capacity needs, and update the school district facilities master plan.
- ◆ Formed enduring municipal relationships, collaboratives with municipal planning and zoning officials, and partnerships with regional economic development organizations that resulted in a short-term and long-term capital improvements planning document that addressed the challenge of high enrollment growth while accounting for limited funds as a "low-wealth" school district.
- ◆ Produced and presented monthly facility presentations, operational reports, and associated procurement actions to the Board of Education at monthly meetings, work sessions, and Board retreats.
- ◆ Led a collaborative team of staff and students that researched, designed, funded, and constructed several cafeteria environments resulting in increased meal participation and improved dining experiences.
- ◆ Supported and increased district and school participation in Farm-to-School programs through the development and addition of award-winning school gardens, farm partnerships, taste tests, and nutrition education programs within schools and communities.
- ◆ Supervised and led various child nutrition programs including National School Lunch Programs Free and Reduced Price Meals, Community Eligibility Provision (CEP), Provision II of the National School Lunch Act, Seamless Summer Programs, After School Meals, and contracted catering to independent, charter, and private schools resulting in increased revenue and program solvency.
- ◆ Implemented a continuous equipment surplus process that improved efficiency and stock turnover ratios while resulting in ongoing sales revenue and additional funding sources that was reinvested for improved warehouse and courier operations and infrastructure.
- ◆ Led workgroups and collaborative teams using methods based on Baldrige Performance Excellence Framework (NIST) in the areas of operations, curriculum, technology, facilities, maintenance, transportation, safety, and security improving operational effectiveness and supporting fiscal solvency.
- ◆ Designed, planned, and developed the Marietta City Schools College and Career Academy Grant resulting in being awarded \$3.1 million to invest in a world class and award-winning learning environment based on flexible and adaptable construction principles.
- ◆ Led the school district's combined planning effort to respond, pivot instruction, and mitigate the COVID-19 pandemic impacts resulting in the safe operation of face-to-face and virtual instructional opportunities.
  - Established and provided leadership for the collaborative district task force to design and implement the COVID-19 pandemic Reopening Schools and Operational Plan utilizing the National Incident Management System (NIMS) Incident Command Structure.
  - Developed and implemented administrative guidance, internal case reporting process, and external agency data information sharing protocol.
  - Distributed technology to over 8,000 thousand students and provided several remote Wi-Fi access points around the county to close the virtual learning access gap
  - Distributed over 40,000 meals per week to remote learners while serving over 20,000 meals per day to in person students in support of closing food insecurity exacerbated by COVID-19
  - Upgraded HVAC and improved air quality of all learning spaces and offices.
- ◆ Developed and implemented the School System Charter System Integration Plan and associated policies – from the training of Board of Education members, stakeholders, and School Governance Teams through facilitating innovative "think groups", while coordinating the balance and resources among school objectives and system goals.

- ◆ Led the collaborative development of and implemented the school system Emergency Operations Plan based on the Standard Response Protocols of the "I Love You, Guys," Foundation in coordination with key stakeholders, first responder agencies, and community organizations.
- ◆ Re-organized the system's transportation, maintenance, and technology department through the collaborative development of Key Performance Indicators that has resulted in a 22% savings in operational efficiency while improving the safety record of staff and students.
- ◆ Led collaborative teams to improve the system's procurement/purchasing plan, process, and bid documents resulting in an increase in local participation, stronger competitive pricing, established system transparency and compliance with laws and regulations.
- ◆ Mentor and coach for K-12 principals and system directors on all facets of school operations, support, and curriculum leadership resulting in the development and implementation of a vertical teaming relationship with feeder schools ensuring successful student transition utilizing GLISI, Baldrige Performance Excellence Framework (NIST), and other researched based leadership methods.
- ◆ Lead System Administrator for System Wide AdvancEd SACS/CASI Accreditation standards; working collaboratively with stakeholders throughout the school system - including Board of Education members - in the development and facilitation of individual policies, procedures, and administrative rules in all functions of the school system as well as board governance, and strategic planning.
- ◆ Collaboratively planned and presented safety and security tabletop/functional exercises and student-parent reunification exercises for employees of the system in partnership with numerous Emergency Management Agencies and Law Enforcement Organizations that identified areas of need in system plans and enhanced training.
- ◆ Trained administrative colleagues and staff with applying school discipline and safety procedures in the areas of substance abuse, weapons, and gangs and communicated the procedures among the school community resulting in the development of a Threat Assessment Protocol and System Safety and Crisis Response Plan in support of wrap-a-round services.

