

Matthew Alexander, Jr., Ed.D.

PROFESSIONAL PROFILE

Experienced educational leader with a proven track record of improving teacher, instructional leader and support staff quality with the ultimate goal of increasing student academic achievement and social growth within and across all schools. Most recently served as Operations Officer (Chief Operations Officer) in a school district with approximately 22,000 students and over 2,700 employees. Exceptional leadership skills in:

- Increasing rigor and high expectations to promote student achievement and close achievement gaps
- Enhancing teacher and leader development to improve instruction
- Promoting and implementing initiatives to ensure equitable opportunities for all students, including poor and minority, with regard to quality instruction
- Instituting strategy and policy development
- Fostering university, community and business partnerships
- Ensuring fiduciary responsibility of approximately \$100 million
- Developing and implementing process improvements using research-based project management protocols
- Using multiple data sources in a robust, program evaluation system to ensure program and institutional effectiveness

EDUCATION

Fellow, National Superintendents Academy, February 2015

Doctor of Education, Educational Leadership, Policy, and Technology Studies – Higher Education Administration, The University of Alabama, Tuscaloosa, Alabama December 2009

Master of Education, Educational Administration, Alabama State University, Montgomery, Alabama, August 2002

Bachelor of Arts, Secondary English Language Arts Education, Tuskegee University, Tuskegee, Alabama, May 1999

Certifications, Georgia Leadership Certificate, Educational Leadership P-12, Alabama Leadership/Educator Certificates, Educational Administration P-12/English 6-12, California Credential, Administrative Services P-12, State of Alabama Certified Capital Planner, State of Alabama Certified Facility Assessor

PROFESSIONAL EXPERIENCE

Operations Officer (Chief Operations Officer)

Birmingham City School System
Birmingham, Alabama

2020 - 2022

Provided leadership and support to 43 schools serving approximately 22,000 students and over 420 employees in the Departments of Facilities Maintenance and Operations, Capital Projects, Transportation, Child Nutrition, Athletics, Technology, and Safety, Security and School Readiness. Managed and ensured that approximately \$100 million budget was priority-aligned, based upon needs assessments and data analyses. Reviewed and

monitored budget expenditures to verify compliance with local, state and federal requirements. Worked directly with the superintendent to develop and implement a five-year capital plan.

Accomplishments:

- Developed and implemented a road map for standard operating procedures for each department in the Division of Operations
- Implemented significant cost-saving measures for each department in the Division of Operations
- Developed and managed comprehensive, five-year capital plan with more than \$60 million in renovation projects
- Increased the number of community and corporate partnerships

Superintendent of Education / Chief Executive Officer

2017 - 2020

Barbour County School District
Clayton, Alabama

Provided leadership and support to 3 schools serving approximately 700 students and 130 employees. Ensured that the District continued to achieve its academic mission of closing the achievement gap and improving the academic and social outcomes of children while making certain that all students graduate college ready, career ready and life ready. Managed and ensured that approximately \$11 million budget was priority-aligned, based upon needs assessments and data analyses. Worked closely with school board members to establish a clear governance policy framework. Led efforts to recruit, hire and retain the best and brightest instructional leaders, teachers and classified support personnel at all schools and central office locations.

Accomplishments:

- Implemented district data dashboard (SchoolStatus), to create data-rich culture to inform instruction and professional development
- Implemented significant cost-saving measures by realigning personnel at the central office, implemented energy conservation procedures, and more effectively utilized Foundation Program units
- For the first time in over 7 years, met required fiscal minimum one-month reserve general fund balance, solely utilizing local, state and federal allocations
- Improved district communication processes, upgraded district website, and enhanced proactive methods of communication using social media
- Secured funding for \$1.3 million to purchase new bus fleet (13 buses)
- Implemented process and allocated funding for National Board Teacher Certification Initiative to cover the total cost for any teacher in the district who was interested in obtaining National Board Certification
- Led process for the adoption of new reading program for grades K-6
- Completed 1:1 technology initiative Pre-K–12 Chromebooks and ViewBoard Interactive Flat Panels in every classroom
- Enhanced high school Career Technical Education programs by adding Health Sciences and NJROTC
- Developed and implemented new alternative school and in-school suspension programs
- Secured grants and allocated district funding for newly reinstated high school band program, in order to purchase new uniforms and instruments

- Developed and implemented extended day and summer enrichment programs that focused on literacy and math (elementary) and ACT Prep and Math Camp (high school)
- Enhanced Social Emotional Learning opportunities by implementing Phase I of Restorative Practices Framework in all schools
- Increased the number of community and corporate partnerships
- Led process to develop proposal to build new school complex (grades 2-12)

