

Andrew P. Davis, Ed.D.

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April 25, 2024

ATTN: Superintendent Search Committee
Okeechobee County Schools
700 Southwest 2nd Avenue
Okeechobee, FL 34974

Superintendent Search Committee:

I am sending this letter of interest for the Okeechobee County School District Superintendent position as posted. I am committed to assisting our youth grow academically (mind), athletically (body), and emotionally/socially (spirit). As a prior graduate student in the University of South Florida, It is with this passion for learning that I eagerly apply for this position.

I have been serving as the Superintendent of the Audubon Public School District in Camden County New Jersey for the last six years; I am still under contract. The district educates students from the Borough of Audubon, Audubon Park, and Mount Ephraim. The District also serves 105 School Choice students in grades seven through twelve. Our 1,450 students attend one of four schools; Audubon Park Preschool, Haviland Avenue Elementary School (PreK-2), Mansion Avenue Elementary School (3-6), and the Audubon Junior-Senior High School (7-12).

In my short time in Audubon, we have been able to accomplish many wonderful goals as a school community including but not limited to:

- Refined and Balanced School Budget
- The Creation of Reserve Accounts (Capital & Maintenance)
- Attainment of Numerous Grants (COPS Secure Our Schools Grant Program, Emergency Aid, Emergency Connectivity Fund, NJ Green Energy Grant, NJ Local Recreation Improvement Grant, Preschool Education Aid)
- Twenty-Eight Million Dollar Referendum
- Targeted Creation of New Positions (ESL Teacher, Math Coach, Mental Health Assistance Counselor, Middle School Interventionists, Preschool Staff, STEAM & Gaming Instructors)
- Implementation of the Governor's Educator of the Year Program
- Expansion of the Board of Education Student and Staff Recognition PreK through 12
- Three-Year Equity Initiative with Rowan University

Prior to my appointment as the Audubon Superintendent, I served as the Chief Academic Officer/ Director of Curriculum & Instruction for the Harrison Township School District for ten years. The district was nestled in the historic town of Mullica Hill in Gloucester County and had two school buildings. The Harrison Township and Pleasant Valley Elementary School housed students in prekindergarten through third grade (800+ students) and fourth through sixth grade (650+ students) respectively. During my tenure, the number of our students performing in the proficient and advanced proficient categories increased significantly. We consistently outperformed the State means on the PARCC 3 – 6 and exceeded our district factor group in ELA in grades 4 and 6 and mathematics in Grades 4, 5, and 6.

I am also proud of our many achievements and formal accolades which included the Harrison Township School District being named as a Future Ready School for the State of New Jersey for 2017-18. Because of our use of the Google for Education platform and resources, our schools and district were recognized as Google for Education Reference Schools/District. We hosted one of the largest attended Chromecamps in New Jersey in January of 2018. In addition, our upper elementary building, Pleasant Valley School, was announced as a National and New Jersey Schools to Watch ® for 2017-2020.


Prior to the aforementioned appointment, I was the principal of Pleasant Valley Elementary School. There were approximately 220 students per grade level and a total school population of 660. There were 56 certificated staff members (General Education, Special Area, Special Education and Support Personnel) and 24 non-certificated staff members (Secretarial Staff, Instructional Aides, General Aides and Custodial Staff). I was the sole administrator; however, I did have an excellent guidance counselor, school nurse, and supportive central administration team.

In my previous and present position, I work(ed) to provide an exemplary educational environment for our students. I created and encouraged the practice of inclusive programs. My team and I recognized and celebrated all children's strengths and supported their weaknesses. It has always been my goal to address all students' academic and social-emotional needs through dynamic differentiated learning environments.

I am confident that I have the necessary background and experiences coupled with the personal qualities to not only succeed but to thrive within the Okeechobee County School District. I look forward to a personal meeting to discuss my qualifications further. If you have any questions, please do not hesitate to contact me by cell 856.905.2231 or via email at apdavis68@hotmail.com.

Thank you for your time and consideration.

Sincerely,


Andrew P. Davis, Ed.D.

Andrew P. Davis, Ed.D.

1828 West Point Drive ♦ Cherry Hill, New Jersey 08003

♦ Cell: 856.905.2231 ♦ apdavis68@hotmail.com ♦

♦ Skype & Twitter: apDavis68 ♦

EDUCATION

Seton Hall University, South Orange, New Jersey, 07079
Ed.D. in Educational Leadership, Management & Policy, 2015

Saint Joseph's University, Philadelphia, Pennsylvania, 19131
M.S. in Educational Leadership, 2004
M.S. in Elementary Education, 1998

Southern Connecticut State University, New Haven, Connecticut, 06515
M.S. in Human Performance/Exercise Physiology, 1994
B.S. in Human Performance/Exercise Physiology, 1991
Concentration: Business Management, Economics, and Psychology.

CERTIFICATIONS

Chief School Administrator – Standard Certificate (DE & NJ) – PA in Process
Principal/Supervisor (K-12) – Standard Certificate (DE, NJ, & PA)
Teacher of Elementary Education (K-8) – Standard Certificate (NJ & PA)

EXPERIENCE

Audubon Public School District, Audubon, NJ 08106

November 2018 – To Date

Superintendent of Schools

- **Mission, Vision, and Core Values** – advocates for, enacts, and communicates a shared mission, vision and core values of high-quality education that promotes each student's academic success and well-being,
- **Governance, Ethics, and Professional Norms** – exhibits an understanding of board and superintendent roles, manages the district consistent with board policies and demonstrates the skills to work effectively with the board that promotes each student's academic success and well-being,
- **Operations Management** – manages school operations and resources to promote each student's academic success and well-being,
- **Curriculum, Instruction, Assessment, and School Improvement** – develops and supports an intellectually rigorous and coherent system of curriculum, instruction, and assessment and acts as an agent of continuous improvement to promote each student's academic success and well-being,
- **Community of Care, Equity, and Family Engagement** – engages families and the community in meaningful, reciprocal, and mutually beneficial ways while cultivating an inclusive, caring, and supportive school community that promotes academic success and well-being of each student, and
- **Professional Capacity/Community of School District Personnel** – develops the professional capacity and practice of school district personnel, fostering an engaged community of teachers and professional staff to promote each student's academic success and well-being.

