

TERRENCE L. CONNOR

Tampa, FL

An educational leader with a proven track record of raising student achievement and improving systems in various environments, including the nation's 7th largest school district.

- Deputy Superintendent and Chief Academic Officer within Hillsborough County Public Schools (225,000+ students), who has served as a teacher, principal, and principal supervisor.
- A member of the District's Senior Leadership Team involved in all major decisions involving academics, finance, operations, human capital, community engagement, and government relations.
- Substantially improved academic performance and stabilized core functions of Hillsborough County Public Schools, the nation's 7th largest school district.
- During tenure as Deputy Superintendent and Chief Academic Officer of Hillsborough County Public Schools (225,000+ students), the district improved its state academic ranking from 35th to 19th.
- During tenure as Chief Academic Officer of Clay County School District (37,000+ students), the district improved its state academic ranking from 20th to 8th.
- Strong fiscal leader with experience supporting the implementation of a \$3.7B district budget and overseeing a \$100M+ division budget and \$675M+ ESSER funding.

LEADERSHIP EXPERIENCE

Hillsborough County Public Schools, Tampa, FL

April 2020 – Present

HCPS serves 225,000+ students (21% African American/Black, 37% Hispanic/Latino, 32% Caucasian, 5% Asian/Pacific Islander; 55% Free & Reduced Lunch, 14.8% Exceptional Student Education/Special Education, and 9.4% English Language Learners); 238 traditional public schools; 24,000 employees; \$3.7B operating budget.

Deputy Superintendent & Chief Academic Officer (2020 – Present)

Leads the implementation of the strategic plan to improve student achievement and staff effectiveness in all district-managed schools through providing curriculum, instruction, and assessment support services. Monitors student academic performance and provides targeted support to schools to help them achieve their desired results. Allocates resources effectively to maximize student achievement. Serves as the Superintendent's representative in the day-to-day operations of the district, ensuring alignment with the district's mission, vision, strategic goals, and objectives. In the absence of the Superintendent, assumes full responsibility for the district's operations and decision-making.

Academic Success

- Led efforts to improve the state ranking from 35th to 19th as measured by the state accountability system.
- Increased the district graduation rate to 89%, achieving its highest graduation rate in 2021.
- Achieved a #1 national ranking in 4th Grade Reading and Math on the 2022 Trial Urban District Assessment administered by the National Assessment of Educational Progress (NAEP).
- Improved college and career acceleration rates from 51% to 60% in two years.
- Boosted the percentage of schools rated A, B, and C from 86% to 94%.
- Boosted the number of industry certifications to lead the state in earned FTE in 2021 and 2022.
- Reduced the number of D/F schools by 82% (23 of 28) within the Transformation Network.
- Reduced the number of persistently low-performing schools from 39 to 18 during the COVID-19 pandemic.
- Established Cambridge AICE programs at all 28 high schools in the district to increase access to acceleration opportunities for all students.
- Expanded Dual Language and Spanish Immersion programs throughout the district.
- Supported the launch of the district's first Montessori program.
- Led the launch of a workforce development initiative that includes medical and construction academies.
- Led teams in the development and implementation of academic programming, curriculum, instruction, and assessment for Pre-Kindergarten, all content areas in grades K-12, career and technical education,

exceptional student education (ESE), English Language Learners (ELL), gifted learners, visual and performing arts, adult education, and technical colleges.

- Implemented academic strategies to narrow achievement gaps.

Human Capital, Operations, & Finance

- Recruited, selected, trained, coached, counseled, and disciplined staff. Developed, monitored, appraised, and reviewed staff job contributions to planning, development, delivery, follow-up, and evaluation of school operations.
- Contributed as a critical member of the district Executive Leadership Team in developing strategies and making decisions that include the annual budget, academics, transportation, school start times, calendars, food service, building operations, safety and security, and administrative interviews.
- Oversaw the budget development and management for Title I, Title II, Title III, Title IV, SAI, Reading Categorical, and several competitive, non-competitive, and entitlement grants.
- Led the ESSER/ARP task force to develop a strategic plan and budget to expend \$675 million to recover academic learning loss caused by the COVID-19 pandemic.
- Led the district procurement department's internal audit with an external advisor to improve process efficiency.
- Improved equity in staffing by supporting the development of an allocation model for school budgeting.
- Led the development of the instructional leadership capacity of principals and school-based teams.
- Served as a design team member for new school construction to ensure effective building utilization to create conducive and innovative learning environments.
- Participated as a member of the selection committee for construction, maintenance upgrades, and engineering projects related to the half-cent sales tax referendum for the operations division.
- Led all school leader and teacher professional development for curriculum and instruction, including district-wide professional learning days for 14,000+ instructional staff members.

