

DR. RUBÉN CARMONA

OBJECTIVE

To facilitate the creation of equitable systems and structures to foster a community of practice where all students are at the center of all decision-making processes and where adults take ownership of their learning.

EXPERIENCE

BUILDING AND DISTRICT BASED LEADERSHIP/ADMINISTRATIVE EXPERIENCE

July 2022- Present: Exec. Dir. of Family, Community and Employee Engagement, Salem, MA

- Lead efforts to set strategic goals and priorities for three different departments
- Collaborate with Equity Imperative and District Executive Team to define and clearly articulate the district's DEIB and anti-racist work
- Co-lead affinity group to support district wide efforts to strengthen diversification plan
- Manage financial resources of different departments to maximize student outcomes
- Lead and manage the Out of School Time (OST) financial and human resources to leverage wrap-around services for students in need of after school support
- Co-Lead the management of multiple DESE grants and large city projects (Diversification, OST, Relocation of PIC) to foster student and family empowerment and engagement
- Coordinate and oversee all efforts to improve SPS district's talent management efforts

November 2021- June 2022: Regional Recovery Academic Director, Boston, MA

- Collaborated with Boston Regional Superintendents and Chief of Schools to prioritize coaching of principals based on their instructional needs and to norm around best instructional practices
- Created instructional look-fors to strengthen the instructional core and to support the implementation of district wide anti-racist curriculum (Equitable Literacy)
- Coached school based leaders to implement culturally responsive teaching practices in their buildings
- Supported the creation of 90 day plans at the school level to strategize turnaround efforts

August 2018- November 2021 Principal: Horace Mann Laboratory School, Salem, MA

- Coordinated the implementation of SSU and HMLS school Partnership
- Supported teachers' pedagogical choices to meet the needs of their diverse learners based on teaching judgment and district and state curriculum expectations
- Empowered, engaged and support grade level teams to distribute and enhance leadership at the building level
- Collaborated with community partners (local businesses, universities, organizations and families) to leverage school efforts and resources to support all HMLS students

- Facilitated text-based discussions to address instructional challenges in urban settings (Trauma Sensitive Classroom, Second Language Acquisition, Cultural Proficiency and High Expectations for students of color and economically disadvantaged students)
- Leveraged district and school-based resources to (ILT, Coaches, District Instructional Support Staff) facilitate systematic school change to address systemic racism at the school level.

August 2010- June 2018 Principal: Abraham Lincoln School, Lowell, MA

- Facilitated the learning of approximately 530 students in a high needs school in an urban environment through a shared leadership approach
- Monitored the effective implementation of teaching practices at all grade levels of the school
- Supported teachers' pedagogical choices to meet the needs of their diverse learners based on teaching judgment and district and state curriculum expectations
- Empowered and support grade level teams to distribute and enhance leadership at the building level
- Collaborated with community partners (local businesses, universities, organizations and families) to leverage school efforts and resources to support all Lincoln School students
- Supervised and managed all operational aspects of running the school in conjunction with school and district administrative team and grade level teams
- Regularly collaborated, planned and coordinated district wide initiatives to enhance learning opportunities for struggling learners in Lowell
- Co-Planned lessons with teacher teams and coaches to address new instructional and content related expectations in literacy and mathematics as outlined by the DESE.
- Facilitated text-based discussions to address instructional challenges in urban settings (Trauma Sensitive Classroom, Second Language Acquisition, Cultural Proficiency and High Expectations for minority and poor children)

August 2009-June 2010 Co-Principal: Robinson Middle School, Lowell, MA

- Collaborated in the design of a turnaround plan to improve instruction in an underperforming level 3 middle school
- Facilitated and coordinated the restructuring of the administrative and leadership team at the building level
- Implemented a team-based turnaround plan through the support of grade level teams and building based administrative teams

August 2005-June 2009 Assistant Principal: Bartlett K-8 School, Lowell, MA

- In Collaboration with principal, faculty, and Lowell University Transition Team; facilitated the merger of two schools into a K-8 University Partnership School
- Supported district-wide goals and initiatives for high-level student learning
- Supported efforts to increase parent participation in school life

TEACHING EXPERIENCE

September 2020- June 2022 Adjunct Professor: Salem State University, Salem, MA

- Supervised CAGS candidates in the completion of their practicum and leadership hours
- Coached and empowered Salem State University CAGS candidates to leverage their education to gain clear insights into the school principal role
- Developed instructional scenarios to support the transfer of skills from theory to practice of CAGS candidates in collaboration with School Supervising Principal

