

CANDIDATE FILE

FOR

JEFFREY MOSS



**THE ALABAMA STATE DEPARTMENT OF
EDUCATION**

State Superintendent Search

2018-2019

March 23, 2018

Jeffrey Charles Moss

Reference: Alabama State Department of Education - Superintendent

Dear Ray and Associates and Board Members:

I submit my application and resume for consideration for the position of Superintendent for the State of Alabama. I have over 34 years of experience in public education in North and South Carolina, beginning as a vocational teacher and advancing to superintendent for the past 17.5 years. Below are some of my abilities, further detailed in my resume.

I have managed school districts diverse in size and wealth and garnered significant experience in curriculum development through establishing Choice Programs, Early College High School programs and expanding Pre K to all eligible students. Currently I am negotiating with the Federal Communication Commission to provide ubiquitous wireless access district-wide to enhance 1:1 laptop instruction for students, anytime, anywhere.

I have negotiated contracts for school construction, outsourcing of food service, bus transportation, and maintenance resulting in cost savings for school districts to direct revenue to expand course offerings and facilities. I have coordinated the successful passage of bond and tax referendums in three districts leveraging community and political resources for school improvement. I communicate with stakeholders regularly through establishing advisory committees of parents, teachers, students and business partners to help develop our vision. In the last 10 years I have planned, organized and secured funding to support teacher recruitment through housing allowances and performance pay. Most recently I developed a scholarship program to fund 2 years of technical college education for every graduating senior in our 6 high schools to support career pathways and future success for all our graduates.

In every district I have worked to focus the system on providing the skills necessary for all students to succeed in the global economy. This has been accomplished through academic innovations, focused long-range planning and ensuring a rigorous curriculum beginning in elementary school.

My experience encapsulates a number of the competencies which would be valuable in this position. I have a strong history of capable management and leadership and working closely with a team to collaborate, while understanding my role in promoting individual and organizational success. I have managed growth and strategically developed system plans to address the growth while continuing to improve our academic standing. I have worked with legislators at the local and state level to promote and strategically develop programs for Pre-k through grade 12, including dual credit opportunities for students. I look forward to hearing from you.

Respectfully submitted,

Jeffrey Charles Moss, Ed.D.



Application for State Superintendent

CLOSED! Alabama State Department of Education - Deadline March 23, 2018

Name: Moss Jeffrey Charles **Date:** 3/23/2018
Last First Middle

Address: _____ **E-mail:** _____
Street City State Zip

Phone: _____
Home Business Cell

Present Position:	Superintendent	School District:	Beaufort County Schools
District Enrollment:	22,500	Number of Certified/Classified Staff:	2,800
Annual Budget:	330 Million	Annual Base Salary (including any annuity):	\$265,000

Educational Record

Name and Location of Institution Attended:	Year(s):	Degree:	Major(s):	Minors(s):
South Carolina State University Orangeburg, SC	1999	Ed.D.	Education Leadership	
South Carolina State University Orangeburg, SC	1997	Ed.S.	Education Leadership	
NC A&T University Greensboro, NC	1987	M.A.	Education Supervision	
UNC Pembroke Pembroke, NC	1983	B.S.	Business Administration - Accounting	

- Do you hold a superintendent license for this position? YES NO
- Are you eligible for a superintendent license for this position? YES NO

Professional Memberships/Recent Community Activities

Indicate leadership responsibilities relevant to the position.

American Association of School Administrators
NC Association of School Administrators - Serve on the Executive Committee, Chair of Sub-Committee on Performance Pay
Sandhills Regional Education Consortium - Chairman
NC Career Ready State Commission - Appointed member
Association for Supervision and Curriculum Development- ASCD
International Society for Technology in Education - ISTE
Rotary
Committee of 100
Lee County Economic Development Commission Board of Directors Member

Employment Experience

List in consecutive order beginning with the most recent position.

Dates	Position/Institution/Location	Supervisor's Name/Title	Supervisor's Phone
To: Present	Position Superintendent	Name Earl Campbell	(Business) District Enrollment 22,500
From: July 2013	Institution/Location Beaufort County Schools	Title Chairman	(Home)
Reason For Leaving (Please be specific) Becoming a State Superintendent is a professional goal. I am under contract until 2020, but would leave earlier for the right position.			District Enrollment 22,500
To: June 2013	Position Superintendent	Name Dr. Lynn Smith	(Business)
From: January 2009	Institution/Location Lee County Schools, Sanford, NC 27330	Title Chairman	(Home)
Reason For Leaving (Please be specific) Current position. I have 3 years remaining on my contract, but would like to move to a similar position in another state.			District Enrollment 9,850
To: January 2009	Position Superintendent	Name Robert Belcher	(Business)
From: January 2004	Institution/Location Beaufort County Schools, Washington, NC 27889	Title Chairman	(Home)
Reason For Leaving (Please be specific) I was recruited to Lee County by the group conducting the search. After meeting the board and touring the area accepted the position of superintendent.			District Enrollment 7,950
To: January 2000	Position Superintendent	Name Mitchell Edwards	(Business)
From: January 2000	Institution/Location Stanly County Schools, Albemarle, NC	Title Chairman	(Home)
Reason For Leaving (Please be specific) Applied for and was hired as the superintendent of Beaufort County Schools.			District Enrollment 9,850

