

## CURRICULUM VITAE

### MICHAEL L. TEFS, Ed.D.

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### EDUCATION

Ed.D., Administrative Leadership, 2011, Walden University, Minneapolis, Minnesota

M.Ed., Educational Administration, 1995, Baldwin-Wallace University, Berea, Ohio

B.S.Ed., Elementary Education, 1992, Baldwin-Wallace University, Berea, Ohio

### PROFESSIONAL EXPERIENCE

#### *Administrative*

6/08-Present Superintendent, Wooster City School District, Wooster, Ohio

- \$58 million budget, 504 employees, 4,000 students
  1. US News Silver Rated High School
  2. Newsweek AmericaTop 2000 High School
  3. International Baccalaureate (IB) School
  4. 23 Advanced Placement (AP) Courses
- Six Points of Celebrations in Wooster:
  1. Economically Disadvantaged Academic Gap Closure - 49% of the students in the Wooster City School District (WCSD) are economically disadvantaged. District analytics in 2008 detailed that this student sub-group was underperforming academically (between 10 – 30% on most academic achievement indicators). The WCSD leadership teams (DLT/BLT/TBT) made closing this achievement gap a strategic priority. Through terrific strategic planning, the WCSD has closed the achievement gap for our economically disadvantaged students and significantly increased more equitable access to rigorous academic pathways and career planning/placement.
  2. Creating a Culture for School Improvement and Strategic Planning – The school system investigated several researched-based school improvement models and, in 2008, chose the Ohio Improvement Process (OIP). The school system has worked tirelessly to implement, with great fidelity and integrity, this distributive leadership model. The OIP protocols have significantly improved our literacy for data-based decision-making, adult processes for progress monitoring of goals and action steps and our overall growth mindset for continuous improvement.
  3. Creating a Culture of Literacy – 24% of annual incoming kindergarten students enter the school year 3-15 months behind the expected standard for reading. In 2013, a Literacy Committee was established to improve the overall culture for literacy in the WCSD. In 2016, each elementary school and middle school received a literacy coach to build capacity for improved instructional leadership; assessment literacy; delivery

of job-embedded, research-based professional development; a commitment to highly effective teaching/teachers; and strategic, accelerated interventions. The results have been fabulous. Employee morale is high and student achievement improving.

4. Fiscal Responsibility – Since 1977 the WCSD was on the ballot every 3-4 years requesting increased revenue for operations from the electorate. Through the assistance of the Business Advisory Council (BAC), expenses were evaluated. After the passage of a successful operating levy in 2010 the district reorganized with the goal to stay off the ballot for a period of six to eight years. After 14 months of stakeholder engagement, the community agreed to close two elementary schools and move grade 8 into the high school. This strategy saved approximately \$1.4 million annually. Current financial analytics forecast a levy in 2020, meaning the strategy extended the 2010 operating levy to 10 years!
5. Successful Levy Passage – In May, 2017 we offered the electorate a 1.5 mill permanent improvement levy that would raise \$1.2 million annually. The campaign was structured to explain the need for the funds and how the dollars supported the school systems strategic priorities. The campaign deliverables were graphic, comprehensive, social and scaffold. The community supported the request by a 75/25 margin, the largest support for new money in the history of the school district.
6. Implementation of Blended Curriculum – In 2014 the Wooster CSD began researching blended learning platforms and personalized learning systems. Nearly 40% of the curriculum is now delivered in a hybrid, digital environment. This has led to more efficient annual curricular updates; accelerated, rigorous and personalized instructional pacing, just in-time interventions and differentiation; and more graphically appealing delivery for our millennial and beyond generations. What has not changed and will never change is that this philosophy is grounded and centered with the expertise of the amazing faculty and support staff of the Wooster CSD. The technology is amazingly and wonderfully innovative. Our professional, kind and compassionate human resources though is the true lever for learning.

2017-2017	Interim Superintendent; Green Local School District, Smithville, Ohio The Wooster Board of Education voted to approve and support a neighboring community in a time of need. I provided interim superintendent leadership for the Green Local School District from February 1, 2017 – May 31, 2017 while still maintaining me leadership responsibilities in Wooster.
2007-2008	Superintendent/CEO; North Ridgeville City School District, North Ridgeville, Ohio
2004-2007	Assistant Superintendent; Wadsworth City School District, Wadsworth, Ohio
2003-2004	Director of Curriculum; Chippewa Local Schools, Doylestown, Ohio
1999-2003	Principal; Chippewa HS (Chippewa Local Schools), Doylestown, Ohio
1997-1999	Principal; Black River MS (Black River Local Schools), Sullivan, Ohio
1995-1997	Assistant Principal; Burneson MS (Westlake City Schools), Westlake, Ohio

**Teaching**

1993-1995 Science (Life and Physical); Parkside MS (Westlake City Schools), Westlake, OH  
 1992-1993 Science (Life and Physical); Ford MS (Berea City Schools) Berea, OH

