

**Stephen M. Sierpina**

**Education**

St. Anselm College, Manchester, NH      **Bachelor of Arts - History**    May 2001  
• Concentration in Secondary Education  
Fitchburg State College, Fitchburg, MA      **M. Ed. Educational Leadership & Management**    January 2006

**Certifications**

- NH EdID# 119087 (Principal)
- MA DESE License # 381440 (Principal PreK-12 & Superintendent)
- SEI endorsed – administrator - February 2013
- *National Institute for School Leadership* - certified November 2011

**Honors**

- American Red Cross of Northeast MA      *Education Hero Award*    March 2016

**Instructor**

**January 2021 - Present**

**New England College - Principal Certification Cohort Program & Practicum Supervisor**

- Instructor in a variety of courses based on school leadership.
- Work with current educators looking to become Principal / Assistant certified through the NH DOE.
- Lead supervisor working with educators (and NH DOE) completing their school leadership practicum.

**Work Experience**

**Windham High School**

**Windham, NH**

**July 2017 – Present**

**Principal**

- Responsible for daily operation of school and all its facets, including the development of the school budget and School Improvement Plan.
- Directed a staff of 100 professionals, including one assistant principal, seven Directors / Department Heads, including one Special Education Administrator, one Safety Resource Officer (SRO) and a student body of 1000.
- Responsible for supervising and assigning roles to all administrators and SRO.
- Responsible for evaluating all staff and making final personnel decisions.
- Created and led the *Windham HS Leadership Team*, *WHS Principal's Advisory*, and *WHS Principal-Student Advisory*.
- Worked with the Director of Math, the Director of Science, and the Director of Guidance to create a formal STEM Pathway / Track.
- Travelled to China and met with a variety of school leaders, teachers, parents, and students in order to recruit students who hope to study in the USA.
- Worked to become SEVIS-certified and developed / implemented a Chinese exchange program, as well as, a Global Competency Certificate program that is part of the Program of Studies.

- Acted as the keynote speaker at the opening ceremony of our sister school, *Future Leadership Academy*, in Hainan Province, China.
- Created an early college / dual-enrollment program with Northern Essex Community College that included opportunities for international study.
- Led the high school through the 5-year NEASC review (2018-2019).
- Active member of the *WHS Data Team* which worked to improve a number of areas throughout WHS.
- Worked extensively with *PTA*, *Principal's Advisory*, and *WHS Leadership Team* to develop a long-term plan for WHS, including, a building project due to increased enrollment.
- Created a *Digital Learning Center* to help alleviate a substitute teacher shortage.

#### **Marsh Grammar School**

**Methuen, MA**

**July 2013 – June 2017**

##### **Supervising Principal**

- Responsible for daily operation of school and all its facets, including the school budget.
- Directed a staff of 120 professionals, including two associate principals, one Dean of Students, one Special Education Administrator, one Safety Resource Officer (SRO) and a student body of 1300.
- Responsible for supervising and assigning roles to all administrators and SRO.
- Responsible for evaluating all staff and making final personnel decisions.
- Created and led the *Marsh Leadership Team* and *Faculty Senate*.
- Facilitated / monitored the implementation of the Intervention/Enrichment block, new Phonics Program, Lucy Calkins Writing Program, and Eureka Math Program.
- Active member of the district Data Team and participated in creating district Strategic Plan.

#### **Consentino School**

**Haverhill, MA**

**July 2010 – June 2013**

##### **Principal**

- Responsible for daily operation of school and all its facets, including the school budget.
- Planned and implemented the transition from a middle school to a K-8 school (925 students).
- Facilitated / monitored the implementation of new Math series (K-5 and 6-8).
- Revised teacher schedules to include CPT and increased instructional time at beginning and end of day.
- Oversaw increase in MCAS scores allowing Consentino to move from a level 3 to level 2 school.
- Created partnership with *Seaside Educational Consultants* allowing for extensive in-house PD.
- Participated in a variety of PD opportunities including NISL.