References

Provide the names of four persons who can discuss your experience and qualifications in detail.

Name/Official Position	Business Phone	Home Phone	Cell Phone
Stu Rodman Beaufort County County Council Member			
Dr. Dereck Rhoads Chief Instructional Officer			
Dr. Gregory McCord Chief Auxiliary Officer			1

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Narendra Sharma
Community Organizer/Consultant

Background Check and Information

In addition to the following information, a thorough background check may be made at the option of the employer.

If "YES" is selected in response to any question, please provide a detailed explanation.

"YES" answers to the following questions will not necessarily result in denial of an offer of employment. The employer will consider all the circumstances, including the date and nature of events that have led to the actions described below. Your written explanation will assist the employer in determining your eligibility and suitability for an offer of employment.

1. Have you ever been convicted of, admitted committing, pleaded no contest, or are you awaiting trial for any crime (excluding only minor traffic violations that do not involve any allegations of alcohol, drugs or reckless driving) or have any civil charges previously or pending involving allegations of child abuse or spousal abuse? You must answer "YES" if true, even if the matter was later dismissed, deferred, reversed, or vacated. If you answer "YES" you must provide dates of the proceedings, the name and address of the court where the proceedings occurred, a statement of the accusation against you and the final disposition of the case(s).

NO YES, please explain below

2. Have you ever been dismissed (fired) from any job, or resigned at the request of or pressure from your employer, or left employment while charges against you or an investigation of your behavior was pending or been refused tenure, reappointment or continuing contract from any employer? You must answer "YES" if true, even if the matter was later resolved with any form of settlement or severance agreement, regardless of its terms. If you answer "YES" you must provide the date of termination or resignation and other action concerning tenure reappointment or continuing contract denial and the name, address and telephone number of the employer(s) and a statement of the alleged reasons for termination or resignation.

NO YES, please explain below

3. Have you ever had any license or certificate of any kind (teaching certificate or other professional license) revoked, suspended, or reprimanded, or have you in any way been sanctioned by or is any charge or complaint now pending against you before any licensing, certification or other regulatory agency or body, public or private? If you answer "YES" you must provide the dates of proceedings, name, address and telephone number of the agency or body where proceedings took place, a statement of the accusations against you, the final disposition and/or status of the charge or complaint.

NO YES, please explain below

4. Are you now being investigated for any alleged misconduct or other alleged grounds for discipline by any licensing, certification or other regulatory body (teacher certification or otherwise) or by your current or any previous employer? If you answer "YES" you must provide the name, address and telephone number of the employer or licensing body and statement of the accusation against you.

NO YES, please explain below

5. Have you ever been involved, or are you currently involved, or do you anticipate involvement in litigation either as the plaintiff/complainant or defendant/respondent?

NO YES, please explain below

6. Have you ever filed a grievance/complaint of any kind against an employer?

NO YES, please explain below

Verification Statement

(Please read carefully and sign the statement below)

The information in the Application for Employment is true, correct, and complete to the best of my knowledge. I certify that I have answered all questions to the best of my ability and I have not withheld any information that would unfavorably affect my application for employment. I acknowledge that any misrepresentation or omission of any fact in my application, resume, or any other materials, or during any interviews, may be the cause for my rejection from employment or may result in my subsequent dismissal if I am hired.

Jeffrey Charles Moss

3/23/2018

Signature

Date

I request that my application file remain confidential pursuant to and in accordance with the State laws. If I am interviewed, I request that it be held in a closed session pursuant to State laws. For your information to be reviewed by the Board in closed session, your signature and date is required.

Jeffrey Charles Moss, March 23, 2018

3/23/2018

Signature

Date

Please Direct All Inquiries,
Applications and Supporting Materials To:

Ray and Associates, Inc.