Harrison Township School District, Mullica Hill, New Jersey, 08062

July 2016 – October 2018

Chief Academic Officer

- **Assume the position of Superintendent in the absence of the Superintendent.**
- Attends and participates in meetings of the Board and Board committee as directed by the Superintendent.
- Assists the superintendent in accurately completing state monitoring activities, e.g. mid-year budget review, Q.S.A.C., and various statements of assurance.
- Works in coordination with the administrative team to develop budgets while articulating these needs to the Board.
- Assists the building principals in developing state mandated, as well as localized, instructional planning objectives to advance and improve educational programs in the district.
- Directly supervises and supports the Academic Innovations & STEM and Language Arts Literacy coordinators.
- Supports Gloucester County school districts through representation on the county-level Professional Development Plan and Technology Plan review committees 2009-through 2017.
- **See duties of the Director of Curriculum listed below.**

Director of Curriculum and Instruction

- **Assume the position of Superintendent in the absence of the Superintendent.**
- Facilitate and supervise the review, development, revision, and implementation of all curricula in accordance with state and federal standards and within the parameters of the Board of Education's curriculum review cycle.
- Supervise the implementation of educational programs and provide support for the research-based instructional strategies that are utilized in the district.
- Conduct curriculum development workshops and trainings throughout the school year and during the summer months.
- Proactively communicate curriculum content and changes with all stakeholders (e.g. parents, local businesses, police officials, staff, faculty, administration, board of education, and students) through a variety of media.
- Manage a comprehensive staff development program during the five (5) district in-service days, as identified by our needs assessment. This also includes assistance with the County-wide in-service days.
- Provide a clinical supervisory model for all faculty especially for those who have been identified as in need of assistance by members of the administrative team; this includes tenured as well as non-tenured staff.
- Oversee the end-of-year data analysis in order to maximize the available resources (faculty, staff, curriculum resources (texts and technology), and materials) as it pertains to the placement of our students in Harrison Township Elementary School (grades PreK to 3 ~900 students) and Pleasant Valley Elementary School (grades 4 to 6 ~675 students).
- Facilitate the renewal of discontinued curriculum resources and materials through the use of the State mandated on-line textbook share site.
- Oversee the application for grant funding under the Elementary and Secondary Education Act (e.g. Title IA, IIA, IID, III, and IV). This process includes but is not limited to creating the original report, communicating with and verifying non-public school's participation (Title IIA, IID, and IV), analyzing performance, making amendments, and all duties within the Entitlement Web Enabled Grant System (EWEG).
- Collaborate with the building principals, supervisor of student services, BA, and superintendent in order to maximize all state and federal funding especially in regards to NCLB, ARRA, and Race To the Top funds.
- Coordinator of the NCLB Title III Curriculum Consortium for Gloucester County; act as the LEAD for the 12 enrolled school districts. Services provided by these funds include after-school tutoring, summer school, translators, consultants for ELL teachers, curricular materials, educational software, and assessment materials.
- Supervise the programs that ensure differentiated instruction for all students (e.g. Basic Skills and Enrichment). This includes the direct supervision and training of 11 certificated faculty members and 12 instructional aides.
- Conduct orientation sessions for new staff to familiarize them with district philosophy, objectives, curriculum, etc.
- Lead the district's teacher mentoring support team.
- Oversee the placements of practicum and student teachers.
- Supervise the district's standardized (InView, N.W.E.A. MAP, DIBELS, Reading Street, Math Expressions, and kindergarten registration) and state testing (PARCC, NJSLA-Science, N.J. ASK, and ACCESS) programs.
- Serve as the curricular liaison with Mantua and Clearview Regional School Districts in an effort to maintain and improve curricular articulation for grades preK – 12.

Principal

- Assist in the hand-placement of over 680 students into heterogeneous classrooms in grades 4 through 6.
- Individually finalize building schedules that provided for built-in common planning time and professional development opportunities for 59+ staff members including specials, basic skills, enrichment, and special education.
- Maneuver building schedules to provide for additional educational opportunities, e.g. Second Step (4-5) and Stepping-up (6), Parent Math Coaches, Everyday Math parent training, D.A.R.E., 5th Grade Health Careers Day, Family Life Curriculum, MAP, NJASK assessments, assemblies, etc.
- Assist in the creation and delivery of staff development opportunities that included curriculum design, standards alignment, best and research-based practices, implementation, and refinement.
- Provide support for professional development through a clinical supervision model that includes the evaluation of and collaboration with the Pleasant Valley faculty and staff including basic skills-, special education-, and general education-teachers, secretaries, aides, general aides, nurse, and custodians.
- Facilitate individual student goals for data driven differentiated instruction via a Response to Intervention (RtI) model. Active data collection included the use of InView (CSI), NJ ASK 3-6, N.W.E.A. Measures of Academic Performance math and reading, DIBELS (ORF), Fountas & Pinnell benchmarks, Tyner Word Study, etc.
- Recognize and celebrate student and staff accomplishments through formal and informal community forums, e.g. The Valley View, Staff 'Muggings,' STARS students, Panther Awards, Student of the Month, and Honor Roll.
- Maintain the building's Code of Conduct that ensures that individuals are treated with fairness, dignity, and respect. Recently revised the code along with district representatives (students, parents, staff, faculty, and administration) to follow new state guidelines as well as a Positive Behavior Support paradigm.
- Implement procedures and protocols to promote a safe and supportive learning environment for students and staff by evaluating and updating the Teacher Handbook, General Aide Handbook, Substitute Handbook, and general building, protocols in a collaborative and inclusive model, e.g. Harrison Township Education Association, FAC, etc.
- Facilitate community involvement and collaboration in the district/building vision through community forums such as Principal Coffees, parent conferences, web page messages, and written communications.