#### **Hunking Middle School**

**Haverhill, MA**

**July 2009 – June 2010**

##### **Principal**

- Responsible for daily operation of school and all its facets, including the school budget.
- Directed a staff of 34 professionals and 450 students.
- Transferred to Consentino at the request of Superintendent.

# Sara Costa Yuen, Ed.M.

## PROFILE:

I am a mission-driven and licensed school principal with over 15 years of experience including teaching and leadership experience in public and non-profit education institutions – dedicated to the idea that all students deserve an equitable, personalized, college-preparatory education reflecting 21<sup>st</sup> Century learning experiences in a safe, inclusive school environment emphasizing whole-student development. I have dedicated my career in education to ensuring that all students have access to a rigorous, anti-racist, and culturally-responsive educational experience in school that is worthy of their brilliance.

## LANGUAGES:

Fluent in Brazilian Portuguese; Proficient in Spanish.

## EDUCATION & LICENSES:

**Harvard Graduate School of Education**  
*Ed.M. - Master of Education in Education*  
*Policy & Management, 2018*

**Northeastern University**  
*G.C. - Graduate Certificate in*  
*Nonprofit Management, 2013*

**Boston University**  
*B.A. - Bachelor of Arts in International Relations*  
*with Minor in Latin American Studies, 2007*

Massachusetts Initial Principal/Assistant Principal License 5-12, license number 479198

Massachusetts Administrator Sheltered English Immersion Endorsement, license number 479198

## SCHOOL & DISTRICT-LEVEL LEADERSHIP EXPERIENCE:

**Phoenix Charter Academy Network, Lawrence, Chelsea, & Springfield, MA**

2015 – present

***High School Principal (2019 – present) & Leader in Residence (2018 – 2019)***

- Instituted MCAS 2.0 preparation programming resulting in 100% of students earning proficient or advanced scores in Math and 100% passing for the first time in the school's history in the first year of the test's use in determining high school graduation in MA.
- Retained 91% of teaching staff; increased teaching staff diversity with 54% identifying as Black, Indigenous, and People of Color.
- Utilized data to make instructional decisions, and coach others in effective use of data to make instructional decisions.
- Led implementation of the school redesign including the implementation of competencies and mastery – based grading.
- Implemented project-based learning curriculum across all core content areas of instruction.
- Decreased suspension rates by 51% by using Social-Emotional Learning, Restorative Practices, and Trauma-Informed Practices.
- Refined English Language Development programming including Newcomer programming and co-teaching model.
- Led the increase of 4-year college acceptance rates for the senior class in 2020 by 600% from those of the 2018-2019 school year.
- Implemented first school wide Primary Person Model in which each student has a primary supporter on staff; all staff participate.
- Led the increase of college dual-enrollment course passing rates to 100% of all dual enrolled students in all courses.
- Managed budgets in excess of \$4 million including budget forecasting, reporting, expense tracking, amendment, etc.
- Led Special Education Tiered Focused Monitoring Reviews by the state Department of Education resulting in a no/low risk rating.
- Supervised, evaluated, and coached teachers, Director of Curriculum & Instruction, Director of School Culture, Instructional Coach, School Social Worker, Director of the Child Development Center (infant and preschool), etc.
- Exceeded school enrollment and budget goals by increasing enrollment to it's highest number of students in the school's history.
- Oversaw design and implementation of first-ever school health careers pathway program.
- Set vision for instruction and pivots to synchronous and asynchronous remote instructional model within 72 hours of building closure during the Covid-19 outbreak in March 2020.

