

Jeanice Kerr Swift, Ph.D.
5860 Wilson Rd.
Colorado Springs, CO 80919
Cell (719) 322-6209

Monday, June 10, 2013

Ray and Associates, Inc.
4403 First Avenue SE, Suite 407
Cedar Rapids, IA 52402

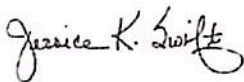
Ann Arbor Superintendent Search Committee,

I am most pleased to submit materials in application for the position of *Superintendent of Schools, Ann Arbor Public Schools*. I am fortunate to have a proven record of competence, commitment, and leadership skills in improving student achievement outcomes in a diverse, urban school system (28,000 students) in Colorado Springs, Colorado.

I am interested in the *Superintendent of Schools* position in Ann Arbor Public Schools because I am profoundly impressed with the quality educational programming already in place, the vision articulated for improvement, the commitment to closing achievement gaps, and the impressive progress accomplished to-date. In particular, I resonate with the vision that *all* students will be successful, regardless of their obstacles, and am excited by the challenge of working this critical mission in Ann Arbor, Michigan. The opportunity to partner in this rewarding work with the already-strong Ann Arbor team is what drives the submission of my application materials today.

I will welcome the opportunity to speak with you more to explore possibilities. Securing the best match in a district leader is a critically important decision for any school district; I wish you well in your process to select your next Superintendent of Schools, Ann Arbor Public Schools.

Respectfully,



Jeanice Kerr Swift, Ph.D.

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Education

Ph.D. Educational Leadership

Morgridge School of Education, University of Denver
Dissertation: *Realizing School Improvement*, Chair: Dr. Kent Seidel
June, 2011

Principal Preparation Program

School of Education, University of Colorado
May, 2002

Masters of Education in Curriculum and Instruction

School of Education, University of Colorado
Concentration in Gifted and Talented Education
August, 2000

Bachelor of Arts, English/Spanish/Secondary Education

University of Texas
August, 1984

Leadership Experience

Assistant Superintendent

Instruction, Curriculum, and Student Services, Colorado Springs School District 11
July, 2011 – Present

- Realized improved student performance outcomes including improved graduation rate, reduced drop-out rate, improved reading and math performance, increased number of high-performing schools and reduced number of low-performing schools.
- Provide district leadership to improve teaching, learning, and student achievement outcomes, including implementation of district improvement initiatives including a 'Playbook' of sound instructional practice, an aligned Unified District and School Improvement Planning process, articulate and lead an effective transition to Common Core/Colorado Academic Standards, and build system capacity for a more consistent delivery of challenging, deliberate, and engaging instruction.
- Direct supervision of numerous departments, including: English, Math, Science, Social Studies, Arts, World Languages, Title I, English Language Learners, Native American Education, Gifted and Talented, Special Education, Career and Technical Education, Discipline and Attendance, and Alternative education programs.
- Presently working as a central lead in a community wide school reutilization project.

Executive Director, K-12 Schools, Colorado Springs School District 11

November, 2009 – June, 2011

- Direct responsibility for oversight of 20 schools, including recruitment and development of principal leadership, support of all facets of school improvement, problem-solving, and community relations.

Principal

Charles M. Russell Middle School of the Performing Arts and Science, Colorado Springs School District 11

July, 2004 – November, 2009

- Led school improvement and transition of the school into a performing arts and science campus, achieving sustained improvement in academic performance and growth including receiving the Governor's designation for sustained high achievement growth and recognition as a National Trailblazer School to Watch, 2008.

Assistant Principal

Charles M. Russell Middle School
Colorado Springs School District 11
July, 2002 – June, 2004

Literacy Resource Teacher Coach

Jenkins Middle School
Colorado Springs School District 11
July, 2001 – June, 2002

Middle School English Teacher, Grades 6, 7

North Middle School and Jenkins Middle School
Colorado Springs School District 11
August, 1998 – June, 2001

High School and Junior High Teacher, English and Spanish, Grades 7-12

Hurst-Euless-Bedford ISD, Bedford, TX
August, 1984 – May, 1991 and August, 1995 – May, 1998

Recent Professional Activities and Honors

Featured Guest Author: Getting Smart Website, 'Math Game Transforms Classrooms in 3 Critical Ways'
<http://gettingsmart.com/cms/blog/2012/12/math-game-transforms-classrooms-in-3-critical-ways/>, December 13, 2012