September 2000-June 2005 Grade 4 Dual Lang. Teacher: Nathaniel Bowditch School, Salem, MA

- Developed and imparted differentiated curriculum based on teaching frameworks to dual language students
- 4th grade lead teacher: Supported and facilitated implementation of Dual Language effective teaching practices among grade level colleagues

September 1999-June 2000 Grade K-5 Spanish Resource Teacher: Federal St. School, Salem, MA

- Created and implemented specific World Language curriculum to non-Spanish speakers

September 1997-June 1999 Grade 4/5 Multiage Bilingual Teacher: Saltonstall School, Salem, MA

- Designed and taught specific Multiple Intelligence curriculum to a bilingual, self-contained classroom

August 1989-June 1995 Second Grade Teacher/ESL Program : Colegio Bennett, Cali Co. S.A.

- Developed and imparted specific curriculum to a bilingual, self-contained classroom
- Facilitated the implementation and creation of ESL units of study to bilingual students among grade level team members

OTHER LEADERSHIP/ADMINISTRATIVE EXPERIENCE

July 2019-June 2021 Influence 100 Fellow (Boston, MA)

The Influence 100 fellowship is a 2-year program that was created by the Department of Education in MA to give rising leaders the opportunity to prepare for superintendent roles through monthly training and ongoing support in the following areas, all with a particular focus on equity:

- Strategic decision-making and navigating political challenges
- Understanding racial identity and racial identity development
- Building contextual awareness around the history of race and education in Massachusetts and addressing resulting inequities in schools
- Ensuring a strong instructional core in schools across the district

July 2009-July 2011 Co-Chair of the Teaching All Children Cmt Project (KSPT) DESE/T-21

- Created a committee of professionals to collaborate and develop the teacher evaluation rubric for DESE (Early stages of development)
- Co-Coordinated an effective system of collaboration among teachers, professors, and policy makers in order to support a high functioning team
- Facilitated meetings on a monthly basis and review research compiled by committee members
- Communicated the progress of the KSPT project to the DESE on a monthly basis

September 2009-March 2010 Consultant: Teachers 21, Wellesley, MA

- Facilitated conversations on reunification of schools with different demographics and philosophies based on cultural awareness and cultural sensitivity.

August 1995-May 1997 Project Manager: Course Crafters Inc. Newburyport, MA

- Created and managed budgets and schedules related to the creation of ESL/ Cultural Awareness Units for elementary basal reading programs
- Monitored the creation of units based on publishers' guidelines and specifications

EDUCATION

May 2012 **Ed. D. in Educational Leadership, Boston College, Boston, MA**

Dissertation of Practice Title: *BOSTON PUBLIC SCHOOLS PRINCIPAL INDUCTION PROGRAM*

Focus: Principal Induction Programs that best support teaching and learning in urban settings.

May 2004. **M.E.D. In Educational Leadership, Salem State College, Salem, MA**

May 2000 **Master's in Business Administration; Salem State College, Salem, MA**

May 1992 **B.A. in Modern Languages/Linguistics; Universidad del Valle-Cali, Co**

AWARDS AND ACKNOWLEDGEMENTS

February 2017- 2019. **Board of Directors Project Learn (Lowell, MA)**

- Supported implementation of strategic plans to foster clear alignment of goals and provided sound feedback on implementation and communication of these goals to the community.

January 2017-2018 **Board of Directors Mill City Grows (Lowell, MA)**

- Collaborated with other board members to clearly articulate a vision that is doable, scalable and leads to a sustainable growth pathway.

September 2013-2016. **Board of Directors River Valley Charter School (Newburyport, MA)**

- Supported School Leadership Team efforts and initiatives to improve instruction and shared leadership culture school wide. Chair of the Accountability Committee.

Spring 2008-2009 **ASCD 2008 Emergent Leader (ASCD Alexandria, Virginia)**

- Nominated and selected as 2008 Massachusetts Emergent Leader

June 2006-2009 **MASCD Board of Directors (Wellesley, MA)**

- Supported State and district initiatives to facilitate instructional and curriculum leadership in MA

Summer 2000- Present **Project Zero Rounds Harvard Graduate School of Education**

- Collaborated and discussed issues related to teaching and learning and the larger implications these have on educational policy

Professional Certifications:

- Superintendent /Assistant Superintendent
- Principal Elementary /Middle School K-9
- Elementary K-6/ESL Pre-K-9

References Available Upon Request