4403 First Avenue SE, Suite 407
Cedar Rapids, Iowa 52402-3221
319-393-3115 Phone
319-393-4931 Fax
E-mail: glr@rayassoc.com
Website: www.rayassoc.com

DO NOT CONTACT THE DISTRICT OR BOARD MEMBERS DIRECTLY

APPLICATION DEADLINE: MARCH 23, 2018

Neither the client nor any member of Ray and Associates, Inc. discriminate on the basis of disability, race, religion, sex, national origin, or age in access to, employment in, or in the provision of any programs, benefits or activities.

Jeffrey Charles Moss, Ed.D.

E-mail

EDUCATION

South Carolina State University, Orangeburg, S.C. Ed.D. in Educational Administration.
December, 1999

South Carolina State University, Orangeburg, S.C. Ed.S. in Educational Administration.
May, 1997

North Carolina A&T University, Greensboro, N.C. M.A. Vocational & Technical
Education, Supervision Certification. May, 1987

University of North Carolina at Pembroke, Pembroke, N.C. B.S. in Business
Administration; Accounting. May, 1983

PROFESSIONAL EXPERIENCE

Superintendent: Beaufort County School District, 2900 Mink Point Blvd, Beaufort, South Carolina. July 2013 – Present.

Chief Executive Officer of the school district. I guide and supervise all aspects of the 22,000 student school district reaching from Hilton Head to Beaufort, the county seat. The district has over 2,500 employees and an operational budget of over \$200 million. I supervise and evaluate all 32 principals and 6 senior staff and work with an elected School Board of 11 members. I supervise curriculum, instruction, finance, personnel and facilities, including new school construction. I monitor contracts for transportation, food service and custodial services. I supervise the annual budgetary process and prepare formal recommendations to the board of trustees and county commissioners outlining system needs for the annual budget. I lead strategic planning detailing long and short range goals. In my 3 years here, we have redistricted the county, increased school choice options from 6 schools to all 32 schools and developed a 10-year capital plan for school construction to meet the growing demands of the county.

Partial Listing of District Accomplishments 2013- Present:

- Increased graduation rates from 78% in 2013 to 82% in 2016 with all high schools exceeding 80% for the first time in our history;
- Created Schools of Choice throughout the district;
- Increased student achievement as evidenced by the End of Course with 77% passing compared to 60% a few years ago;
- 90% of all 11th grade students scored high enough to qualify for a Work Keys certificate;
- 97% of Pre-K students are entering Kindergarten ready to learn;
- Improved State academic ranking from 42 to 18 out of 86 districts;
- Established a student scholarship fund for all high school graduates to attend Technical College of the Low Country tuition-free;

- Designed and built a Career and Technical Education Center to increase work-based career instruction for high school students;
- Created advisory groups to gather feedback and hold meetings quarterly: Business Advisory, High School Student Advisory, Teacher Advisory;
- Established Town Hall meetings in each attendance zone twice per school year and one additional meeting for Spanish speaking parents;
- Expanded 1:1 laptop program from grades 6-8 to all students in grades K-12;
- Utilized technology and Rosetta Stone to provide access for all students and staff to studying 25 foreign languages;
- Expanded STEM instruction by incorporating concepts into core curriculum;
- Started a student wellness program at elementary schools incorporating yoga instruction;
- Expanded Pre K in the district to eliminate waiting list;
- Established a Performance Pay Plan for teachers and certified staff;
- Built 2 new schools without the need of a tax referendum.

**Superintendent: Lee County Schools, 106 Gordon Street, Sanford, NC 27330.
January 2009 – June 2013.**

Chief Executive Officer of Lee County School System near Raleigh, North Carolina. Supervised 1,100 faculty and staff in a district of 9,650 students with an operational budget of approximately \$82 million. I advised and offered recommendations to the 9-member elected School Board on all aspects of the district. Supervised and evaluated 16 principals and 5 senior staff annually, while assisting in goal setting for each school. I led the annual budget preparation and presentations to stakeholders. Utilized podcasts and other media to inform the community and employees of continuous improvement plans. Provided data and supporting evidence of meeting annual goals during strategic planning annually. Restructured the central office into a central service approach to support schools and principals in reaching achievement goals. Upon my retirement, I was awarded the Order of the Long Leaf Pine, the highest award for civic duty for a citizen in North Carolina.

Partial Listing of District Accomplishments 2009- 2013:

- Closed achievement gaps through data-driven approach and innovative instruction;
- Increased graduation rates annually to historic district levels;
- Established 1:1 laptop program in grades 3-12;
- Established STEM-focused middle schools and began the international training site for STEM equipment;
- Led the development of a district Performance Pay Plan recognized by the NC Department of Public Instruction titled: "Head of Class" and served on the state committee to study the development of a state performance pay plan;
- Established corporate partnerships with Paxton Patterson and developed their world training center for STEM programs;
- Developed a student apprenticeship program with Caterpillar which assured employment for students upon completion;
- Collaborated with the Board and key community partners in designing a plan to successfully pass a ¼ cent sales tax referendum for school construction;
- Expanded dual credit opportunities for high school students to earn college credits; and
- Provided middle school students challenging curriculum through the incorporation of high school courses such as Algebra I, English I, Geometry, Physical Science, and World History.