- Support the district's Local Planning Objectives through communications, team/grade/subject area meetings, in-services, and faculty meetings. Administrative member of our successful Q.S.A.C. monitoring team.
- Administrative Member of the Professional Development Committee, Positive Behavioral Support Team, District Technology Committee, Affirmative Action Committee, Health and Wellness Committee, and Multi-Equity Committee.
- Attend community forums which included Harrison Township Board of Education, Superintendent Advisory Council, Parent Teacher Association, and P.A.N.T.H.E.R. meetings.
- Foster a technology rich curriculum through the allocation of additional classroom laptops within a wireless environment. Engage the students and staff in Web 2.0 technology opportunities including but not limited to SMART Technology © (SmartBoards and Senteo Student Response Systems), E-boards, blogs (EduBlog and Blogger), Wiki (Google), video streaming (EVAN, United Streaming, Teacher Tube, and U-Tube), video casting, video conferencing (SKYPE), Jing, RSS feeds, Twitters, social networking (FaceBook and MySpace), I-tunes, TED, etc.
- Sole administrative liaison for the selection of new student data base system - RealTime; currently utilizing SDS.
- Supervise the data collection prior to-, parent and staff meetings for-, writing of-, and implementation of supported accommodations for students with 'needs' based on IDEA (i.e. 504's); supervise and support the execution of building-wide Individual Education Plans. Provide additional support to students, staff, faculty, and parents as needed.
- Provide a safe and conducive learning environment via collaboration with the local police, State of NJ Department of Children and Families (DYFS and Institutional Abuse), participation on the District Crisis Committee and State & Gloucester County trainings (e.g. Juvenile Officer's Association, Violence & Vandalism Reporting, Gang Awareness, Integrated Pest Management, etc.), updating the School Crisis and Safety Manuals, and knowledge of New Jersey State Administrative Code and the Memorandum of Agreement. Updated school wide fire and lockdown drills to include efficient and effective communications via e-mail, walkie-talkies, and Global Connect.
- Oversee the P.A.N.T.H.E.R.s which financially supports our 6th grade student's overnight environmental educational experience, Celebration- and Recognition-Nights through fund raising efforts. Duties include providing staffing (teachers and medical), budgeting (transportation, teacher stipends, substitutes, aides, mileage, meals & lodging, educational programs, F.I.C.A., etc.), scheduling, etc. for Mount Misericordia. Average class size is 220+ students.
- Oversee and support the successful transitions from grade 3 (Harrison Township Elementary School) to 4 (Pleasant Valley School) as well as 6 (PVS) to 7 (Clearview Regional High School District – Middle School) via collaborative student visitations and parent presentations.
- Maintain and oversee all components of the Pleasant Valley building budget based on New Jersey State Administrative Code. Proficient in the Microsoft Suite including Excel, e.g. multiple and tiered spreadsheets, graphing functions, advanced functions including statistical software, etc.
- Maintain the school plant, equipment, and support systems through collaboration with the district/building maintenance personnel and the district Business Administrator.
- Past administrative representative overseeing and maintaining accurate Free & Reduced Lunch documents. Semi-annual duties include monitoring Nutri-Serve's point-of-sale full lunches and record keeping.
- Attended 2004 NCTM National conference and 2005 ASCD National conference.

Henry C. Beck Middle School, Cherry Hill, New Jersey, 08003

September 2001-July 2004

7th and 8th Grade Mathematics Teacher

- Middle School representative for the Teacher Evaluation Committee. In-serviced principals, teachers, and staff with the new format based on the works of Charlotte Danielson and Bena Kalleck. Wrote the State waiver application for the collaborative plan that was approved for the 2004-2005 school year and beyond.
- Assisted in the development of the Middle School Summer Math curriculum for grades 5 – 9.
- Participated in exploratory, hands-on, and inquiry-based mathematics curriculum development through a partnership with the University of Pennsylvania.
- Developed the 8th grade International Baccalaureate (I.B.) Mathematics curriculum. Attended additional I.B. training in Charlotte, North Carolina.
- Member of the I.B. committee. Investigated the need for a common vision at Beck Middle School.
- Contributed to the district's reassessment policy #6147 which emphasizes individual student achievement.
- Worked collaboratively as a Union Representative within the building and on a district level. Duties included administrative liaison, grievances, staff training, and contract negotiations (2001 & 2004).
- Trained in contract negotiations and grievance procedures by the N.J.E.A.
- District representative at the N.E.A. National Conference; Dallas, TX, 2002.
- Trained elementary teachers on the district data entry system. The system required analysis of individual student data and promoted teacher reflection and collaboration.
- Head Track & Field Coach – 150 athletes and 3 assistant coaches. Initiated the district-wide Middle School "Olympian Day." Olympians in attendance included Todd Williams, Mark Crogan, and Tim Broe.
- Assistant Cross-Country Coach; Intramural Volleyball Instructor; promoted the game of chess during AM Beck.
- Member of the building/district interview team. Interviewed prospective candidates for administrative and teaching positions at both the middle and elementary school levels.
- Trained by The Rutgers Center for Mathematics, Science, and Computer Education in order to promote student achievement on the Grade Eight Proficiency Assessment.
- Investigated "Standards Based Schools" by attending a Palisades School District *walk through*.

Bret Harte Elementary School, Cherry Hill, New Jersey, 08003

September 1998 – September 2001

4th Grade Teacher

- Teacher In-Charge for two years. Managed all building issues when the building principal was off-sight.
- Supervisor of the after-school Computer Laboratory.
- Member of the Character Education Committee and member of the NJ Character Education Network.
- Trained in the International Baccalaureate Primary Years Program.
- Member of the 4th Grade Science, Mathematics, AND Social Studies Curriculum Committee.