***Phoenix Charter Districts (Statewide) Managing Director, Education Residency (2015 – 2018)***

- Identified, attracted, and developed the most diverse department of talent within the network with 85% identifying as BIPOC.
- Served on the Human Capital Committee on Diversity by evaluating practices and making policy recommendations.
- Created and/or managed curriculum aligned to the Massachusetts Curriculum Frameworks in Math, ELA and Science.
- Implemented the network's first personalized learning pilot program utilizing technology through computer adaptive instruction.
- Directed instructional supports and teacher development program across 3 schools statewide:
  - Oversaw and led professional development arcs including: the Massachusetts Curriculum Frameworks; social-emotional learning; diversity, equity and inclusion; interdisciplinary expeditionary learning; mastery-based grading, Chapter 766 Special Education.
- Managed budgets of up to \$1.1 million including budget forecasting, reporting, expense tracking, amendment, etc.
- Provided feedback on curriculum including interdisciplinary project-based quest documents, scopes and sequences, weekly plans.
- Drafted, implemented, and monitored policies, budgets, and procedures for program operations, human resources, and compliance.
- Developed and cultivated strategic partnerships including those with Boston University, nonprofits, and other schools.
- Created systems that led to an increase in Federal regulation compliance rates from 47.5% to 100%.

**MetroWest Mission Hub (ProGente Connections) - Episcopal Diocese of MA, Framingham, MA**  
***Program Director (for Non-profit Portuguese Language School) (2015); Part-time Program Director (2016)***

2015 – 2016

- Developed and executed strategic growth plan including:
  - Increased program capacity by doubling the teaching staff to implement the model in a new community; and
  - Increased enrollment to exceed goals and marginally increased program price with a projected 55% increase in program revenue.
- Oversaw Programs Committee of the Board of Directors including: preparing reports, running meetings, writing policies, etc.
- Monitored all staff spending and ensured organization remained below budget, including oversaw all IT procurement.
- Developed partnership with UMass faculty for curriculum support and negotiated consulting contract 20% below budget.
- Recruited, hired, trained, supervised, developed, managed and coached 8 teachers for the Portuguese heritage language program.

**TEACHING EXPERIENCE:**

**Phoenix Charter Academy Chelsea, Chelsea, MA**  
***ELA and Math Intervention Courses***

2019 & 2020-present

- Taught students who earned 100% passing scores on the new 10<sup>th</sup> grade ELA and Math MCAS 2.0 on the first round of the state test.
- Designed scope and sequence, unit plans, and lesson plans in alignment with Massachusetts High School ELA & Math Frameworks.

**Nativity Preparatory School, Boston, MA**

2015 – 2015

***Fourth and Fifth Grade Title I Reading and Math Intervention (part-time)***

- Led small group, differentiated push-in and pull-out instruction for 4<sup>th</sup> and 5<sup>th</sup> grade students substantially above or below grade level.
- Designed curriculum and integrated blended learning for students with Individualized Education Plans.

**Lawrence Public Schools, Lawrence, MA**

2014 – 2015

***Seventh Grade Social Studies at UP Academy Leonard***

- Rated as exemplary or proficient on each category of the DESE Teacher Effectiveness Evaluation rubric.
- Taught students who demonstrated the highest student growth percentiles in Massachusetts on 7th Grade ELA state exam.
- Accommodated and modified curriculum appropriately for student population of more than 70% English Language Learners.
- Created and implemented interdisciplinary Model United Nations curriculum, which integrated Science, English & History.
- Served as an adviser to a group of 10 students; planned and implemented social-emotional learning curriculum through advisory.
- Maintained continuous contact with parents by holding parent meetings and conducting at least 10 or more praise calls per week.
- Applied Special Education and Sheltered English Immersion teaching strategies, accommodations and modifications with fidelity.
- Drafted a Social Studies course grounded in Ethnic Studies which incorporated case studies of social justice movements globally.

**Excel Academy Charter School, Chelsea, MA**

2013 – 2014

***Fifth, Sixth, and Seventh Grade STEM Teaching Fellowship***

- Taught students who outperformed their district peers threefold in proficient or advanced scores on the state Science exam.
- Created and implemented new technology and engineering course rooted in project-based and inquiry learning for seventh grade.
- Applied Special Education and Sheltered English Immersion teaching strategies, accommodations and modifications with fidelity.
- Administered standardized testing including MCAS in all subject areas and MCAS-Alt for students who qualified.
- Maintained continuous contact with parents by holding parent meetings regarding both academics and social-emotional learning.