Operating Officer (Chief Operating Officer)

2016 - 2017

Birmingham City School System
Birmingham, Alabama

Provided leadership and support to 43 schools serving 24,000 students and over 420 employees in the Departments of Facilities Maintenance and Operations, Capital Projects, Transportation, Child Nutrition, Athletics, and Safety, Security and School Readiness. Managed and ensured that approximately \$41 million budget was priority-aligned, based upon needs assessments and data analyses. Reviewed and monitored budget expenditures to verify compliance with local, state and federal requirements. Worked directly with the superintendent to develop a five-year strategic plan.

Accomplishments:

- Developed and implemented a road map for standard operating procedures for each department in the Division of Operations
- Implemented significant cost-saving measures for each department in the Division of Operations
- Served as cabinet lead (Standard 2 committee) for AdvancED District Accreditation External Review – District recommended for accreditation February 2017
- Increased the number of community and corporate partnerships

Federal Program Director, Title II, Part A

2015 - 2016

Federal Program Coordinator, Title II, Part A

2013 - 2015

DeKalb County School District
Stone Mountain, Georgia

Provided leadership and support to 138 schools serving 101,000 students, 20 private schools, 10 departments and external stakeholders. Managed and ensured that up to \$5 million budget was priority-aligned, based upon needs assessment and data analysis. Reviewed and monitored Title II-A federal grant budget expenditures to verify compliance with requirements. Developed, disseminated and analyzed data from program evaluations of initiatives funded by Title II-A. Reviewed and monitored highly qualified teacher status and district-wide teacher experience and effectiveness continuity ratios to ensure equity within and across schools. Served as member of the District's Strategic Planning Committee. Served as a member of the Curriculum and Instruction Leadership Team. Served as a member of the District Effectiveness Team. Served as member of the Teacher Academy for Preparation and Pedagogy Leadership Council. Served as member of Field Advisory Committee for Student Teachers.

Accomplishments:

- Developed and implemented District's first robust program evaluation for all Title II-A funded activities
- Served as lead for District's Comprehensive LEA Improvement Plan

- Led the facilitation and documentation of District's Needs Assessment in preparation for development and completion of District's Equity Plan
- Significantly reduced the number of audit findings from Georgia Department of Education monitoring visits
- Led the strategic analysis and revision of internal procedures in the Office of Federal Programs to ensure greater efficiency in service

Assistant Professor/Coordinator of Field and Clinical Experiences **2012 - 2013**
Savannah State University – School of Teacher Education
Savannah, Georgia

Provided leadership, development and coordination of teacher education field experiences and clinical practices for undergraduate programs in collaboration with public school partners and the various programs at Savannah State University. Ensured that memoranda of understanding were completed with school systems where candidates would be placed. Designed and taught traditional, hybrid and online education courses. Served as Professional Advisory Committee Member for the Groves High School Career and Technical Education Program.

Accomplishments:

- Assisted with grant writing and served as co-principal investigator for grant proposal of \$1.2 million
- Led university committees on determining capacity for the development of new teacher education programs
- Served as guest speaker and recruiter for Career Day Events at numerous high schools

Educational Specialist/Coordinator of Personnel Evaluation and National Board Certification **2007 – 2012**
Montgomery Public School System – Office of Human Resources
Montgomery, Alabama

Provided leadership and support to 58 schools serving 32,000 students, all system departments and external stakeholders. Monitored and administered teacher and leader evaluation programs. Conducted professional learning activities on evaluation procedures and effective use of evaluation results to improve teacher and leader effectiveness. Assisted with the assessment of professional learning needs within and across schools and programs. Mediated and resolved evaluation procedural challenges and concerns for all certificated personnel. Coordinated the National Board Certification Program. Served on system-level zone team and led data collection and analyses for secondary schools. Served as Acting Elementary School Principal, when needed. Assisted with system recruitment and hiring. Served on Alabama State Department of Education's Teacher Quality Taskforce and contributed to the design of new teacher evaluation program.