AmeriCorps Tampa, Cleveland Elementary School, Tampa, Florida

September 1996 – November 1996

Tutor and Teacher's Assistant

Positioned within a Title One Elementary School. Worked individually and in small groups with kindergarten students on math and reading skills.

“Read & Stamp” Program, Graham Elementary School, Tampa, Florida

September 1996 – November 1996

Tutor

Worked with a diverse population within a Title One school. Assisted below grade level students with reading and math skills. Implemented numerous teaching strategies to enhance learning, e.g. heterogeneous grouping, group size, and the utilization of manipulatives.

Southern Connecticut State University

September 1990 – June 1992

Graduate Teaching Assistant, Human Performance Laboratory

Responsibilities included graduate and undergraduate teaching, physiological testing (body composition via hydrostatic weighing and skinfold, RMR, maximal graded exercise test (VO_{2max} and ECG), and pulmonary evaluations), motion analysis (PEAK Motion Analysis System), and isokenetic testing and rehabilitation.

AFFILIATIONS

Alpha Epsilon Lambda Honor Society (Saint Joseph's University)
American Association of School Administrators
Association for Supervision and Curriculum Development
Golden Key International Honour Society (Seton Hall University)
International Society for Technology Education
Kappa Delta Pi – Lambda Tau Chapter (University of South Florida)
National Council of Teachers of Mathematics
National Council of Teacher of English
National School Boards Association
National Staff Development Council
New Jersey Council for Inclusive Education

SCHOOL & DISTRICT AWARDS & GRANTS

Audubon Public School District – 2021 Referendum (\$26,810,000)
Audubon Public School District – 2024 SSB-VEEVR Grant (\$2,556,368)
Audubon Public School District – Preschool Expansion Aid (\$652,704)
Audubon Public School District – Emergency Aid (\$122,709)
Audubon Public School District – New Jersey Trees Grant (\$106,000)
Audubon Public School District – COPS Secure Our Schools Grant
Audubon Public School District – Emergency Connectivity Fund
Audubon Public School District – New Jersey Green Energy Grant
Audubon Public School District – New Jersey Local Recreation Grant
Haviland Avenue Elementary School – New Jersey Safe Routes to School 2024 Bronze Award
Mansion Avenue Elementary School – 2024 New Jersey School of Character
Mansion Avenue Elementary School – 2022 Promising Practice – Character.org
Mansion Avenue Elementary School – New Jersey Safe Routes to School 2024 Bronze Award
Harrison Township School District – New Jersey Future Ready District 2017-2018
Harrison Township School District – Google Reference District 2016 – To Date
Harrison Township Elementary School – New Jersey Future Ready School 2017-2018
Harrison Township Elementary School – Google Reference School 2016 – To Date
Pleasant Valley Elementary School – New Jersey Future Ready School 2017-2018
Pleasant Valley Elementary School – Google Reference School 2016 – To Date
Pleasant Valley Elementary School – New Jersey Schools to Watch 2017-2020

PUBLICATIONS

Achieve the Core: Aligned Instructional Materials Blog (2016). Part 9: Adapting Materials Project. Creating Conducive Environments for Teachers to Adapt Materials: An administrator's guide to promoting teacher innovation.
<http://achievethecore.org/aligned/creating-a-conducive-environment-for-teachers-to-adapt-materials/>.

Doctoral Dissertation, "The Influence of Exposure to Inclusive School Environments on the Mathematical Achievement of General Education Elementary Students." Seton Hall University, South Orange, New Jersey, April 23, 2015.

Graduate Thesis, "Performance Outcomes in Collegiate Pole Vaulters: An Investigation of Psychological, Biomechanical, and Physiological Variables." Presented at the National American College of Sports Medicine Meeting; Denver, Colorado - May 30, 1997.

Utilizing Art to Explore Cultural Diversity & Prejudice, Trends & Issues, The Publication of the Florida Council for The Social Studies, Social Studies via Music, Art & Literature, Spring 1997.

REFERENCES AVAILABLE UPON REQUEST

REFERENCES for ANDREW P. DAVIS

Mrs. Marianne Brown, Past Board of Education President
Audubon Public School District
206 Virginia Avenue
Audubon, NJ 08106
(Cell) 856.577.2344 (mcbrown206@verizon.net)

Mr. Ralph Gilmore, Past Board of Education President
Audubon Public School District
144 Cornell Road
Audubon, NJ 08106
(Cell) 856.534.8317 (rgilmore938@gmail.com)

Mr. Frank Cavallo, Esquire – Audubon Counsel
Parker McCay P.A.
9000 Midlantic Drive, Suite 300
Mount Laurel, NJ 08054
(Cell) 856.985.4074 (fcavallo@parkermccay.com)

Mr. Robert Jakubowski, Mayor
Audubon Borough
33 Creston Avenue
Audubon, NJ 08106
(Cell) 609.462.2752 (rjakubo@aol.com)

Michael Hunter, Superintendent
Mount Ephraim Public Schools
225 West Kings Highway
Mount Ephraim, NJ 08059
(Cell) 609.868.8813 (mhunter@mtephraimschools.com)

Mrs. Deborah Roncace, School Business Administrator
Audubon Public School District
512 Westmont Avenue
Westmont, NJ 08108
(Cell) 609.352.3476 (droncace@audubonschools.org)

Mrs. Joan Pabisz, Retired Supervisor of Student Services
Harrison Township School District
3788 Devonshire Drive
Williamstown, NJ 08094
(Cell) 609.502.7629 (pabiszj4@gmail.com)

