

## S. Dallas Dance, Ph.D.

### EXPERIENCE – UNIVERSITY

---

- 2008 – Present      UNIVERSITY OF RICHMOND  
**Adjunct Professor**, *School of Continuing Studies, Department of Education & Teacher Licensure*  
Teach graduate level courses in Foundations of Education, Communicating and Leading, Legal and Political Issues in Education, and Violence in Schools.
- 2011 – 2012      UNIVERSITY OF HOUSTON  
**Adjunct Professor**, *School of Education, Department of Curriculum & Instruction and Leadership Studies*  
Taught graduate level courses in the School Superintendency, Student Support Services, Linking Leadership and Instruction, and Curriculum Development and Design and School and Community Relations. Served on committee to select two senior level positions.
- 2008 – 2010      VIRGINIA COMMONWEALTH UNIVERSITY  
**Adjunct Professor**, *School of Education, Department of Educational Leadership*  
Taught graduate level courses in Public School Administration, Processes of Instructional Leadership, Improving School Programs and Performance, and Principalship Seminar & Internship.
- 2009 – 2010      AVERETT UNIVERSITY  
**Adjunct Professor**, *Master of Education Program*  
Taught graduate level courses in Philosophy of Education, Curriculum Development, Research in Education, and Instructional Technology.

### EXPERIENCE – K – 12

---

- 2012 – Present      BALTIMORE COUNTY PUBLIC SCHOOLS – MD – 112,000 students  
**Superintendent of Schools**  
*Office of the Superintendent, Central Administration*
- Serves as the Chief Executive and Administrative Officer for the school system. Responsible for the general administration of all instructional, business, and operational functions; and for advising and making recommendations to the Board of Education with respect to such activities. Serves as Secretary/Treasurer of the Board of Education. Responsible for overseeing the instruction of more than 112,000 students and leading and managing a \$1.9 billion budget, 18,500 employees, and 173 schools, centers, and programs.
- Under my leadership, a five-year strategic plan, *Blueprint 2.0*, has been drafted and Board of Education approved. Driven by our Theory of Action, *Blueprint 2.0* defines globally competitive graduates as students having access to

personalized learning through a 1:1 digital learning environment and experiencing opportunities to become proficient in a world language. Four-year cohort graduation rate is 89.2%, which is the second highest among large school systems in the country, half of our high schools are nationally recognized, and 20 National Blue Ribbon schools and 23 Maryland Blue Ribbon Schools have been designated. The school system is ranked among the best in the country for visual and performing arts and music education.

2010 – 2012

HOUSTON INDEPENDENT SCHOOL DISTRICT – TX – 204,500 students

**Chief School Officer (Regional Superintendent)***Department of Academic Services, Central Administration*

Directed, coordinated, and supervised the operations and staff of the Office of Middle School Education, including directing, supervising, and evaluating the school improvement officers (SIOs) who oversaw the implementation of all education programs, support services, and business and compliance functions for all middle schools in the district. Developed an overall strategic plan for schools aligned with district priorities. Implemented and communicated the district's initiatives and strategies for increasing student achievement and promoting the district as a whole. Responsibility for fiduciary management of \$135 million in operation funds. Represented the superintendent of schools as a district official.

Under my leadership, middle school enrollment stabilized, which had not occurred in over a decade, the number of middle school students at or above grade level in reading and math increased 8% overall, the number of students scoring at the commended level on the state exam increased by 21%, and the overall middle school dropout rate decreased 3%. Our office opened two new schools: A 6-12 all-male college preparatory academy and a 6-12 all-female college preparatory academy, a comprehensive secondary reform plan was drafted and implemented aligned with the district strategic plan, a transformation plan was drafted and implemented to turnaround twenty of our lowest performing schools in partnership with Harvard University, a strategic plan was drafted and implemented to address the over 3,000 overage middle school students in the district, over twenty-five new building principals were hired meeting the district's new rigorous hiring standards, our staff review process was strengthened to ensure there is an effective teacher in every classroom, and we worked collaboratively with the curriculum, instruction, and assessment department to develop a rigorous K-12 curriculum aligned to state and national standards. Responsibility for five school improvement officers (SIOs), a director, a senior accountability specialist, and eleven additional office staff.