**AmeriCorps Massachusetts Promise Fellowship, Boston, MA**

2012 – 2013

***Hyde Square Task Force Fellowship***

- Led small group instruction with a data-driven focus across math, humanities, and science high school level content areas.
- Orchestrated operations including program event planning, daily programmatic operations, and planning for development events.
- Created and launched Academic Support Program including strategic plan and curriculum and met all program goals in year 1.
- Developed SAT preparation course utilizing community-based mentors, tutors, and blended learning.

**Centro Latino de Chelsea, Chelsea, MA**

2007 – 2008

***United States History and Civics Course (part-time)***

- Taught evening United States History & Civics course to adolescents and adults preparing for US citizenship exams.
- Redesigned United States History & Civics course curriculum in English and Spanish; administered diagnostic assessments.

**ADDITIONAL EXPERIENCE:**

**Citrix Systems, Inc., Bedford, MA**

2011 – 2012

***Senior Paralegal***

- Partnered with the VP of Operations to spearhead major pre-merger & acquisitions operations and post-M&A integrations.
- Conducted diligence and participated in closings for mergers and acquisitions ranging from \$27 million to over \$400 million.
- Led closing procedures for new ventures in Citrix's Startup Accelerator.
- Partnered with General Counsel and other in-house staff on patent litigation, mergers and acquisitions and corporate transactions.

Gunderson Dettmer Stough Villeneuve Franklin & Hachigian, LLP, Waltham, MA 2008 – 2011  
*Head Paralegal (2010-2011); Corporate and Securities Paralegal (2008-2010)*  
• Hired, supervised, managed and conducted performance and compensation reviews for a legal secretary.  
• Managed workflow and billing for a group of 4 paralegals and collaborate with attorneys on paralegal work product matters.

Schlesinger and Buchbinder, LLP, Newton, MA 2005 – 2008  
*Legal Assistant to the Managing Partner (2007-2008); Floating Legal Assistant (2007); Intern (2005-2007)*  
• Attended to corporate matters including: drafting incorporation documents, annual reports, certificates, Board minutes, etc.  
• Coordinated all aspects of commercial and residential real estate transactions including both due diligence and closing matters.

### **COMMUNITY LEADERSHIP:**

Chelsea City Manager Tom Ambrosino's Executive Committee of Community Leaders, Committee Member 2020 – present  
Teach for America Massachusetts School Leaders Professional Learning Community, Member 2019 – 2020  
Barr Foundation Engage New England: Doing High School Differently, Cohort 1 School Leader 2018 – present  
The Chelsea Hub, Member 2018 – present

The Barr Foundation and Springpoint Schools Engage New England: Doing High School Differently Initiative May 2020  
Cohorts 1-3 School Leaders' Professional Development Co-Facilitator: Looking at Student Work  
• Co-facilitated professional development session for school leaders on coaching teachers' through Looking at Student Work protocols.

### **REFERENCES:**

Dixie Bacallao  
Chief Schools Officer  
Phoenix Charter Academy  
[dbacallao@phoenixcharteracademy.org](mailto:dbacallao@phoenixcharteracademy.org)  
(c): 603-858-4836  
relationship: current supervisor

Alex Rock  
Principal  
Lawrence Public Schools: Community Day Arlington  
[alex.r.rock@gmail.com](mailto:alex.r.rock@gmail.com)  
(c): 785-218-1125  
relationship: former colleague

Jacob Yarmus  
Math Teacher and former Instructional Coach  
Phoenix Charter Academy Chelsea  
[jakeyarmus@gmail.com](mailto:jakeyarmus@gmail.com)  
(c): 978-273-1090  
relationship: current direct report

Rebecca Richardson Bowie  
former Dean of Curriculum and Instruction  
Lawrence Public Schools: UP Academy Leonard  
[rsrbowie@gmail.com](mailto:rsrbowie@gmail.com)  
(c): 617-417-3160  
relationship: former supervisor