#### ***Strategy and Innovation***

- ◆ Aligned and collaborated with the Technology, Curriculum, and Operations areas on principles of the Reggio Emilia Learning Approach ("The Third Teacher") with the Facilities Strategic Plan to efficiently implement enhanced and deliberate facility environment needs in support of instruction, student learning, and future growth of the school and community saving taxpayers in funding duplicated or outdated services.
- ◆ Researched and instituted a fiscally responsible adaptable design and construction specification for the school district Master Facility Plan that promoted cost efficient modifications with future curriculum programming needs that includes building automation systems, increased useable learning spaces, and inspiring environments
- ◆ Implemented Microsoft 365 Enterprise Software digital workflow process for operational needs (i.e., procurement, field trips, transportation, facility requests, and student activities) resulting in efficiency of communication and cost savings in paperwork reduction and storage while improving process management, communication, safety, and document security in support of risk management.
- ◆ Implemented the conversion of several school buses into mobile classrooms, student support spaces, meal distribution kitchens, and emergency operations vehicles that improved staff and community engagement opportunities and family support outreach
- ◆ Spearheaded the system and community's annual participation in the Project Tomorrow Speak Up National Technology Survey that has provided community dialogue and discussion regarding the use of technology by all stakeholders throughout the community and schools and served as foundational data for the System 3-year Technology Plan and 5-Year Professional Development Plan involving the purchasing of appropriate technology devices, targeted training, and required infrastructure that met the demands of the systems users and was fiscally responsive.
- ◆ Collaboratively leveraged, expanded, and integrated the system's internal communication and radio systems, while significantly improving communication access for emergency response operations, messaging, and overall engagement opportunities saving the system annual licensing fees and operational support costs ultimately redirecting annual savings into instructional technology for students and staff.

#### ***Community Engagement and Advocacy***

- ◆ Joined forces with community and business stakeholders in the development, planning, and adoption of three successful school system Education – Special Purpose Local Option Sales Tax (E-SPLOST) resolutions with proposed bond that passed with 72%, 76%, and 79% approval of voters.
- ◆ Designed and implemented the internal and external engagement process for conducting Attendance Boundary Reviews and Rezoning efforts increasing community participation and feedback for data-informed planning and decision making.