**Superintendent: Beaufort County Schools, 326 Smaw Road, Washington, NC 27889
January 2004 – January 2009.**

Superintendent of a school system in rural eastern North Carolina with a student enrollment of 7,950 students and an operational budget of approximately \$72 million. Developed solutions to improve the district with the challenge of limited funding. Worked with staff to develop grants and other funding opportunities to improve instruction. Supervised and evaluated all principals and senior staff. Led the design and building of two schools after the successful passage of a bond referendum for school construction. Guided the restructuring of the academically gifted program to increase the number of students served. Expanded after-school programs through partnering with community agencies. Implemented the first Early College Program in the district as a choice for high school students, located on the community college campus. Created a student scholarship program to encourage high school students to enroll in education at the community college in a program called "Grow Our Own Teachers." Implemented school dress code.

Superintendent: Stanly County Schools, 1000-4 N. First Street, Albemarle, NC 28001. January 2000 – December 2003.

First tenure as superintendent, in rural district of 9,850 students outside of Charlotte, North Carolina. Worked with 9- member Board and redistricted the growing county; passed the first bond referendum in over 20 years. Student achievement improved each year. Created school choice opportunities. Coordinated tasks for maintaining and improving educational programs and services for students with an operational budget of \$71 million. Mediated discussions between residents divided between educational philosophies from a former city/county district with K-8 buildings vs. K-5 and grade 6-8 middle schools impacting student instruction.

Hoke County Schools, North Carolina. 1987- 1999

Associate Superintendent for Curriculum and Technology: Hoke County Schools, Raeford, NC. July 1997 – December 1999.

Supervised curriculum and instruction and assisted in all financial decisions, including the preparation and presentation of the school budget and personnel decisions. Developed and implemented the pre and interim assessment practices to provide data to teachers and students pertaining to academic achievement. Disaggregated testing data to discuss with principals and staff in an effort to establish strategies for improvement. Initiated the curriculum alignment process and developed pacing guides for each subject. Placed over \$1 million of technology in grades 3-12 classrooms and implemented staff development support programs. Created a laptop-learning program with Toshiba for fifth and sixth grade students, which provided a computer for each child and parent training in 1998.

Led the system through the *Leandro v. State* litigation and served as the key witness for all 11 school systems involved throughout the trial. Prepared documentation, reviewed evidence to be submitted in the case, and provided information requested during the trial. This was a landmark case for low wealth counties in North Carolina.

Assistant Superintendent for Instruction and Technology: Hoke County Schools, Raeford, NC, July 1995 – June 1997.

Coordinated, planned, and implemented year round schools in grades K-8 throughout the system. Established a remediation program for students scoring Level I and II on the state ABC assessment. Initiated the STAR Algebra program (mastery performance), which won the Governor's Excellence Award. Facilitated the strategic planning process and identified resources to improve student academic performance. Assisted in the development of the school budget and personnel decisions. Published a case study of Hoke County High's school reform for SREB's High Schools That Work.

Director of Vocational and Technical Education: Hoke County Schools, Raeford, NC. July 1992 – June 1995.

Prepared local vocational education plans and budgets for 2 middle schools and 1 high school. Interviewed and hired all vocational personnel. Designed engaging learning activities and integrated learning strategies. Developed the high school reform effort and coordinated all activities associated with the SREB High Schools That Work initiative, one of the initial HSTW sites in the nation. Served as system evaluator in NC and other states in conjunction with SREB (Southern Region Education Board).

Construction Teacher and Industry-Education Coordinator: Hoke County High School, Raeford, NC. August 1983 – June 1992.

Taught middle school students basics of construction. Established partnerships with business and industry to promote student readiness for employment after high school graduation. Supervised an exemplary student internship program at Burlington Industries in Raeford. Students trained and received benefits as employees of Burlington for over 25 years.

Self-Employed: Construction Company specializing in Masonry: Clarendon and Raeford, NC. June 1979 – August 1983.

Located job sites and prepared job quotes and estimates for homeowners. Led crew and arranged work schedules for employees. Ordered materials, supplies, and equipment for site construction. Prepared payroll weekly.