Accomplishments:

- In less than two years, drastically reduced the number of personnel evaluation procedural violations and grievances
- Developed the Master Teacher Program, the System's first initiative designed to increase the number of National Board Certified Teachers and provide the necessary support to candidates as they go through the process of obtaining National Board Certification

Director of Professional Learning and Coordinator of Title II, Part A **2010 - 2011**
Montgomery Public School System – Office of Curriculum and Instruction
Montgomery, Alabama

Provided leadership and support to 58 schools serving 32,000 students, 10 private schools, all district departments and external stakeholders. Led planning efforts and coordination of all system-level professional learning activities. Provided leadership in the development of professional learning goals and plans for individuals, schools and school system. Managed local, state and federal budgets totaling approximately 2.7 million dollars. Planned, wrote, and coordinated the ESEA Title II, Part A Teacher Quality Program. Coordinated the Alabama State Department of Education Teacher Quality Mentoring Program for the school system. Designed and presented professional learning packages for schools and system leaders. Served as liaison and coordinator for the Alabama State Department of Education New Principal Mentoring Program. Coordinated the Leadership Development Institute trainings for principals and central office administrators. Served on superintendent's cabinet, providing input on system strategic goals, budget and continuous improvement. Served on District's Transition Taskforce for School Closures and Consolidations. Served on District Facility Master Plan Update Steering Committee. Served on District Accreditation Team. Served as member of Response to Instruction Implementation Team. Served as member of Common Core State Standards Initiative Implementation.

Accomplishments:

- Designed and coordinated the Leadership Academy for assistant principals
- Ensured that professional learning throughout the system was aligned to Alabama teacher quality, leader quality, national professional learning standards and needs identified in school and system improvement plans
- Promoted and guided continuous analysis and evaluation of professional learning activities that stimulated individuals, improved current teaching practices, and increased student achievement
- Demonstrated success in the use of research-based professional learning and matched the appropriate professional learning models with the intended results and learners' needs
- Designed and implemented a multi-faceted professional learning communication plan for all stakeholders, which included designing printed fliers, brochures and catalogs as well as designing and maintaining a professional learning webpage

Assistant Principal, Loveless Academic Magnet Program High School **2006 - 2007**
Montgomery Public School System
Montgomery, Alabama

Provided leadership and support to 400 students in diverse high school. Served in lead role in development of campus improvement plans with staff, parents and community stakeholders. Analyzed, disaggregated and presented student achievement data. Participated in the development and evaluation of educational programs. Evaluated faculty and staff performance and provided research-based best practices to promote improvement. Reviewed applications, interviewed and selected high-performing students. Articulated school's mission to community and solicited its support in accomplishing the mission. Served as IDEA/Section 504 coordinator. Served as McKinney-Vinto Homeless/Migrant Education Program coordinator. Served as textbook coordinator.

Served as chairperson of the safety plan committee. Assisted with fiscal planning and responsibilities. Completed annual Title IX report. Supervised all extra-curricular games/events. Led the analysis and drafting of the Continuous Improvement Plan.

Accomplishments:

- Began robust discussions with faculty regarding the possibility of becoming an International Baccalaureate World School
- Assisted students with transition into high school by implementing research-based academic and social support system
- Assisted students with the college admissions process, including securing academic and need-based scholarships

Assistant Principal, Bellingsrath Junior High School

2004 - 2005

Montgomery Public School System
Montgomery, Alabama

Provided leadership and support to 900 students in Title I school. Served in lead role in development of campus improvement plans with staff, parents and community stakeholders. Analyzed, disaggregated and presented student achievement data. Participated in the development and evaluation of educational programs. Evaluated faculty and staff performance and provided research-based best practices to promote improvement. Articulated school's mission to community and solicited its support in accomplishing the mission. Served as IDEA/Section 504 coordinator. Served as chairperson of the safety plan committee. Assisted with fiscal planning and responsibilities. Completed monthly payroll report. Supervised extra-curricular games/events. Led the analysis and drafting of the Continuous Improvement Plan.

Accomplishments:

- Students made significant gains both academically and socially
- Assisted students with transition into junior high school by implementing research-based academic and social support system

English Teacher, Sidney Lanier High School

2001 - 2003

Montgomery Public School System
Montgomery, Alabama

Taught American Literature and British Literature to 11th and 12th grade students. Taught Creative Writing to 10th -12th grade students. Assisted with the analysis and drafting of the Continuous Improvement Plan. Tutored students before and after school to help improve proficiency on Alabama High School Graduation Exam. Served as literary magazine sponsor. Assisted students with the college admissions process, including writing essays and securing academic and need-based scholarships.

Accomplishments:

- Planned and organized college tours for students in grades 10-12
- Significantly increased proficiency rate of students taking Graduation Exam in Reading and Language Arts
- Served as director and executive producer of senior memory video

English Teacher, Mattie T. Blount High School

2000 - 2000

Mobile County Public School System
Mobile, Alabama

Taught American Literature to 11th grade students. Tutored students before and after school to help improve proficiency on Alabama High School Graduation Exam.