System Leadership

- Responsible for several departments and budgets totaling over \$100M, including K-12 Curriculum and Instruction, Instructional Materials, Assessment & Accountability, Professional Development, Accelerated Academics, ELL & Dual Language, Art, Music, Physical Education, Student Engagement, CTE, Grants, Federal Programs, School Improvement, School Choice/Magnet Programs, and Leadership Development.
- Led the district accreditation process for 239 district-managed schools.
- Led and monitored the responsibilities of the Chief of Schools, Region Superintendents, Assistant Superintendent of Curriculum and Instruction, and Assistant Superintendent of Teaching and Learning that support the development and implementation of strategic initiatives to improve school operations and student achievement.
- Assisted principals and leadership teams in monitoring and maintaining compliance with district, state, and federal mandates, policies, and guidelines.
- Navigated the transition of a new learning management platform and student information system to facilitate efficient communication, reporting, and delivery of instruction.

Innovative Leadership

- Led the district's transition to remote instruction throughout the pandemic, developing and providing curriculum resources and model lessons for all content areas through a learning management platform.
- Developed an Instructional Continuity Plan that included flexible learning solutions to ensure continuity of learning during school closures.
- Implemented 24/7 virtual tutoring access to over 100,000 secondary students and remote teacher support to students in quarantine.
- Created and implemented a COVID-19 protocol manual and safety standards for schools.
- Trained principals on COVID safety protocols, family engagement, and student/staff wellness.
- Expanded summer and extended learning opportunities to serve all grade levels to reverse learning loss caused by the COVID-19 pandemic.

Advocacy & Community Engagement

- Actively communicated with internal and external stakeholders to enhance understanding of school needs, district initiatives, and priorities related to schools.

- Served as a key member in developing the district's legislative platform and actively worked with the legislative delegation to advocate for the district's needs.
- Conducted listening tours with staff, students, and community to gather input when creating the strategic plan.
- Secured \$1.3 million through partnership with Hillsborough Education Foundation and Helios Education Foundation to implement initiatives to strengthen early learning outcomes and kindergarten readiness.
- Led the district's efforts on the Hillsborough County African American History Task Force.

Clay County District Schools, Green Cove Springs, FL

January 2017 – April 2020

CCDS serves 37,000+ students (17% African American/Black, 15% Hispanic/Latino, 60% Caucasian, 2.5% Asian/Pacific Islander; 53% Free & Reduced Lunch, 19.8% Exceptional Student Education/Special Education, and 2.6% English Language Learners); 51 traditional public schools; 4,400 employees; \$450M operating budget.

Chief Academic Officer/Assistant Superintendent of Curriculum & Instruction (2018 – 2020)

Oversaw the efforts to improve student achievement and staff performance in all district schools through strategic planning and systemic reform. Provided support for curriculum, instruction, and assessment, monitored student progress, and offered support services to help schools reach their goals. Acted as the Superintendent's representative in overseeing the operations of all assigned schools, aligning with the mission, vision, and goals of Clay County District Schools.

- Raised the district's state ranking from 20th to 8th according to the state accountability system.
- Improved district grade from "B" to "A" on state accountability system.
- Boosted district graduation rate to above 90%.
- Evaluated principals for overall effectiveness, resulting in improved student outcomes.
- Conducted performance reviews in schools, identified causes of low performance, and provided improvement recommendations.
- Oversaw professional development offerings for all teachers and school leaders.
- Implemented a successful instructional materials adoption process for core content areas.
- Boosted instructional leadership capacity of principals and school-based teams using performance data, recommended candidates for leadership positions.
- Represented the district in collective bargaining negotiations.
- Focused on enhancing K-12 instructional delivery, trained school leaders as instructional coaches in partnership with the University of North Florida.