2009 – 2010

CHESTERFIELD COUNTY PUBLIC SCHOOLS – VA – 59,500 students

**Director of School Improvement & Instructional Support***Department of Instruction, Central Administration*

Directed, coordinated, and supervised the operations and staff of the Office of School Improvement and Instructional Support, including conducting improvement planning for the division, schools and departments, student testing, measurement, research, and evaluation. Provided direct staff support to the

School Board and Superintendent. Responsible for the effectiveness and accuracy of processes and information that affected the entire school division.

Under my leadership, and with our department's strategic planning and assistance, all schools were fully accredited according to Virginia standards, the school district met Adequate Yearly Progress, district-wide accountability processes were established for analyzing state assessment data for improved student achievement analyses, customized data reports were created for 63 schools, a data analysis process was established for local, state, and federal accountability measures, research was successfully synthesized to create and implement innovative and practical models for district and school-wide reform and improvement, and building leaders were trained in how to use data to inform their decisions, instructionally and managerially. Responsible for an Assistant Director, three school improvement managers, and five additional office staff.

2007 – 2009

LOUISA COUNTY PUBLIC SCHOOLS – VA – 4,800 students

**Assistant Superintendent**

*Department of Instruction, Central Administration*

Provided leadership and supervision in the areas of elementary school, middle school, high school, and alternative education instruction, curriculum, student support services, staff development, career and technical education, technology, school and division improvement, testing and accountability, and data analysis. Under my leadership, all schools were fully accredited according to Virginia standards, including two Title I elementary schools. Our district experienced significant improvement in reading and mathematics in all NCLB subgroups, with the largest improvements depicted in our minority students (28%) and students with disabilities (25%). 98% of all AYP targets were met for each of our schools and the school division. Responsibility included developing, implementing, coordinating, and evaluating the comprehensive division strategic plan to address eliminating the achievement gap, building relationships with area businesses, mentoring all new teachers for a three-year period, and creating and implementing a Response to Intervention (RtI) model for all schools. Responsible for five schools, 4,800 students, five principals, nine directors, and three instructional specialists. Acted as the Superintendent's Designee.

2001 – 2007

HENRICO COUNTY PUBLIC SCHOOLS – VA – 48,000 students

**Principal**, *Brookland Middle School*

**Assistant Principal**, *Highland Springs High School*

**Summer School Principal**, *Highland Springs and Varina High Schools*

**Administrative Aide**, *Highland Springs High School*

**English Teacher**, *Highland Springs High School*

**Principal**

*Brookland Middle School*

Provided leadership and supervision in the areas of instructional leadership, staff development, staff evaluation, data analysis, operations, and finance.

Under my leadership, reading scores increased 12%, mathematics scores increased 23%, history scores increased 7%, and science scores increased 8%. Performance for African-American students increased 6%, Hispanic students increased 20%, White students increased 6%, students with disabilities increased 15%, economically disadvantaged students increased 8%, and English language learners increased 14%. The number of students enrolled in Algebra I increased 110%, and the first section of geometry was implemented. Created and implemented a successful male mentoring program. Responsible for 1,200 students, and 85 faculty and staff members.

### **Assistant Principal**

*Highland Springs High School*

Provided leadership and supervision in the areas of instructional leadership, staff development, staff evaluation, and data analysis to the departments of English, foreign language, and school counseling.

Under my leadership, reading scores increased 8% and writing scores increased 9%. Responsible for the master schedule for over 1700 students and coordinated with the English and mathematics departments to create the first in-house SAT preparation course. Served as the chair of the school's SAT improvement committee and increased SAT performance by 80 points in reading and 70 in mathematics. Coordinated the school's freshman transition program, which focused on ensuring that rising ninth graders had the basic skills needed to achieve academic success. Coordinated the School/Community Partnership Program to encourage parents and community leaders to provide support to the school in the areas of mentoring and volunteering. Through the program, we increased our PTA membership 250% and enlisted over 75 volunteers. Primarily responsible for over 500 students and 27 faculty and staff members.

### **Summer School Principal**

*Highland Springs and Varina High Schools*

Provided leadership and supervision in the areas of instructional leadership, staff development, staff evaluation, data analysis, operations, finance, and discipline. Responsible for over 400 students and 25 faculty and staff members.