## Kevin Thomas Tracey



### Objective

To serve and lead as the next principal of Reading Memorial High School

### Education

Boston College, Chestnut Hill, Massachusetts  
C.A.E.S in Educational Leadership  
December, 2005

Boston College, Chestnut Hill, Massachusetts  
M.Ed. in Curriculum and Instruction/History  
December, 1999

Providence College, Providence, Rhode Island  
BA in History with a minor in Development of Western Civilizations  
May, 1997

### Certification

Massachusetts Initial K-12 Assistant Superintendent and Superintendent's License  
Massachusetts Professional Principal Certification for grades 5-12  
Massachusetts Advanced Provisional for grades 9-12 History

### Leadership Experience

Principal, John Glenn Middle School, Bedford, MA 7/12-present

#### *General Responsibilities and Roles:*

- Promotes a school culture of high expectations for all students, active anti-racism, inclusion and acceptance through action, policy and practice.
- Instructional and curricular leader with over 20 years of experience organizing and executing equity-focused professional development around teaching and learning.
- Effectively leads a multi-tiered administrative team of department-based program administrators and curriculum coordinators and team leaders.
- Oversees the recruitment, hiring and evaluation of all school staff.
- Collaboratively and transparently, manages the school's budget, advocating for needs and making difficult decisions to eliminate positions when necessary.
- Implemented "Data Wise" process and exhibits high level knowledge of data analysis and experience in data-driven decision making
- Builds and maintains collaborative working relationships by leading with professionalism and integrity.
- Maintains open and respectful communication through multiple means with all stakeholders of the school community; including, but not limited to parents, teachers and staff, students, superintendent, school committee, town officials and town department leads.
- Knowledgeable of federal and state compliance regulations and experience in coordinated program and whole-school reviews.
- Implemented supervision and evaluation practice and protocols for the middle school in line with the district and state guidelines and with a focus on professional growth.
- Implemented a school-wide shared vision for social and civic expectations and behaviors at both a middle and high school level.

Assistant Principal, Bedford High School, Bedford, MA, 7/06-6/12

#### *Responsibilities overview:*

- Promoted best teaching practices, collegiality and on-going curriculum development through work with and direct supervision of teachers and staff

- Worked with the leadership team to maintain a challenging, positive and collaborative school environment for teaching and learning
- Promoted equity and appreciation for diversity through work with the Educational Equity committee, SAT/RTI teams and relationships with Hanscom AFB and METCO stakeholders
- Worked with the leadership team to arrange professional development around instruction, curriculum and assessment
- Within committee work, led initiatives on the adoption of a new mission statement, the integration of school-wide academic and social/civic expectations, and the use of school-wide rubrics and their alignment with the MA Common Core
- Worked in partnership with guidance and special education departments and internal and external support programs to address the academic, emotional and social needs of students and families
- Shared responsibility with managing the student body with 10-month assistant principal
- Maintained open lines of communication with parents and the surrounding community
- Worked in partnership with local district's administrative teams to share best practices and policies
- Served as a member of the district-wide anti-bullying committee, which drafted the BHS plan and protocol to ensure a positive and safe school climate
- Served as the District representative on the MIAA Sportsmanship and Ethics committee
- Participated in Community-Based Justice meetings in collaboration with the Middlesex DA's office
- In collaboration with the Assistant Superintendent and Principal, organized the high school portion of the 2011 Coordinated Program Review
- Co- Led the 2009 NEASC BHS Self-Study