Rising Star Award Presented to District 11 by Mind Research Institute, November, 2012
Honor exemplary implementation of Spatial Temporal Math and improved elementary math performance

Presenter: On Purple Pigs, Playbooks, and Penguins: Lessons Learned on the Journey to Systems Improvement Colorado Association of School Executives Leadership Conference, July, 2012

Featured Presenter: JiJi Gone Wild: Implementing Spatial Temporal Math Districtwide
Mind Research National Symposia: Breaking Beyond Boundaries, June, 2012

Colorado State Review Panelist: School Improvement Planning for Turn-Around Schools and Districts
Reviewed improvement plans for Turn-Around schools and districts, worked with colleagues across the state to provide feedback to districts and report findings to the State Commissioner of Education, Spring, 2012

Presenter: Investing in Improvement: ACHIEVE Team as a District Improvement Process
American Association of School Administrators National Convention, February, 2011

Presenter: Roll of the Dice or Rock Solid Investing? Implementing a District Technical Assistance Process that Delivers Results! Colorado Association of School Executives Leadership Conference, July, 2010

Russell Middle School featured as a Virtual Visit School,
RtI Action Network Website, National Center for Learning Disabilities, August, 2009
<http://www.rtinetwork.org/professional/videos/virtualvisits>

Presenter: Empowering the Wonder Years, Implementing a Three-Tiered Instructional Design

Panelist: Colorado Schools To Watch: Lessons in Implementing RtI
Colorado Association of School Executives Leadership Conference, July, 2009

Finalist: Colorado National Distinguished Principal
Colorado Association of School Principals, February, 2009

Russell Middle School Hosts: Colorado Trailblazer Schools to Watch, Middle Level State Conference, 'Shift Your Thinking: Change the World!' January, 2009

Presenter: 'Are You Ready to Get Serious About Implementing RtI?'
Colorado Association of School Boards (CASB), Broadmoor Hotel, December, 2008

Presenter: 'Response to Intervention and Closing the Achievement Gap'
Above and Beyond: National Middle School Association Conference, November, 2008

Presenter: 'Empowering the Wonder Years: Implementing a Response to Intervention System'
National Schools to Watch Conference, National Forum to Accelerate Middle-Grades Reform, June, 2008, Arlington, VA

Russell Middle School Designated as a Colorado Trailblazer School to Watch, 2008
National Schools to Watch, National Forum to Accelerate Middle-Grades Reform, February, 2008

Russell Middle School Recognized: 'It's Only a Mountain' Award
Achieves six years of sustained growth in Colorado State Assessment (CSAP) Composite Scores, 2002-2008

References

Dr. Nicholas Gledich (719) 520-2002
Superintendent, Colorado Springs School District 11

Mr. Robert Curran (719) 499-9889
Assistant Superintendent, Chief Information Officer, Colorado Springs School District 11

Mrs. Elaine Naleski (719) 594-4482
Secretary, Colorado Springs School District 11 Board of Education

Mr. Michael Poore (479) 372-2529
Superintendent, Bentonville Public Schools, Bentonville, AR

Dr. Diana Sirko (970) 384-6000
Former Deputy Commissioner, Colorado Department of Education
Superintendent, Roaring Fork School District, Glenwood Springs, CO

Mrs. Jan Tanner (719) 235-2315
President, Board of Directors, Colorado Springs School District 11

Dr. Mary Thurman (719) 520-2000, Office or (719) 491-4829, Cell
Deputy Superintendent, Colorado Springs School District 11

Contact Information

Jeanice Kerr Swift
Cell (719) 322-6209 Office (719) 520-2045 Home (719) 533-0525
jeanicekswift@gmail.com or jeanice.swift@d11.org
Home Address: 5860 Wilson Rd., Colorado Springs, CO 80919



Nicholas M. Gledich, Ed.D., Superintendent of Schools

(719) 520-2001

FAX (719) 520-2278

nicholas.gledich@d11.org

May 2013

Mr. Ryan Ray
RAY & ASSOCIATES
4403 First Avenue SE, Suite 407
Cedar Rapids, IA 52402

Dear Mr. Ray:

It is my pleasure to recommend Jeanice K. Swift, Ph.D. for Superintendent of Schools for Ann Arbor Public Schools. She is an outstanding candidate for the position because of her knowledge, her experience and her commitment to excellence. You can see from her resume that her educational credentials, and her numerous experiences as an educational leader demonstrate that she is extremely qualified for the position.