Chief of Secondary Education (2017 – 2018)

- Elevated secondary school performance, achieving "A" or "B" ratings for all schools.
- Raised Science and Social Studies proficiency to rank in the top five in the state.
- Boosted the district graduation rate to above 90%.
- Managed operations for all secondary schools in the district.
- Assessed secondary principals for effectiveness, resulting in improved student outcomes.
- Conducted performance reviews in secondary schools, identified causes of low performance, and provided improvement recommendations.
- Boosted instructional leadership capacity of principals and school-based teams using performance data; recommended leadership candidates.
- Oversaw the district's athletics and JROTC programs.

Duval County Public Schools, Jacksonville, FL

July 2004 – January 2017

DCPS is the 20th largest school district in the country, serving 117,000 students with 163 schools and 13,000 employees; \$1.7B operating budget.

Principal, Samuel W. Wolfson High School (2013 – 2017)

- Designed and executed a strategic plan to enhance academic performance and address students' social/emotional needs in a Title I setting.

- Developed plans to raise graduation rate, improve acceleration performance/participation, and prepare students for post-secondary education.
- Created a positive behavior support system that enhanced the overall climate and culture for students and staff.
- Educated staff on utilizing research-based instructional strategies and continuous feedback to monitor progress.
- Established daily school operation protocols for a safe, effective, and efficient learning environment for all stakeholders.
- Raised science proficiency to 11th among Title I schools in the state during 2015-16.
- Boosted graduation rate from 73% to 89% in 3 years.
- Increased accelerated course pass rate from 31% to 66% in a year.
- Improved college readiness in Reading from 75% to 84% and Math from 63% to 69% in one year.

Principal, Oceanway School (2011 – 2013)

- Created strategic plans to align instruction with Florida Standards, with a focus on collaborative planning, data-driven assessments, and curriculum mapping.
- Established daily school operation protocols for a safe, effective, and efficient learning environment for all stakeholders.
- Encouraged innovation among faculty, leading to improved student achievement.
- Efficiently and effectively managed the school budget, resulting in improved student achievement.

Assistant Principal of Curriculum, Oceanway School (2008 – 2011)

7th & 8th Grade Comprehensive Science Teacher, Oceanway School (2004 – 2008)

EDUCATION, TRAINING, & CERTIFICATIONS

- **Master of Administration & Management**, Nova Southeastern University, Ft. Lauderdale, FL
 - **Bachelor of Arts in Middle Grades Education**, University of North Florida, Jacksonville, FL
 - **Educational Leadership (All Levels)**, Florida Educator's Certification
 - **School Principal (All Levels)**, Florida Educator's Certification
 - **General Science (Grades 5-9)**, Florida Educator's Certification
 - **Mathematics (Grades 5-9)**, Florida Educator's Certification
 - **Physical Education (Grade K-12)**, Florida Educator's Certification
 - **National Institute of School Leadership's (NISL) Executive Development Program**, NCEE
 - **Instructional Coaching Certification**, University of Florida Lastinger Center
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PROFESSIONAL EXPERIENCE

- Chiefs for Change: Future Chiefs, Cohort VII – 2023
- The Forum for Educational Leadership, Cohort II - 2023
- Impact Florida, Cadre Member for Statewide Collaboration – 2022
- Cognia Accreditation Network, Florida Advisory Board Member – 2022
- LEAP Tampa Bay College Access Network, Leadership Council Member – 2022
- Project Management Training, University of South Florida – 2022
- Leadership Florida, Education Class IV – 2019
- Florida Organization of Instructional Leaders, Member and Participant – 2019
- National Institute of School Leadership's (NISL) Executive Development Program Facilitator - 2019
- Duval County Secondary Principals' Association, President – 2016
- Duval County Secondary Principals' Association, Vice President – 2015
- DCPS Principals' Compensation Plan Development Committee, Committee Member – 2015
- DCPS Student Code of Conduct Revision Committee, Committee Member – 2014