PROFESSIONAL and COMMUNITY ACTIVITIES

Board of Directors -- Don Ryan Center for Innovation, Bluffton, SC

NC Career Ready State Commission, 2010

Lee County Economic Development Board: Member 2.5 years

First United Methodist Church, Washington, NC: Member for 4 years, served on Building Committee and Church Softball League

NC Association of School Administrators: Member for 19 years. Served on the Board of Directors in 1996 and Superintendent Division Board of Directors for 2006 and 2007

Rotary Club: Member for 17 years

Association of Supervision and Curriculum Development: Member for 25 years

Southern Association of Colleges and Schools and the Southern Regional Education Board.
Served in various roles and functions for visits as well as school evaluations over the past 15 years

Member of Beaufort County Committee of 100 for Economic Development as well as Committee
Member for Workforce Development and Recruitment with Beaufort County Economic
Development Commission

PRESENTATIONS AND WORKSHOPS (Partial Listing)

AdvancED Accreditation Process for South Carolina – One Plan
Integrated Learning Activities in State and National settings
High School Reform Efforts throughout the State
Uniform Dress Code for Students throughout the State
Growing Our Own Teachers and Administrators throughout the State
Technology & Instruction for Improved Student Learning in State and National Settings

PUBLICATIONS AND SPECIAL AWARDS

Nominated for South Carolina Superintendent of the year 2018
Received NC Order of the Long Leaf Pine, June 2013
District-wide Laptop Initiative; Leadership NCASA, Winter/Spring 2011
Nominated for North Carolina Superintendent of the Year in 2004, 2006 and 2010
Outstanding Technology Leader for North Carolina, 2011
Administrator of the Year, District 7 NCAEOP
Case studies; SREB; Strategies in Integrated Learning Activities & High School Reform

SPECIAL PROGRAMS

Chinese Visitation Program, Fall 2013
Riley Institute - South Carolina Diversity Leaders Initiative, Fall 2013
International Superintendent Experience in the United Kingdom, 2006
Bill Cooke's Strategic Planning Facilitator Certification
Principal's Executive Program

HIGHLIGHTS OF EDUCATIONAL INITIATIVES

ALL construction projects delivered on time and under budget
Implemented Choice Schools at each School, K-12
Developed a Language Academy for ALL Non-English Speaking Students
Developed Merit Pay Plan, 2010
Established 1:1 Digital Learning Program for students grades K-12
Established S.T.E.M. Programs grades K-12, Leading SC in STEM Certified Schools
Developed a Uniform Dress Code Policy (school uniforms) for all students grades K-12
Established a Four-Year Funding Agreement with County Commissioners
Passed Bond Referendums in Stanly and Beaufort Counties in 2000 and 2004
Strategically planned the passage of a ¼ Cent Sales Tax in Lee County 2009
Created Distance Learning Opportunities for Students at all High Schools
Redesigned Alternative Education for Students At-Risk
Designed Early College High School for Community and Students
Discussions with private industry to enhance learning opportunities/workplace skills

Four Individuals who can serve as professional references

1. Dr. Dereck Rhoads, Chief Instructional Officer,
2. Dr. Gregory McCord, Chief Auxiliary Officer,
3. Stu Rodman, County Council Member,
4. Narendra Sharma, Consultant,
5. Bill Evans, Past Board Chair,



June 7, 2017

To Whom It May Concern:

I write this recommendation on behalf of Dr. Jeffrey C. Moss, whom I have known and with whom I have worked for approximately eight years. I have served in the capacity of an elementary principal and a high school principal under his leadership with Lee County Schools in N. C. Most recently, I have served at the district level as the Director of Innovation with Dr. Moss in the Beaufort County School District, S.C. It is an honor to share my experiences in working with a superintendent that exemplifies all of the qualities of excellence to an extraordinary degree.

Dr. Jeffrey C. Moss exhibits the characteristics of an educator that would be described as visionary, innovative, and decisive, with a clear focus on providing equitable opportunities and choices for all students and families. His knowledge of research, current programs and trends, assessment tools, and data analysis are unmatched. In both districts where I have worked with Dr. Moss, he has clearly utilized all available resources to implement successful, evidence-based programs for the purpose of raising academic achievement for all students. He evaluates student and personnel data to make sometimes tough decisions concerning all aspects of leading a school system. Dr. Moss demonstrates ability and has been very successful in supporting cutting edge, research based concepts, and rigorous standards to ensure our students perform well in language arts, math, science, technology/media, engineering, math, STEM, arts and social sciences. He understands the importance of creativity and project based learning, critical thinking skill development, communication along with soft skill development, a strong work ethic and global perspective to produce high school graduates capable of being productive in our current reality and in tomorrow's world.