- ◆ Convened a Facilities Construction Advisory Committee comprised of parents, business representatives, and other key stakeholders to provide formal feedback and recommendations in support of the development and implementation of the district's facility construction and renovations program.
- ◆ Initiated and teamed-up with community leaders, school board members, district leadership, and Kennesaw State University to preserve, renovate, and repurpose the historic Lemon Street School into a viable school district learning environment, museum, and a beacon of diversity and celebration of heritage for future generations.
- ◆ Chair of Education Day Activities for Leadership Cobb sponsored by the Cobb Chamber of Commerce; developed and coordinated day long enrichment activities for the county's influential leaders as part of the year long program.
- ◆ Connect and participate with federal, state, and local elected officials regarding several impacts, challenges, needs, and legislative considerations in support of school district initiatives and community desires.
- ◆ Served as the Chairperson for the Local Emergency Planning Committee, facilitating collaborative strategies with more than 20 governmental and non-governmental agencies in the development and improvement for the county's emergency response plan that resulted in county qualification for FEMA reimbursement, joint use of facilities for emergency preparedness and response, increased and streamlined communication, and a permanent member seat at the local Emergency Operations Center for the school System.
- ◆ Facilitated the process to overhaul and improve the System's Community Use of School Facilities Policy and procedure by aligning the collaboration of various community organizations, Board direction, and System requirements in accordance with the tenets of the Equal Access Act and associated laws that resulted in a completely new stakeholder supported equitable and responsive Board Approved policy.
- ◆ Developed a close working partnership with Department of Juvenile Justice, District Attorney, Public Defender, DFCS and other officials to communicate early warning indicators of behavior and implement preventive actions that resulted in a 42% increase of identified rehabilitated at-risk students to graduate high school.
- ◆ Founded the system charter by partnering with the local Chamber of Commerce and several civic organizations to plan and expand the value message of education by offering career and civic based opportunities for learning, school events, and recognition of student's success, outstanding teachers, and remarkable school related employees resulting in over a half million dollars in college financial assistance, classroom grants, and an increase in the graduation rate and student engagement.
- ◆ Crafted several Board approved partnership agreements with the local Arts and Heritage Association that served as a joint commitment of resources to Arts Education for the community and school system. This agreement has served as a model for several additional board approved partnerships with local organizations to ensure joint commitment to education and sharing of resources in several areas of opportunities for students and the community.

---

## CORE EXPERIENCE

---

### CHIEF FINANCIAL OFFICER

2022- Present

Lumpkin County Schools System, Dahlonega, GA

*The Lumpkin County School System is a public school system located in North Georgia serving 3,800 students in grades PK-12. Reporting directly to the Superintendent of Schools, direct and review the administration of financial activities pertaining to the budget development and administration, including maintenance of financial and position records and controls and functional supervision over financial management of all schools; provide leadership for creating multi-year financial plans; ensuring that all schools have equitable access to available resources; providing insightful, accurate and timely financial analysis that supports policy formulation and decision making; maintaining controls to ensure that spending meets appropriate legal requirements and that funds are used thoughtfully, responsibly, effectively, and ethically; and offering high levels of customer support.*

### CHIEF OPERATIONS OFFICER

2019- 2022

Paulding County School District, Dallas, GA

*The Paulding County School District is a public school system located in the Atlanta Metropolitan area serving 31,000 students in grades PK-12. Reporting directly to the Superintendent of Schools, provide the vision and leadership for and develop, coordinate, align, and supervise the system operating budget in order to perform the following, but not limited to, functions on a daily basis for the school system: District Planning and Enrollment Forecasting, Facilities and Construction Services, Plant Maintenance, Environmental Services, School Nutrition Services, Warehouse and Courier Services, Transportation Services; Safety, Security, and Student Health Services, Government and Community Engagement, Student Activities and Athletics, Procurement, and Risk Management.*

**ASSISTANT SUPERINTENDENT OF OPERATIONS**

2015-2019

Marietta City Schools, Marietta, GA

*Marietta City Schools is a public Charter School System located in the Atlanta Metropolitan area serving 9,000 students in grades PK-12. Reported directly to the Superintendent of Schools, provided the vision and leadership for and developed, coordinated, aligned, and supervised the system operating budget in order to perform the following, but not limited to, functions on a daily basis for the school system: District Planning and Enrollment Forecasting, Facilities and Construction Services, Plant Maintenance, Transportation, School Nutrition, Safety, Security, Government Engagement, Technology, College and Career Readiness, Student Activities and Athletics, Procurement and Risk Management.*