### **Administrative Aide**

*Highland Springs High School*

Provided direct administrative assistance to two assistant principals in the areas of instructional leadership, staff development, data analysis, and discipline. Created and chaired the school's first SAT improvement committee to increase SAT performance. Created and coordinated the school's first male mentoring program, which assisted young men into developing an appreciation for learning, reading, and taking responsibility for their actions. Responsible for over 300 students and maintenance and custodial staffs.

**English Teacher***Highland Springs High School*

Provided direct instruction to ninth, tenth, and eleventh grade students using creative, innovative, and research-based teaching strategies and methodologies. Students averaged a 92% pass rate on the reading assessment test each year and a 95% pass rate on the writing assessment test each year. Fully supported and incorporated the Teaching and Learning initiative in daily classroom activities, which placed a major emphasis on the development and utilization of 21<sup>st</sup> century technological skills.

**EDUCATION**

June 2007

**Doctor of Philosophy**

Educational Leadership

Virginia Commonwealth University, Richmond, Virginia

Dissertation Title: *Virginia School Superintendents' Perceptions Regarding Their Superintendent Preparation Program*

December 2002

**Master of Education**

Administration &amp; Supervision

Virginia Commonwealth University, Richmond, Virginia

Thesis Title: *The History of Historically Black Colleges & Universities and the Challenges They Face in the Future*

May 2001

**Bachelor of Arts**

English

Virginia Union University, Richmond, Virginia

**ENDORSEMENTS**STATE OF MARYLAND**Superintendent License**

Maryland State Department of Education

License Number – 03-3097

Expiration: June 30, 2017

STATE OF VIRGINIA**Administration & Supervision/English Education**

Virginia Department of Education

License Number – PGP-0601910

Expiration: June 30, 2020

**Division Superintendent License**

Virginia Department of Education

License Number – DS-0600191

Expiration: June 30, 2020

**STATE OF TEXAS****Principal Certification**

State Board for Educator Certification  
Texas Education Agency  
Expiration: April 30, 2022

**Division Superintendent Certification**

State Board for Educator Certification  
Texas Education Agency  
Expiration: April 30, 2022

**NOTABLE PROFESSIONAL DEVELOPMENT**

---

**NATIONAL SUPERINTENDENT ACADEMY – 2011**

Recruited to participate in a leadership development program designed to prepare participants for the superintendency focusing on all aspects of leading a school district. Academics, operations, finance, board relations, governance, and organizational structure were emphasized in addition to other school district operations.

**ASPIRING SUPERINTENDENT & EDUCATIONAL LEADERSHIP ACADEMY – 2010**

Recruited to participate in a superintendent preparation academy designed to emphasize key issues instrumental to a superintendent's success. The academy focuses on strategic planning, instruction, competencies, ethics, board relations, finance and budgets, legal issues, employee evaluation, and district operations.

**PRESENTATIONS**

---

Presentations have been conducted at the international, national, state, and local levels at conferences, workshops, and in-services on the following topics:

Impacting District Culture, Equity in Action, Building the Case for Why Good Is the Enemy of Great, Creating Learner-Centered Environments, Getting to the Future, Preparing Globally Competitive Graduates, Why Leadership Matters, Why Must Schools Change Now?, *No Child Left Behind (NCLB)*, Digital Literacy, Technology in Education, Equity & Access, Leadership for Equity, Effective School/Community Relations, Effective School Leadership, Practical Lessons for Aspiring School Leaders, Benchmark Assessments, Lessons Learned through Assessments, Data Analysis for Teachers, Data Analysis for School and Division Leaders, Middle School Transformation and Best Practices, Surviving the Principalship, Collaborative Leadership, Instructional Leadership, School Improvement, Closing the Achievement Gap, A Focus on Regaining the Male Population, Succeeding with Struggling Learners, Effective Staff Development, Transition Programs, The Effective Schools Process, Student Mentoring Programs, New Teacher Mentoring, New Administrator Mentoring, 21<sup>st</sup> Century Thinking and Learning, and Breaking Ranks in the Middle (BRIM – NASSP).