As a superintendent, Dr. Moss has the ability to work with school board members, community stakeholders, and district and school staff in building a team capable of developing a strategic plan with relevant short and long term goals. He understands how to utilize funding sources appropriately in budgeting, personnel, facility management, and has been successful in the planning and funding of large capital outlay projects such as new schools and facility improvements.

Dr. Moss is an avid reader, has a very strong knowledge of current state and federal legislation impacting school laws and resources at the district level. Communication skills are evident through his work and involvement in fostering partnerships within the community, providing opportunities for students, parents, and community members to voice their thoughts, ideas, and ask questions throughout the fiscal year. Dr. Moss uses this information in the decision making process as a tool to move all stakeholders in the same direction, monitor and check for follow through within the district.

One of the most important reasons Dr. Moss is so successful is that he believes education is the only effective way to transform children's lives and give them a chance for a productive and successful life beyond school. He understands the importance of creating a safe and secure atmosphere and climate for students and staff that will foster learning at a very high level. He is sincere, friendly, is loyal, has a great sense of humor, and demonstrates an extraordinary work ethic. It is with great pleasure that I recommend Dr. Jeffrey C. Moss for any leadership role in your organization.

Sincerely,

Bonnie N. Almond
Director of Innovation
Beaufort County School District

Post Office Drawer 309
Beaufort, South Carolina 29901-0309



June 6, 2017

Re: Dr. Jeffrey Moss
Superintendent, Beaufort County School District

To Whom It May Concern:

As Chief Instructional Officer of Beaufort County School District I have had the pleasure of working with Dr. Moss since the 2013-2014 school year. Over our 4 years working together, I have seen first hand his support, expertise, knowledge, and dedication to students and the educators that teach them. Dr. Moss is an exceptional superintendent. His is a superintendent who is able to see the forest and the trees, who is able to innovate, and who is capable of leading all aspects of school district.

Dr. Moss has effectively addressed the needs of our growing school district. He led comprehensive redistricting work, built and opened new schools, hired new principals, and ensured all aspects of school growth occurred seamlessly. Under his leadership our student achievement has reached all time highs; including our highest graduation rate, school rankings, AP, IB, SAT, and ACT scores.

Dr. Moss has brought many innovative approaches to our district. For example, he developed and expanded our CATE offerings, increased high school credit bearing courses in middle school, implemented later start school start times for high school students, and expanded our technology program to include providing a personal computer device for all 22,000 students.

Dr. Moss supports principals and grows leaders. Through his leadership our district created and implemented a leadership institute for aspiring principals. Almost all of our recent principal hires have been graduates of the institute. Growing and supporting leaders is a true strength for Dr. Moss. His ability to communicate effectively, create vision, provide support, and hold leaders accountable are hallmarks of his skill as a superintendent.

It is a pleasure and privilege to work with Dr. Moss. He truly cares about all students, and is dedicated to the improvement of the educational services students receive. It is my pleasure to give Dr. Jeffrey Moss my highest level of support.

Sincerely,

Dereck H. Rhoads, Ed.D.
Chief Instructional Services Officer, Beaufort County School District

Gregory A. McCord, Ed.D
Chief Auxiliary Services Officer
Beaufort County School District



June 2, 2017

To the members of the search committee, I would like to share my recommendation of Dr. Jeffrey Moss for the position of Superintendent for Berkeley County. I have had the distinct pleasure of working with Dr. Moss for four years and it is because of this, I feel as though I can accurately convey the type of leader you will get in hiring Dr. Moss as your next Superintendent. Jeff Moss is more than a leader, he is innovative, energizing and a true motivator! His style of leadership allows everyone around him to feel comfortable and confident that he is supportive of their individual creativity.

Jeff Moss lives out the adage, "good followers make good leaders" as his daily practice includes not only sharing his thoughts on matters of critical educational importance but also listening to the thoughts of those around him. Dr. Moss believes in the importance of including all stakeholders but is not afraid to make sound decisions when needed to move the needle for achieving academic success for all students. Dr. Moss believes it is his responsibility to be the "first advocate" for all students and as Superintendent, he has demonstrated to staff often that if there is to be blame for any unexpected outcomes it starts and ends with him. This style of leadership allows future leaders to reflect on what really matters, academic achievement for all students without offering excuses, only results.

Currently Dr. Moss works with a diverse eleven-member Board of Trustees and even though those members have changed several times over four years Dr. Moss exhibits self-control like no other leader I have seen. He truly believes that he works for the board and that together they can accomplish more. During Dr. Moss's current tenure as Superintendent, the district has seen its highest gains in academics, graduation rates, local volunteerism, community involvement and staff morale. Dr. Moss is a servant-leader who still understands the importance of being in school buildings and offering his time and services without ever using excuses of being too busy with the job of being the Superintendent to be actively involved with students. He is usually the first person to show up for an event and definitely always the last to leave.