**CHIEF OPERATIONS OFFICER**

2012-2015

Gilmer County School System, Ellijay, GA

*The Gilmer County School System is a Charter School System located in North Georgia serving 4,400 students in grades PK-12. Reported directly to the Superintendent; provided the vision and leadership for and developed, coordinated, aligned, and served as the following system operational and curriculum capacities: Director of Secondary Curriculum (7-12), Director of Facilities, Director of Maintenance, Director of Transportation, Director of Public Information, Director of Purchasing, Director of Charter System Integration, Director of Student Activities/Athletics (Title IX), Director of Title I-Part A (Parental Involvement).*

**PRINCIPAL**

2007-2011

Gilmer High School, Ellijay, GA

*Gilmer High School is a Title I, rural high school of approximately 1,250 students located in North Georgia. Reported directly to the Superintendent; provided the vision and leadership for a comprehensive, full needs based academic program, offering a wide opportunity of CTAE, Arts, Advanced Placement (AP), Virtual learning, and Athletic opportunities as well as religious release time activities made possible by flexible scheduling initiatives through the introduction of the school's innovative practices. During my service, the graduation rate increased from 76% to 88% and was recognized as a Governor's Gold Award (Greatest Gains) School; Georgia Title I Distinguished School, Georgia Partnership for Excellence in Education 85/10 School, and Bronze Medal ranking from U.S. News and World Report Best High Schools.*

**ASSISTANT PRINCIPAL**

2003-2007

Deerfield Beach High School, Deerfield Beach, FL (Broward County Public Schools)

*Deerfield Beach High School is a diverse, urban public high school (9-12) with a student population of 2,400 students located between Ft. Lauderdale and West Palm Beach, FL. Responsible for the implementation of all instructional and school level operations and activities to include, but not limited to: Reading and Mathematics improvement, teacher evaluations and coaching, student discipline and tribunals, safety and security plan and drills, student field trips, student activities, athletics, internal accounts monitoring, facilities and maintenance efforts.*

**Additional Experience**

<b>SOCIAL STUDIES TEACHER, COACH</b>	Flanagan High School, Pembroke Pines, FL (Broward County Schools)	1996-2003
<b>UNIVERSITY REPRESENTATIVE</b>	Nova Southeastern University (Ft. Lauderdale, FL)	1994-1996
<b>TESTING TECHNICIAN</b>	Racal-Datacom, Inc. (Sunrise, FL)	1993-1994
<b>ARMOR CREWMAN</b>	United States Army and United States Army Reserve	1991-2010

**EDUCATION, LICENSURE, AND PROFESSIONAL TRAINING**

<b>Doctoral Studies Program</b> <i>Liberty University, Lynchburg, VA</i>	<b>Georgia School Superintendents Association (GSSA)</b> <ul style="list-style-type: none"> <li>• Superintendents Professional Development Program</li> <li>• Planning, Funding &amp; Budgeting Institute</li> <li>• Facilities and Capital Outlay Management Institute</li> </ul>
<b>Education Specialist (Ed.S) Educational Leadership</b> <i>Liberty University, Lynchburg, VA</i>	
<b>Master of Science (M.S.) Educational Leadership</b> <i>Nova Southeastern University, Ft. Lauderdale, FL</i>	<b>Georgia Leadership Institute for School Improvement</b> <ul style="list-style-type: none"> <li>• Leadership For Base Camp and Summit</li> <li>• Leadership Preparation Performance Coaching (LPPC)</li> </ul>
<b>Bachelor of Science (B.S.) Secondary Education</b> <i>Nova Southeastern University, Ft. Lauderdale FL</i>	
<b>State of Georgia Licensure (727967)</b> <ul style="list-style-type: none"> <li>• Educational Leadership L-6 (All Levels)</li> <li>• Social Science (6-12)</li> </ul>	<b>The Sterling Council</b> <ul style="list-style-type: none"> <li>• Baldrige Education Criteria for Performance Excellence</li> <li>• Sterling Management Model</li> </ul>
	<b>Cobb Chamber of Commerce (Cobb County, Ga)</b> <ul style="list-style-type: none"> <li>• Graduate of Leadership Cobb 2018</li> </ul>