Assisted students with the college admissions process, including writing essays and securing academic and need-based scholarships.

Accomplishments:

- Planned and organized college tours for students in grades 10-12
- Increased proficiency rate of students taking Graduation Exam in Reading and Language Arts

English Teacher, Stephenson High School

1999 - 2000

DeKalb County School District
Stone Mountain, Georgia

Taught American Literature to 10th grade students. Tutored students before and after school to help improve proficiency on Georgia High School Graduation Exam. Assisted students with the college admissions process, including writing essays and securing academic and need-based scholarships. Served as senior class sponsor.

Accomplishments:

- Planned and organized college tours for students in grades 9-12
- Increased proficiency rate of students taking Graduation Exam in Language Arts

RELATED PROFESSIONAL EXPERIENCE

Assistant Director/Senior Writing Center Instructor/ Graduate Assistant 2001 - 2006

Alabama State University – University College/Advancement Studies/Humanities
Montgomery, Alabama

Taught writing skills to undergraduate and graduate students. Conducted workshops for undergraduate/graduate students and university staff. Facilitated as test administrator for placement tests. Maintained and updated technology hardware/software for student use. Completed monthly payroll report for staff and students tutors. Assisted with teaching English 129 -132 courses, when needed. Served as test administrator and proctor for ACT.

Accomplishments:

- Served on committee to align College of Education courses with PRAXIS Exam for teachers
- Increased proficiency rates of students taking developmental and general English courses

PROFESSIONAL AND COMMUNITY ACTIVITIES

- Council of the Great City Schools, Member 2016 – 2017, 2020 – 2022
- American Association of School Administrators, Member 2017 - 2020
- Learning Forward, Member
- ASCD, Member
- National Association of Secondary School Principals, Member
- National Association of Elementary School Principals, Member
- Alabama Best Practices Center's Key Leaders Network, Member 2010 – 2011
- Alabama State University's Teacher-Leader Graduate Program Design Committee, 2010 - 2011
- Judicial Citizen Panel Review Program – DeKalb County Juvenile Court, Chairperson

- East Lake Foundation, Volunteer
- Junior Achievement of Georgia, Volunteer
- Salvation Army Boys and Girls Club, Volunteer

HONORS AND AWARDS

- Rising Star Teacher, Stephenson High School, 2000
- Teacher of the Year Nomination (semi-finalist), Stephenson High School, 2000
- Outstanding Senior Class Sponsor, Stephenson High School, 2000
- Outstanding Service, Alabama State University, Department of Humanities, 2006

SELECTED PRESENTATIONS

- *Impact of new teacher evaluation process on teachers in years 1-3.* New Teacher Academy, Montgomery Public School System. January 2011.
- *Motivating the unmotivated student.* Fews Alternative School, Montgomery Public School System. August 2010.
- *Failure is not an option.* Leadership Development Institute, Montgomery Public School System. June 2008.
- *Focus on enrollment and retention.* Research presentation at Conference on Issues in Higher Education, The University of Alabama. December 2005.

REFERENCES

Ms. Shirley Franklin Johnson, School Board Member
 Barbour County School District
 Post Office Box 429
 Clayton, Alabama 36016
 (706) 573-5623 (cell)

Ms. Jacqueline Davis, Former School Board Vice-President
 Barbour County School District
 16 South Street
 Clayton, Alabama 36016
 (334) 621-0439 (cell)

Dr. Ruby M. Jackson, Former School Board Member
 Barbour County School District
 Post Office Box 522
 Vernon, Alabama 35592
 (334) 367-8478 (cell)

Ms. Louise Gibson, Former School Board Member
 Barbour County School District
 144 Highway 130
 Louisville, Alabama 36048
 (334) 355-1467 (cell)

Dr. Mark A. Sullivan, Superintendent of Education
 Birmingham City Schools
 2015 Park Place North
 Birmingham, Alabama 35203
 (205) 243-7357 (cell)

Dr. Dana Hill, Former Board Attorney for the Barbour County School District
31 Inverness Center Parkway, Suite 120
Birmingham, Alabama 35242
(205) 602-2896 (cell)

Dr. Jayne Williams, General Counsel and Director of Legal Advocacy
Alabama Association of School Boards
Post Office Box 4980
43 South Jackson Street
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Mrs. Kathi H. Wallace, Former Coordinator of Executive Coaching
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(334) 207-2856 (cell)

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(678) 542-4099 (cell)