Mr. Bud Rutter, Director of Buildings & Grounds
Audubon Public School District
209 Ardmore Avenue
Westmont, NJ 08108
(Home) 856.854.2667 (hrutter@audubonschools.org)

Ms. Kimberly Vencius, Nutri-Serve Manager
(Cell) 856.466.7451 (kvencius@audubonschools.org)

Mr. Ronald Moore, Past Board of Education President
Harrison Township School District
208 Shivers Run Road
Mullica Hill, NJ 08062
(Cell) 609.560.4697 (ronmoorej@comcast.net)

Dr. Missy Peretti, Superintendent
Harrison Township School District
120 North Main Street
Mullica Hill, NJ 08062
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Mrs. Amy Guerin, Esquire – Audubon Counsel
Parker McCay P.A.
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Mount Laurel, NJ 08054
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Mr. Thomas Tassi, Chief of Police
Audubon Borough
606 West Nicholson Road
Audubon, NJ 08106
(Cell) 609.820.0097 (ttassi@audubonpd.com)

Mr. Robert Scharle, School Business Administrator
Harrison Township School District
120 North Main Street
Mullica Hill, NJ 08062
(Home) 856.468.9608 (scharler@harrisantwp.k12.nj.us)

Mr. Michael Chisholm, Director of Technology
Audubon Public School District
336 Maple Avenue
Audubon, NJ 08106
(Cell) 609.670.9980 (mpchisholm@audubonschools.org)

Mr. Michael Stubbs, Past Teacher's Union President
Audubon Public School District
138 Vermillion Drive
Levittown, PA 19054
(Cell) 267.300.5117 (mstubbs@audubnschools.org)

Robert Garrison, Referendum Lead
Garrison Architects
713 Creek Road
Bellmawr, NJ 08031
(Cell) 610.804.3896 (rngir@garrisonarch.com)

Edward Wasilewski, Retired Superintendent
(Cell) 609.868.8413 (edwazjr@yahoo.com)

Borough of Audubon



TELEPHONE: (856) 547-0710
FAX: (856) 546-4749

606 W. NICHOLSON ROAD
AUDUBON, NEW JERSEY 08106

January 14, 2024

To Whom It May Concern:

I am writing this letter in support of Dr. Andrew Davis. Dr. Davis and I have known each other for the last several years while he served as the Superintendent of Schools, and I served as Borough Commissioner and Mayor. In these roles, we have connected and maintained a steady line of communication. Though I believe the two entities should not tell the other what to do, there needs to be that communication at all times.

To that end Dr. Davis and I have found projects where we have been able to look at the greater good of our community and shared constituency. This included environmental issues such as renewable energy and the increase of trees. The seeds of these activities have been planted but the results will be seen and felt years from now. A good leader can handle both current needs and future needs. Dr. Davis has a vision for both.

The true sign of his leadership came during COVID. He chose to follow the guidance of public health officials. He chose to be consistent with his decisions that were made with public health guidance. In most situations this should have been enough, but COVID was quite different. It did not matter what policy was chosen because there was always a vocal constituency that disagreed with his decisions. It was near impossible to find the popular decision which was also the correct decision. Dr. Davis made decisions based on data and he communicated those decisions and the data that he used to support them. As a parent in the district, I appreciated how he got us through the pandemic.

As Dr. Davis moves onto to other endeavors, I would strongly recommend him for any role based on his proven leadership and his ability to communicate.

Sincerely,



Robert Jakubowski
Mayor



PARKER McCAY

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Amy R. Guerin, Esquire
P: 856-985-4063
aguerin@parkermccay.com

June 9, 2023

To Whom It May Concern:

I am an attorney at Parker McCay, P.A., and I currently serve as Solicitor to the Audubon Board of Education. In that capacity, I have had the opportunity to work closely with Superintendent, Dr. Andrew P. Davis, and am pleased to offer this letter of recommendation on his behalf.

During my service to the Board, I have worked closely with Dr. Davis on numerous employment matters ranging from investigating employee misconduct to labor negotiations, and from negotiating separation agreements to conducting interactive process meetings during the Covid-19 pandemic. Dr. Davis approaches his role as the leader of the School District with compassion, while being willing to make the difficult decisions that best meet student needs. For example, during the pandemic, the School District had an extraordinary number of people applying for accommodations and leaves of absences. I worked with Dr. Davis and he balanced the delivery of education to students with the real needs of employees. During a series of back-to-back interactive process meetings, he firmly held the line on what employees need to do to best meet student needs while laying out employee accommodation options and offering various leaves of absences consistent with law and policy. It was an arduous but productive process. We have also worked together on a number of personnel matters that resulted in terminations of employment. Again, the needs of students always came first. Teachers and staff are consistently held to high expectations and given ample support for meeting those expectations. At the same time, Dr. Davis does not shy away from making difficult employment decisions when it becomes clear that an employee does not have the skill set or desire to perform as needed. These decisions are always complex, given the myriad of laws and collective bargaining agreements that govern public employment in New Jersey's schools.

On a final note, I would add that I have learned from Dr. Davis that a hardline legal approach is not always the best approach when addressing employee performance issues. He believes in offering coaching, mentorship and support before involving me as legal counsel. I know that when an employment matter is forwarded to me for my opinions and recommendations, he has exhausted other possible remedies for helping the employee perform his/her best. One example in particular involves one of his administrators who is constantly the subject of complaints and investigations. While I handled some investigations of this person and advised beginning progressive discipline when warranted, Dr. Davis has offered this person guidance on how to develop better management and leadership skills, and even sent them to specialized professional development. In other words, he invests in employees who demonstrate a willingness to improve.

COUNSEL WHEN IT MATTERS.™

Mount Laurel, New Jersey | Hamilton, New Jersey | Atlantic City, New Jersey | Camden, New Jersey



PARKER McCAY

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If I can answer any questions regarding my work with Dr. Davis, please feel free to contact me at aguerin@parkerimccay.com or at 856-985-4063.