## Teaching Experience

North Andover High School, North Andover, MA, 9/00-6/06

*Responsibilities and other related educational experiences:*

- Taught World Civilizations I and II, American Thought, and Adolescent Psychology
- Assumed the responsibilities of the assistant principal as a long-term sub for a four-month period
- Completed over 300 hours within an administrative internship, focusing on instructional leadership, supervision, fiscal responsibilities and student behavioral management
- Co-led school-wide curriculum writing initiative
- Participated in accreditation workshops and evaluation visitations for NEASC and co-chaired the Instruction Standard Committee
- Analyzed MCAS data and initiated a math remediation program for failing students
- Researched, designed and modified student-centered, interdisciplinary block scheduling strategies and activities for American Thought, an Honors level American History/American Literature course
- Integrated Art and Music requirements to American Thought to broaden multiple intelligence assessment
- Fostered civic responsibility and awareness in community-based Human Development course
- Promoted critical thinking and the use of technology in instruction
- Participated in professional development courses related to the Breaking Ranks initiative for educational reform
- Researched and facilitated the implementation of a student advisory program
- Led students in annual City Year serve-a-thon in Boston, 2000, 2001, 2002
- Master of Ceremonies at Mr. North Andover 2002, 2003, 2004, 2005
- Coached JV Volleyball, 2000, 2001
- Coached Ski and Track teams 2000-2006

## Student Teaching

Maryfield College, Dublin, Ireland, 9/99-12/99

### *Responsibilities:*

- Gained the knowledge and confidence of working within an international school system
- Prepared and taught units in world and Irish history, as well as in health
- Developed an understanding of the needs of middle school children
- Identified at-risk students and worked with support services to identify appropriate accommodations
- Designed the curriculum for the school's "remedial" courses
- Volunteered as head coach of both the varsity and junior varsity girls' basketball teams

## Internships

The Green Street Program, English High School, Jamaica Plains, MA, 1/99-6/99

### *Responsibilities:*

- Co-taught the humanities portion of the school-within-a-school model for at-risk, emotionally and behaviorally challenged students through a grant received at Boston College
- Participated in rewriting and enriching the program's curriculum to include hands-on, long term projects
- Utilized effective classroom management, which created a comfortable, yet structured learning environment

Dorchester High School, Dorchester, MA, 9/98-12/98

### *Responsibilities:*

- Prepared lessons and objectives for 12<sup>th</sup> grade African-American and 10<sup>th</sup> grade world history classes
- Worked cooperatively with other teachers in creating effective classroom management strategies

## Long-Term Substitute

Old Saybrook High School, Old Saybrook, CT, 10/97-6/98

### *Responsibilities:*

- Prepared units and taught lessons for honors level psychology, sociology and US history classes
- Included a variety of concepts and topics in the curriculum to promote cultural diversity and awareness
- Utilized I.E.P.s effectively, and made proper modifications for at-risk students
- Held the assistant cross-country, junior varsity girl's basketball and assistant outdoor track coaching positions

## Related Experience

Led session on "*Fostering School Connectedness and Building Tenacity (in Marginalized or Underrepresented Students)*"; MSSAA Summer Institute, July, 2018.

Led session on "*Creating Civic and Social Expectations for the Transformation of Middle School Culture*"; New England League of Middle Schools Annual Conference, April, 2018.

Old Saybrook High School, Old Saybrook, CT, 9/97-10/97, 12/97-6/98

### Paraprofessional for Children with Special Needs

- Worked within the regular education classrooms and learning centers to support at-risk students with academic and social-emotional skill development
- Worked in the resource room to provide targeted intervention across all subjects

### English Summer School Program

- Co-taught a summer school program for at-risk 9<sup>th</sup> graders prior to their entrance into high school
- Created an engaging and relevant reading curriculum to capture students attention in the summer months



Pastoral Council of Providence College, Providence, RI

Adult Literacy Program, 9/96-12/96

- Taught adult literacy to developmentally disabled adults with Downs Syndrome

Habitat for Humanity, 9/94-6/97

- Involved in many fundraising, building, renovating and clean-up projects
- Organized and led student trips to Michigan and Pennsylvania

Feinstein Institute for Public Service, Providence College

John Hope Settlement House, Providence, RI, 6/96-12-96

- Tutored children ages 6-13 in an after-school program
- Organized daily activities for over 50 children

Traveler's Aid Society, Providence, RI, 6/96-5/97

- Taught career services to homeless clients on an individual and group basis
- Developed a curriculum for the building of remedial skills and interview strategy
- Recognized by the society as an award recipient for outstanding voluntary service