---

## PROFESSIONAL AFFILIATIONS

---

American Association of School Administrators  
ASCD (Association for Supervision and Curriculum Development)  
Horace Mann League of the USA  
International Society for Technology in Education  
Large Countywide and Suburban District Consortium  
Learning Forward – National Staff Development Council  
League of Innovative Schools  
Microsoft Leading Countries of the World in Transforming Education  
Phi Delta Kappa International  
Public School Superintendents Association of Maryland

---

## HONOR SOCIETIES/AWARDS

---

White House Champion of Change  
AASA, NSPRA, and Blackboard Leadership Through Communication Award  
AFRO-American Newspapers  
Alpha Kappa Mu National Honor Society  
ASCD Emerging Leaders  
ASCD Outstanding Young Educator Award Finalist and Honoree  
Center for Digital Education Digital Content and Curriculum Award  
Center for Digital Education Top 30 Technologists, Transformers, and Trailblazers Award  
*Daily Record* Most Admired CEO  
*Daily Record* Most Influential Marylander  
*Daily Record* Innovator of the Year  
*Daily Record* VIP List  
Digital Promise and EdSurge Digital Innovation Learning Award—Walk the Walk  
Digital Promise and EdSurge Digital Innovation Learning Award—Open Door Policy  
*District Administration Magazine* District of Distinction—S.T.A.T.  
*District Administration Magazine* District of Distinction—Making Graduation a Priority  
*eSchool News* Tech Savvy Superintendent  
Friend of Maryland Association of Student Councils Award  
Louis S. Diggs Award  
LinkedIn Next Wave  
Maryland Society for Educational Technology Outstanding Leader Using Technology  
Microsoft Showcase School System  
National Coalition for Technology in Education and Training Community Builder Award  
National School Board Association 20 to Watch  
NSPRA Superintendent to Watch  
Phi Kappa Phi National Honor Society  
Richmond History Makers Nominee  
*Style Weekly* Top 40 Under 40 Award  
Teacher of the Year Nominee  
UNCF Outstanding Alumnus Award  
Virginia Commonwealth University Alumni Star of the Year  
Virginia Union University Outstanding Young Alumnus of the Year Award

**BOARD MEMBERSHIP/COMMUNITY SERVICE AFFILIATIONS**

---

White House Commission on Educational Excellence for African-Americans  
American Association of School Superintendents (AASA) Executive Board  
American Heart Association of Maryland Board of Directors  
Board of Visitors, Lincoln University, Pennsylvania  
Chamber of Commerce  
Children's Cancer Foundation Board of Directors  
International Society for Technology in Education (ISTE) Board of Directors  
Kids Helping Hopkins Board of Directors  
Maryland Council on Economic Education  
Northwest Hospital Board of Directors  
Superintendent's Advisory Council, The College Board  
United Way of Central Maryland Board of Directors  
Urban League  
Virginia Commonwealth University Alumni Association  
Virginia Commonwealth University School of Education Alumni Council

**EDUCATIONAL SERVICE**

---

ASCD Educator Advocate  
Breaking Ranks in the Middle (BRIM) Trainer  
Career and Technical Education Advisory Councils  
Curriculum Writer & Review Committees  
District Improvement Teams  
Educational and School Reform Committees  
Instructional Technology Advisory Councils  
Mentor to New Administrators  
P-20 Committees  
Professional Development Committees  
Professional Growth Plan Committees  
Safety Committees  
SAT Improvement Committees  
School and District Audit Committees  
School Improvement Teams  
State Council for Higher Education Committee on High School Feedback  
Student Transition Committees  
Teacher and Principal Evaluation Committees  
Teacher Evaluation Committees  
Teacher of the Year Committees  
Technology and Curriculum Committees  
Whole Child Emphasis Committee



## REFERENCES

---

**Billy K. Cannaday, Jr., Ed.D.**

President, State of Virginia Board of Education  
Former State of Virginia Superintendent of Public Instruction

**William R. Hite, Jr., Ed.D.**

Superintendent of Schools  
The School District of Philadelphia

**Freeman A. Hrabowski, III, Ph.D.**

President, University of Maryland Baltimore County  
Former Chair, White House Commission on Educational Excellence for African-Americans

**Lillian M. Lowery, Ed.D.**

CEO and President, *FutureReady* Columbus  
Former State Superintendent of Public Instruction – State of Maryland

**Additional References Available Upon Request**