Sincerely,

AMY R. GUERIN, ESQ.

ARG/dc

Ralph Gilmore
144 Cornell Rd
Audubon NJ 08106

phone-856-546-5163
e-mail - rgilmore938@gmail.com

Search Committee:

I am writing this to recommend Dr Andrew Davis for any future position that he may seek. Andy served as the Superintendent of the Audubon NJ public schools and I worked with him as an Audubon Board of Education member during the last 3 years of my service. I have been elected to 8- 3 year terms on the board. During that time I was part of many board committees including finance, buildings and grounds, negotiations, and bond committee. I was also Vice President of the Board for 15 years and President for 4 years. I mention this only to show my experience in working with multiple Superintendents over my 24 years of board membership. I have listed below several reasons why I am comfortable in recommending Dr Davis for future positions.

When Dr Davis first joined the district as Superintendent, we were, like many other districts, suffering from State aid fluctuations and therefore budget deficits going into his first full year of service. Although the budget process was difficult for the district as a whole, Dr Davis used a thorough and inclusive process to work through a plan to bring us in line from a budgeting standpoint. Even though the end result required a reduction in force for the district, Dr Davis gathered data and information from staff, administrators, Board Members, and citizens to make it work for the children of Audubon. The format and adjustments made this first year of his tenure provided a framework for a much easier process in following years. A good example of this was the work he did to establish reserve accounts for capital and maintenance projects that helped smooth out potential future budgeting issues.

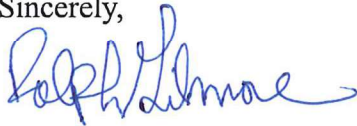
Even during this time of money concerns, Andy recognized the need for several major capital projects in the district in order to keep the facilities at a level that would enhance the safety and learning experience for the children and staff of Audubon. The work, time, and guidance provided by Andy was the major factor in getting the plan approved by the State of NJ and the citizens of Audubon. Andy held multiple meetings for the public, including walk thru of the buildings so that they could see and understand what was needed and where their money was going. The end result was an approved Bond Referendum for the district. The results are clearly visible in the facilities we now have.

Another area that Andy spent a great deal of time on was our plan to secure a fully State funded Pre-K program in the district. The time and effort spent preparing the application was monumental in moving this forward. Even after the initial State of NJ rejection of the application, Andy did not give up. After multiple meetings etc. with the State of NJ, we received approval and Audubon now has a fully, State funded, Pre -K program. To say that Andy's persistence played a large part in this success is an understatement.

Finally I have always appreciated the frequent and clear communication we received as Board Members from Dr Davis. As a member, my ask of Dr Davis was to make sure there were "no surprises" for the Board Members. This meant we needed to be aware of any issue etc. that was going on in the district before we may have been approached by parents. Just knowing what was going on helped many times defuse situations we were faced with. We didn't need to have all of the answers, just that we were aware and that it was being worked on. Dr Davis was always quick to e-mail Board Members with issues and provided us with a weekly summary update on happenings in the district. Timely and clear communications were a key in making the job of a Board Member easier.

I could continue but I think I have sighted several examples of why I was happy with the role of Dr Davis as Superintendent of Audubon schools. I fully recommend Dr Davis for his next endeavor. Please feel free to contact me with any questions you may have.

Sincerely,



Ralph Gilmore

Official Transcript

Course Level: Graduate

Primary Program

Doctor of Education

Major : Educ Leadership Mgmt Policy

Degree Awarded Doctor of Education 17-AUG-2015

Ehrs: 185.00 GPA-Hrs: 45.00 QPts: 171.03 GPA: 3.80

Primary Degree

College : Col of Education and Human Srv

Major : Educ Leadership Mgmt Policy

SUBJ NO.	COURSE TITLE	CRED	GRD	PTS R	Ehrs	GPA-Hrs	QPts	GPA
					6.00	6.00	23.01	3.84
					Good Standing			
					Spring 2008			
	ELMP 6861				School Build Plan-Plant Mgmt	3.00	A-	11.01
	ELMP 7768				Microcomputers	3.00	A-	11.01
					Ehrs: 6.00 GPA-Hrs: 6.00 QPts: 22.02 GPA: 3.67			
					Good Standing			
					Summer 2008			
	ELMP 7763				School Law-State NJ-Const Law	3.00	A	12.00
	ELMP 7772				Lead Dyn Analysis Sup	3.00	A	12.00
	ELMP 7774				Comp Study-Intl Educ Systems	3.00	A	12.00
	ELMP 8986				Qualitative Rsch Sem and Admin	3.00	B	9.00
					Ehrs: 12.00 GPA-Hrs: 12.00 QPts: 45.00 GPA: 3.75			

TRANSFER CREDIT ACCEPTED BY THE INSTITUTION:

7/90 - 5/92 SOUTHRN CONNECTICUT STATE UNIV

TRAN 6000 Credits Applied to Ed.D. 36.00 T
Ehrs: 36.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

7/96 - 12/96 UNIV SOUTH FLORIDA

TRAN 7000 Credits Applied to Ed.D. 26.00 T
Ehrs: 26.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

6/98 - 8/04 ST JOSEPHS UNIVERSITY

TRAN 8000 Credits Applied to Ed.D. 60.00 T
Ehrs: 60.00 GPA-Hrs: 0.00 QPts: 0.00 GPA: 0.00

INSTITUTION CREDIT:

Summer 2007

ELMP 7765	Pol Anal/Admin Pol & Econ	3.00	A-	11.01
ELMP 7773	Organiz Struct & Proc/Adm	3.00	B+	9.99
ELMP 7776	Curric Design & Engineering	3.00	A	12.00
ELMP 8891	Dir Rsch/Admin/ Sup	3.00	A	12.00
	Ehrs: 12.00 GPA-Hrs: 12.00 QPts: 45.00 GPA: 3.75			