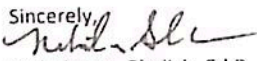
I have known Dr. Swift for several years and have had numerous occasions to observe her in action. It has always been obvious that she is very bright, conscientious, thorough and analytical. She can get to the heart of the matter quickly, yet thoughtfully. She asks the right questions, explores every option, looks for consensus and makes the right decision. She is very talented and a systems thinker.

Dr. Swift is a successful educator. However, her greatest impact on our school system is in her current role as Assistant Superintendent for Instruction, Curriculum and Student Services. Jeanice Swift has effectively improved the performance of the instructional operations of Colorado Springs School District 11 and has instilled a culture of achievement in the various reporting departments. Dr. Swift will provide aggressive leadership and sound judgment in her role as superintendent. She brings a wealth of experience and a dogged commitment to excellence to the job. She is a leader of highest integrity and moral character - qualities she demonstrates daily at work. She is one of the most dependable leaders I have worked with during my career. The real talent I have seen is in the area of instructional leadership. Her knowledge in all areas of the instructional programs, from literacy to career and technical education is astounding. She can talk high-quality instruction with anyone in the country, and I have seen her do so.

She is very well-respected as someone who will listen, definitely a requisite skill for the Superintendent of Schools. You have a talented leader in Dr. Jeanice Swift. She has an exceptional ability to develop positive relationships with staff and external contacts alike, with the ability to gain trust and cooperation of diverse groups and personalities. She has a proven hands-on approach to often difficult projects, while still utilizing the experience and expertise of her staff. In the time I have observed her, Dr. Swift has established a cohesive team built on a diverse group of employees and has motivated them toward the achievement of a common goal.

If I were building an executive team, Dr. Swift would be my first draft pick. She is a valuable member of the D11 family, and if gone, would leave an incredible void for School District 11 to fill. I am confident you will see what an asset Dr. Swift would be if she were selected as the next Superintendent of Schools for Ann Arbor Public Schools.

If you require additional information, please contact me at (719) 520-2001.

Sincerely,

Nicholas M. Gledich, Ed.D.
Superintendent of Schools

BENTONVILLE PUBLIC SCHOOLS

500 TIGER BOULEVARD, BENTONVILLE, AR 72712
PHONE: 479.254.5000 | FAX: 479.271.1159
FIND US ONLINE AT: BENTONVILLEK12.ORG

June 10, 2013

Ms. Deb Mexicotte
President Board of Education
Ann Arbor School District
Balas Administration Building
2555 S. State Street
Ann Arbor, MI 48104

Dear Ann Arbor Board Members,

I am not sure I have ever felt as great a pressure to write a letter on the behalf of someone more than this letter of recommendation for Jeanice Swift. As I put my words together I not only want to honor Jeanice, but I feel that my letter has to honor the respect that the entire District 11 community has for Jeanice. The students, parents and staff, as well as all of the principals in School District 11, the D-11 Board of Education, and her former Russell Middle School staff would want me to write a spectacular and supportive letter for Jeanice as she pursues the opportunity to become your next Superintendent.

Jeanice Swift has been one of the most important people in my life and one of the most influential. I first met Jeanice when she was serving as the Russell Middle School principal. She was the kind of principal that you just want to make copies of, somehow duplicate, and then let out into the world to impact students, staff and community. She was an amazing principal. She has all the honors to show this as you will see when you read her resume. I share all this because I think one of the most critical roles a Superintendent has is to impact and lead the Principal group in a district. Fortunately, you will also be able to find ample evidence of her impact on principals. Call any of the 50+ principals in District 11 and I think you will find a similar message of their support of Jeanice. You will hear that she is one of the strongest instructional leaders they have ever had the privilege to work with. She challenges them but she also supports them. You will hear that this woman is someone who knows how to dig into data. She uses data to reward as well as hold people accountable, but most importantly she knows how to use data to influence every student she has the opportunity to serve. Earlier in this paragraph, I said she was influential to me personally; I can share I watched Mrs. Swift in her role as Principal and Executive Director while I was in D-11 and learned so much. She is a master at building cultures, she is great at getting the most out of teams, she can be a bulldog to fight for approaches and programs to make sure children are served and educated.