If your committee is looking for a proven and effective leader to serve as Superintendent, look no further than Dr. Jeff Moss. I recommend Dr. Moss not just because of his past record of successes but because I also know that his work ethic and his desire to do more for students is unparalleled and unprecedented. Jeff Moss is truly a champion for all students!

Sincerely,

A handwritten signature in black ink, appearing to read "GAMW", written over a horizontal line.

Gregory A. McCord, Ed. D

May 8, 2017

To Whom It May Concern:

I am writing to recommend Dr. Jeffrey Moss for the Superintendent position in your District. While I believe Dr. Moss's departure would be a tremendous loss for our District, I support his efforts to move forward professionally and believe he will be an asset to any district that selects him.

I began serving on the Beaufort County School Board in January of 2013 and have served as Vice Chair and Chair of the Board. I was a part of the Board that hired Dr. Moss to come to our district in 2013. During that search process, our Board's evaluation of Dr. Moss's experience and achievements put him significantly ahead of most other candidates in the pool.

The strengths that Dr. Moss has demonstrated since joining the Beaufort County School District include successful financial management, growth management, and capital projects management. Dr. Moss implemented strategies to limit student reassignment which was occurring much too often within certain parts of Beaufort County. This was a source of great concern to the Board and Dr. Moss has successfully met the target of no rezoning for 5 years. While we did have to rezone attendance for once school in Bluffton for the upcoming fall, this was due to extremely high growth in one specific area. Additionally Dr. Moss was able to plan and construct additional classrooms to an early childhood facility on Hilton Head Island that had had a waiting list for enrollment for quite some time. District-wide we have essentially eliminated the waiting lists for our pre-k programs.

Just prior to Dr. Moss's arrival to Beaufort County, the Board was about to invest in a \$1 million "learning cottages" (a.k.a. mobiles) solution to the extreme overcrowding at Bluffton High School. We did not have solutions for the overcrowding in Bluffton in our other schools. Dr. Moss was able to suggest alternate options and the district constructed a new K-8 school and new High School for the Bluffton area – both without an increase to the existing debt millage. All projects have come in on-time and within the approved budget and the cost per square foot is one of the lowest in the state. While the K-8 school has only been open for two years, it is already full and headed to being overcrowded.

The Beaufort County School Board does not have fiscal autonomy and prior to Dr. Moss's leadership, we struggled to have County Council set a millage rate sufficient to generate the revenue necessary to fund our budget. The County Council consistently used a discount rate lower than they used for their own budget and the Beaufort County School District rarely received the anticipated tax revenues. Working with County Council members and members of the County staff, Dr. Moss has been successful in establishing a more realistic measure of what and how the School District's operating millage rate should be calculated. The FY 16-17 is the first year under this more realistic method and it appears that even with the impact of Hurricane Matthew that the District tax revenues will be coming in as projected. Under Dr. Moss's leadership Beaufort County has an AA1 Moody's bond rating and the savings this represents for our tax payers is significant.

In addition, over the past four years, Beaufort County School District has implemented choice programs in all schools, expanded and enhanced our CATE offerings, fully implemented a one to one technology program, and eliminated the outsourced bus service and now manages this in house. The Superintendent also initiated the B3 (Building a Better Beaufort) scholarship program which allows all students that

graduate from Beaufort County Schools with a B average to attend 2 years of school at the Technical College of the Lowcountry at no cost to them. I believe that the Beaufort County School District have made a great deal of progress on some very important issues in a short period of time.

I would like to add that all of these accomplishments have occurred and continue in spite of: what you might read in the paper, what a few members of the public might say and what a few members of the Beaufort County School Board might say.

I would like to address the Ethics complaint filed against Dr. Moss related to his wife being hired by the District for an administrative position (within the District Office – not working directly for the Superintendent). The full Board was asked and not one Board member objected to her hire. Rumors spread that a policy had been changed that had previously prohibited Mrs. Moss from being eligible for the position. Dr. Moss had been reviewing all Administrative Rules and had made changes to have it comply with South Carolina law and previous districts he had served in. The majority of the Beaufort County School Board felt that the change was irrelevant and that Mrs. Moss was eligible for the position both before the change and after. Mrs. Moss resigned her position with the District within seven days. Two of eleven Board Members did not agree with the majority and then turned to the paper to continue a constant bashing of the Board and the Superintendent over the next 18 months. The Chair of the School Board resigned his seat during this time in hopes that it would allow the District to continue to move forward and he wanted Dr. Moss to remain as Superintendent. The majority of the Board felt that since this hire occurred with the Board's full approval we could not throw the Superintendent under the bus once some members of the public objected.