Fall 2007

ELMP 6005	Statistical Methods	3.00	A	12.00
ELMP 8983	Lead Mgmt Assess Center	3.00	A-	11.01
ELMP 8987	Diss Seminar in Admin I	3.00	S	0.00

***** CONTINUED ON NEXT COLUMN *****

Ehrs: 9.00 GPA-Hrs: 6.00 QPts: 23.01 GPA: 3.84
Good Standing

Spring 2008

ELMP 6861	School Build Plan-Plant Mgmt	3.00	A-	11.01
ELMP 7768	Microcomputers	3.00	A-	11.01
	Ehrs: 6.00 GPA-Hrs: 6.00 QPts: 22.02 GPA: 3.67			
	Good Standing			

Summer 2008

ELMP 7763	School Law-State NJ-Const Law	3.00	A	12.00
ELMP 7772	Lead Dyn Analysis Sup	3.00	A	12.00
ELMP 7774	Comp Study-Intl Educ Systems	3.00	A	12.00
ELMP 8986	Qualitative Rsch Sem and Admin	3.00	B	9.00
	Ehrs: 12.00 GPA-Hrs: 12.00 QPts: 45.00 GPA: 3.75			

Fall 2008

Passed Comprehensive Exam for Ed.D.: 10/31/2008

ELMP 7761	Mgmt Fin Fiscal Affrs in Admin	3.00	A	12.00
ELMP 8616	Intermediate Statistics	3.00	A	12.00
ELMP 8988	Diss Seminar in Admin II	3.00	S	0.00
	Ehrs: 9.00 GPA-Hrs: 6.00 QPts: 24.00 GPA: 4.00			
	Good Standing			

Spring 2009

ELMP 7100	Sel Topics in Administration	3.00	A	12.00
ELMP 9981	Diss Advise I	3.00	S	0.00
	Ehrs: 6.00 GPA-Hrs: 3.00 QPts: 12.00 GPA: 4.00			

Good Standing

***** CONTINUED ON PAGE 2 *****

Official Transcript

Fall 2009					Passed Dissertation Orals: 4/23/2015			
ELMP 9982	Diss Advise II	3.00 S	0.00					
Ehrs:	3.00	GPA-Hrs: 0.00	QPts:	0.00	GPA:	0.00		
Good Standing								
Fall 2012								
ELMP 9983	Diss Advise III	3.00 S	0.00					
Ehrs:	3.00	GPA-Hrs: 0.00	QPts:	0.00	GPA:	0.00		

	THCN 9000	Thesis Cont - Doctorate	0.00 NG	0.00				
Ehrs:	0.00	GPA-Hrs: 0.00	QPts:	0.00	GPA:	0.00		

	Summer 2015							
	RGCN 8000	Registration Continuation	0.00 NG	0.00				
Ehrs:	0.00	GPA-Hrs: 0.00	QPts:	0.00	GPA:	0.00		

***** TRANSCRIPT TOTALS *****								
Spring 2013	THCN 8999	Thesis Cont - Doctorate	0.00 NG	0.00	Earned Hrs	GPA Hrs	Points	GPA
Ehrs:	0.00	GPA-Hrs: 0.00	QPts:	0.00	GPA:	0.00		

Fall 2013	THCN 8999	Thesis Cont - Doctorate	0.00 NG	0.00				
Ehrs:	0.00	GPA-Hrs: 0.00	QPts:	0.00	GPA:	0.00		

Spring 2014	ELMP 9984	Diss Advise IV	3.00 S	0.00				
Ehrs:	3.00	GPA-Hrs: 0.00	QPts:	0.00	GPA:	0.00		

Fall 2014	THCN 9000	Thesis Cont - Doctorate	0.00 NG	0.00				
Ehrs:	0.00	GPA-Hrs: 0.00	QPts:	0.00	GPA:	0.00		

Spring 2015								
***** CONTINUED ON NEXT COLUMN *****								

248443

753614

The State of New Jersey

Department of Education
State Board of Examiners

Certificate of Eligibility

Issued Expires
11/09

This is to certify that

ANDREW P DAVIS

County District
00 0000

Has completed certain requirements for certification and is eligible to seek employment in positions requiring the Provisional Certificate in the area(s) listed below. The Provisional Certificate will be issued contingent upon evidence of employment in a district that agrees to provide an approved induction program, including required job support, performance evaluation and professional coursework.

School Administrator

Lucille E. Davy
Commissioner of Education

Robert R. Higgins
Secretary, Board of Examiners



State of Delaware

Delaware Department of Education

Know all persons by these Present, that

Andrew Davis

*has fulfilled the requirements of the State of Delaware and has
earned credentials in the following area(s):*

Continuing License

Standard: Superintendent or Assistant Superintendent
Standard: School Principal and Assistant School Principal

License #: 248541
Issue Date: 10/19/2022
Effective Date: 10/01/2022
Expiration Date: 09/30/2027

Official Verification: <https://deeds.doe.k12.de.us>
Credentialed holder is responsible for knowing and satisfying requirements
for maintenance, renewal, or reinstatement of this credential.

Mark A. Holodick

Mark A. Holodick, Ed.D.
Secretary of Education

Do not fold, do not staple



Applicant Name : ANDREW DAVIS
Application Type: Letter of Eligibility (Requires
Transcript Review)
Application ID: 1322375



TIMS Application Coversheet

☐ Education



☐ Other



Refer to Page 2 for specific requirement

Comments :

Use this box for required supplemental documentation. There may be none needed.

Comments :

1. Gather the required documents listed on Page 2. Missing or incomplete documentation delays the processing of your application.
2. If you need assistance, call us at 717.728.3224 or go to www.education.pa.gov and click on "Help & Contact Info" in the lower right corner to chat or submit a help ticket.