Jeanice is exactly the kind of person you want and need to lead your school district. She is a person that works well with staff, administration and parents. What sets her apart is her ability to use all these stakeholders to help her base her final recommendation on doing what is best for students. Decisions are not only research based but also support a behind the movement-strategy-intervention because people have had the chance to help own the direction. I believe that this "trust" factor is what has made Jeanice such an effective principal, Executive Director and now Deputy Superintendent. If you really look at her

leadership skills, her ability to create a vision, and her ability to impact achievement, the one word that has enabled all this is that every constituent feels as I do, "you can trust Jeanice to lead." The vision that drives Jeanice is that all actions she takes, as a leader, is to have everyone achieve, everyone participate, and everyone be honored for good work done.

I think Jeanice will be a perfect fit for Ann Arbor. She seeks to impact achievement on a day-to-day basis. First and foremost, she not only believes each student can learn, she demands it. She ensures delivery to each student by monitoring classroom practice and insisting that differentiating is not just a target, but also a reality. She follows this up with extensive intervention programs. If a student is struggling, she has the solution or she will create a team to find the solution and create the schedules to get that student extra help and support. These are attributes you have upheld in Ann Arbor for a number of years and I think Jeanice can help you take things to even a higher level.

I think the final thing that Jeanice Swift does that makes her an exceptional leader and a perfect fit for Ann Arbor is her ability to honor and recognize all of the constituents on a regular basis. I am not sure there is a day that goes by where she does not send an email out to her staff and other critical stakeholders sharing great things that have happened on that date. As a result, her teams-schools never lose momentum and always seem energized. She finds ways to honor students and staff for academics, fine arts and citizenship. She also is very adept at honoring community. From supporting Veterans of War to supporting the Chamber, she knows how to extend to the community and give back to them. This eventually leads to the community being willing to give to students.

Jeanice Swift is one of the most amazing and talented educational leaders that I have ever had the opportunity to work with. I am so grateful that D-11 has had Jeanice for all these years influencing students, staff, parents and community on a daily basis. Your position is a great opportunity for you as an organization but it is also a perfect fit for Jeanice Swift to have the chance to lead an entire district. I sincerely hope that this letter reflects the respect and admiration that not only I have for Jeanice Swift, but that it reflects the respect and admiration that the entire D-11 community has for her.

Sincerely,



Michael A. Poore
Superintendent



Nicholas Gledich, Ed.D. Superintendent of Schools
Mary Thurman, Ph.D., Deputy Superintendent Personnel Support Services
1115 N. El Paso, Colorado Springs, CO 80903
(719) 520-2016 thurman@d11.org

December 10, 2012

Letter of Recommendation for Jeanice Swift:

With great pleasure I write this letter of recommendation for Dr. Jeanice Swift because I know that she will be among the top candidates for your position. I have known and worked with Jeanice Swift for the past nine years and have first-hand knowledge of her abilities and skills as a school leader. In Dr. Swift's current role, as Assistant Superintendent for Instruction, Curriculum and Student Services she exhibits exceptional leadership skills.

Dr. Swift works tirelessly with her team to provide the best learning and working environments for all students and staff in the district. On numerous occasions I have had the privilege to observe Dr. Swift make presentations to our Board of Directors, K-12 principals, district staff and community members. She is passionate about her belief in students and their ability to achieve at high levels. She also has a proven record of increasing student achievement and accepting "no excuses" for student success.

When Dr. Swift was principal of Russell Middle School every year students increased their performance on Colorado and District assessments. Under her leadership, Russell Middle School was also recognized locally, and at the state and national levels.

In my many years in school administration as an evaluator and supervisor of principals and others, I have found few with the exceptional leadership qualities of Dr. Jeanice Swift. Jeanice maintains a positive and productive environment where expectations for student achievement and behavior are high and district staff members are energetic and enthusiastic. Jeanice is a motivator and role model to students, parents, district staff and the community. She cares deeply about all students and their successes.

I give Dr. Swift my highest recommendation and enthusiastic support. You will find none more deserving and qualified for your position.

Sincerely,

Mary Thurman, Ph.D.
Deputy Superintendent – Personnel Support Services