Dr. Moss continues to have the support of the majority of the Beaufort County School Board. In my opinion there are a couple of Board Members that are engaging in personal vendettas against the superintendent because of some personal agendas. They don't like the Board process because they only have one vote and a majority of the Board does not support their position so they run to the local paper. The local paper is happy to print these kinds of stories because they sell. Unfortunately, a couple of Board Members have engaged in spreading inaccurate "facts."

I would be happy to discuss any of these issues with you further. Please feel free to give me a call if I can provide additional information.

Sincerely,



Mary Cordray
Beaufort County School Board
District 8

February 2, 2017

Hiring Board,

I'd like to offer a recommendation on behalf of Dr. Jeffrey Moss, currently Superintendent of Beaufort County School District(BCSD) for the open Superintendent position.

I've known Dr. Moss for almost the entirety of his tenure with the BCSD. I've interacted with Dr. Moss in his official capacity as Superintendent, at various civic and volunteer efforts which have garnered his support as well as collaborating with Dr. Moss on various economic development concepts and ideas during my tenure as Vice Chair of the Hilton Head Island Economic Development Corporation.

In this recommendation, I'd like to highlight a few areas that, in my humble opinion make Dr. Moss an excellent candidate for your open position. NB: Beaufort County would lose a stellar visionary should Dr. Moss leave, but due to his personal commitment to the students of the BCSC, I owe it to Dr. Moss to give an honest, objective recommendation on his behalf.

I am sure that Dr. Moss will share some of the empirical performance success stories, but below, I'd like to raise some of the personal characteristics and strong value system that enabled the BCSD to excel under the leadership of Dr. Moss.

Beaufort County is a bifurcated socioeconomic society and in spite of the image of all high end, wealthy retirees, it does have a high concentration of students who have English as a second language and in some areas, the percentage of students receiving free or reduced lunches approaches or exceeds 50%!

Dr. Moss has the following qualities that create an environment where ALL students, can not only survive and matriculate, but they are very well prepared for the dynamic future that our country will present current and future generations.

Exemplary Qualities:

1-Visionary Idea Generator

-Introduced mobile computers for every student, thereby helping to overcome the disparity created by socioeconomic realities.

-Began to retrench Career and Technical Education(CATE) programs back into BCSD schools, from a joint venture academy which was not convenient for BCSD students. This action, in progress will allow more students to be able to train and prepare for high end jobs in a more convenient and familiar setting.

2-Compassionate Leader who does not overlook those with more challenging circumstances while still pushing the top level students to even greater achievements.

-Expanded Pre-K and most importantly explained the rationale well enough that the program introduction was for all practical purposes a non-event.

-Targeted closing the achievement gap between African American students and white students and has actually raised the SAT score for African American's by 87 points during his tenure. No small feat when

compared against the delta in family income and educational attainment between African American and white students.

-Raised the BCSD graduation rates above both the state and national averages, with especially profound performance improvements in schools with more modest income statistics.

3-Courage to move the BCSD forward in spite of distinct and strongly held views formed by geography and socioeconomic status

-Built new school facilities in areas that serve both ends of the socioeconomic spectrum. As one can imagine, the growth areas immediately see the need for additional facilities but question the value of similarly needed facilities in more modest income areas. This took a tremendous amount of courage to honor commitments when the political winds blew in the opposite direction.

-Migrated the BCSD transportation system from a contractor, to in house BCSD, thereby increasing reliability and the safety of our young students. Again, a courageous step that occurred within a record short period of time.

4-Focus on academic excellence.

-As proven by the growth in scholarships earned by BCSD students from \$15 million to almost \$38 million in 2017, i.e. a 6 year period!

-Identified special curriculum introductions which have played extremely well in helping to convey to potential relocating companies that our three tiered educational platform of which BCSD is the foundation, can respond quickly and effectively to the needs of private industry.

I've sought to provide some empirical or tangible examples of why I believe Dr. Moss would be a superb candidate for your open Superintendent position. Please note that Dr. Moss achieved these results and student performance improvements in the midst of a county that has very widely divergent views on priorities and appropriate outcomes, no small feat, but one that is greatly appreciated by those citizens who realize the strategic importance of a strong public school system.

The citizens can be assured that Dr. Moss will drive performance, leaving no child unsupported in their academic endeavors while, enabling the business community to benefit from a stellar partner in pursuit of greater jobs and career opportunities for your county residents.

I wish you well in your decision! If needed I can be reached at :

Sincerely,

Carlton B Dallas

Chair NBSC Bank Advisory Board

Former Vice Chair Hilton Head Island Economic Development Corporation