Form ID: TIMS-2016

Mail this Coversheet and documents to :
Bureau of School Leadership and Teacher Quality
Pennsylvania Department of Education
333 Market Street, 12th Floor
Harrisburg, PA 17126-0333



Applicant Name : ANDREW DAVIS
Application ID: 1322375
Application Type: Letter of Eligibility (Requires
Transcript Review)

Test Requirements

You must pass the Pennsylvania required tests listed below (if blank, no tests are required). If you have questions regarding required tests, visit "Certification Testing" at www.education.pa.gov or contact us before scheduling an exam.

Items to submit with Page 1 of the Coversheet (if blank, nothing is required) :

Type of Item	Item Description
Education	PDE 338 A Verification of Preparation Program Completion in Content Area (for out-of-state colleges and universities)

Additional Information is provided at www.education.pa.gov under the Teachers & Administrators >> Certifications >> Assistance with TIMS link. The TIMS Coversheet Glossary of terms has definitions and checklists for different application types : Out-of-state; Level II; Non-U.S. Citizens; Foreign Educated.

Education Preparation Program Verification Form PDE 338 A

For Use by Applicants Prepared by Non-PA Colleges/Universities/Educator Preparation Programs

Section I - Applicant Information – To Be Completed by Applicant

Last Name DAVIS	First Name ANDREW	Middle Initial P	TIMS Application ID Number and/or PPID Number:
Other Name(s) Used (i.e., Maiden name)			

Section II - Education Certification Program Recommendation – To Be Completed by Program Provider ONLY

1. I recommend this student as having successfully completed our state-approved educator certification program(s), <div style="border-bottom: 1px solid black; width: 80%; margin: 5px 0;"></div> <div style="text-align: center; font-size: small;">Name of Academic Program Completed</div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;">in _____</div> <div style="width: 30%;">for _____</div> <div style="width: 30%;">on _____</div> </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div style="width: 30%; text-align: center; font-size: x-small;">Subject Area(s) or Field(s)</div> <div style="width: 30%; text-align: center; font-size: x-small;">Grade Level(s)</div> <div style="width: 30%; text-align: center; font-size: x-small;">Date Program Completed</div> </div>			
2. Was the academic program listed above an alternative route to certification?			<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Does/Do the completed program(s) meet today's standards for certification in your state?			<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Did this student successfully complete a student teaching, internship, field experience or practicum for all recommended subjects/fields on this form?			<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Did this student successfully complete and pass the content area test(s) required to qualify for the certification in your state?			<input type="checkbox"/> Yes <input type="checkbox"/> No
I verify that I am the appropriate, authorized person, as designated by this college, university, or education preparation provider, to verify a student's education certification program.			<div style="border-bottom: 1px solid black; width: 80%;"></div> <div style="text-align: center; font-size: x-small;">Initial</div>
I verify that the college, university, or education preparation provider had state approval to prepare educators in the subject area and grade levels indicated above at the time the student completed this program.			<div style="border-bottom: 1px solid black; width: 80%;"></div> <div style="text-align: center; font-size: x-small;">Initial</div>
To the best of my knowledge and belief, the candidate is known and regarded by the preparing institution as a person of good moral character and possesses those personal qualities and professional knowledge and skill which warrant issuance of the requested certificate. (If the certification officer possesses information which prevents verification of the good moral character of the candidate, a statement of explanation must be attached to this form).			<div style="border-bottom: 1px solid black; width: 80%;"></div> <div style="text-align: center; font-size: x-small;">Initial</div>
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center; font-size: x-small;">Name of College/University Program Provider</div> </div> <div style="width: 45%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center; font-size: x-small;">Address of College/University</div> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 33%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center; font-size: x-small;">Signature of Certifying Official</div> </div> <div style="width: 33%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center; font-size: x-small;">Name and Title</div> </div> <div style="width: 33%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center; font-size: x-small;">Date</div> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 33%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center; font-size: x-small;">Telephone Number</div> </div> <div style="width: 33%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center; font-size: x-small;">Ext</div> </div> <div style="width: 33%;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center; font-size: x-small;">Email Address</div> </div> </div>			<div style="border: 1px solid black; width: 100px; height: 100px; margin: 0 auto;"></div> <div style="text-align: center; font-weight: bold; margin-top: 5px;">Affix Official Seal Here</div>

Updated 07/2022

**Instructions for Education Preparation Program
Verification Form PDE 338 A
Print with Dark Blue or Black Ink**

Applicant Instructions

1. Complete Section I only. You must start an application in the Teacher Information Management System (TIMS) to obtain an application ID number and/or PPID number.
2. Contact your college/university's Certifying Official (who aids and supports current and former students seeking educator certifications) regarding completion of the form.
3. When the completed form is returned to you by the college/university Certifying Official, upload it to your TIMS application or mail it with the application cover sheet to the address on the cover sheet.

Certifying Official Instructions

1. Complete Section II. If you have questions, contact the Bureau of School Leadership and Teacher Quality at RA-EDCertQuestions@pa.gov or (717) 728- 3224 or (717) PA-TEACH.
2. If you are completing the form electronically, we can accept an electronic image of your corporate seal in lieu of the original.
3. **Return the form to the applicant.** Please do not send the form directly to the Bureau of School Leadership and Teacher Quality



State of Delaware

Delaware Department of Education

Know all persons by these Present, that

Andrew Davis

*has fulfilled the requirements of the State of Delaware and has
earned credentials in the following area(s):*

Continuing License

Standard: Superintendent or Assistant Superintendent

License #: 248541
Issue Date: 10/19/2022
Effective Date: 10/01/2022
Expiration Date: 09/30/2027

Official Verification: <https://deeds.doe.k12.de.us>
Credentialed holder is responsible for knowing and satisfying requirements
for maintenance, renewal, or reinstatement of this credential.

Mark A. Holodick

Mark A. Holodick, Ed.D.
Secretary of Education