**LICENSURE/CERTIFICATION**

Superintendent	5-Year Professional	Valid: 07/01/2013 – 06/30/2018
Elementary Principal (K-8)	5-Year Professional	Valid: 07/01/2013 – 06/30/2018
Middle School Principal (4-9)	5-Year Professional	Valid: 07/01/2013 – 06/30/2018

**LEADERSHIP**

Ohio Public School Funding Committee. 132<sup>nd</sup> Ohio General Assembly, serving Representative [Cupp/Patterson](#). Riffe Center, 77 S. High, Columbus, Ohio, 2017 - Present

Ohio Value-Added Advisory Committee, Battelle for Kids, 2015 - Present

Learn21 Flexible Learning Collaborative Board Member, 2015 - Present

Past President, Buckeye Association of School Administrators, (BASA), 2015-2016

**President, Buckeye Association of School Administrators, (BASA), 2014-2015**

Member, Ohio Deans Compact on Exceptional Children, 2012-Present

- Policy Chair, 2016-2017

President-Elect, Buckeye Association of School Administrators (BASA), 2013-2014

**President, Ohio Association of Secondary School Administrators (OASSA), 2006-2007**

**HONORS, AWARDS & DISTINCTIONS**

Exemplary Educational Leadership Award, 2016, Buckeye Association of School Administrators

Presidential Alumni Research Dissemination Award, 2014, Walden University

Outstanding District Award, 2013, Ohio Leadership Advisory Council

Distinguished Service Award, 2012, Ohio Association of Secondary School Administrators

Exemplary Educational Leadership Award, 2010, Buckeye Association of School Administrators

Leadership Medina County, Graduate, Class of 2006

**PROFESSIONAL ACTIVITIES/ORGANIZATIONS**

American Association of School Administrators (AASA)

Association for Supervision and Curriculum Development (ASCD)

Buckeye Association of School Administrators (BASA)

- Ohio Department of Education Representative, 2009-Present
  1. Assessment & Accountability Committee
  2. Gifted Report Card Committee, 2014
  3. **State Local Report Card Committee**
    - **Chair (2013-Present)**
- Ohio Educator Standards Board Representative, 2009-2014
- Legislative Committee, 2007-2011

Kappa Delta Pi (KDP) – International Society in Education

Phi Delta Kappa (PDK)

## **PROFESSIONAL DEVELOPMENT**

Leading a Community, October 3 – October 4, 2014, Columbus, Ohio. Buckeye Association of School Administrators (BASA) 48<sup>th</sup> Fall Conference.

National Conference on Education, March 2-4, 2017, New Orleans, Louisiana. American Association of School Administrators (AASA).

National Conference on Education, February 11-13, 2016, Phoenix, Arizona. American Association of School Administrators (AASA).

Citizens Police Academy. January 1 – June 1, 2016, Wooster, Ohio. Wooster Police Department

Building Blocks for Leadership. September 29 – September 30, 2015, Columbus, Ohio. Buckeye Association of School Administrators (BASA) Fall Conference.

Framework for Intentional and Targeted Teaching (FIT) seminar, August 3-5, 2015. Wooster, Ohio. Association for Supervision and Curriculum Development (ASCD).

Classroom Instruction that Works (CITW): Facilitator Credentialing, July 13-17, 2015, Denver, Colorado. McREL International.

Transforming Leadership: NSBA 75<sup>th</sup> Annual Conference, March 21-23, 2015, Nashville, Tennessee. National School Boards Association (NSBA).

National Conference on Education, February 26-28, 2015, San Diego, California. American Association of School Administrators (AASA).

Research Roundtable, February 25, 2016, San Diego, California. American Association of School Administrators (AASA).

A Day with Dave Weber: Leadership Redefined. October 14, 2014, Columbus, Ohio. Buckeye Association of School Administrators (BASA).

Leadership: Maintaining or Innovating? September 30 – October 1, 2014, Columbus, Ohio. Buckeye Association of School Administrators (BASA) Fall Conference.

Ohio Early Literacy Best Practices Summit: Closing the Achievement Gap and Preventing Third Grade Retention, March 6, 2014, Columbus, Ohio. Buckeye Association of School Administrators (BASA) and Scholastic Education.

Social Justice Training Institute: Creating and Sustaining Social Justice Institutional Change, February 22, 2014. Center for Diversity and Global Engagement, College of Wooster, Wooster, Ohio.

National Conference on Education, February 13-15, 2014, Nashville, Tennessee. American Association of School Administrators (AASA).

Education in China, June 10-19, 2013, Beijing, Xi'an, Shanghai. Buckeye Association of School Administrators (BASA) and Education First (EF).

Leadership Institute for Superintendents: Systemic Reform In School Districts and Schools, March 18-21, 2012, Cambridge, Massachusetts. Harvard Graduate School of Education.

Ohio School Leadership Institute, 2011, Columbus, Ohio. Center for Creative Leadership. National Academy for Superintendents, July 13-15, 2010, Columbus, Ohio. The Ohio State University College of Education and Human Ecology.

District Value-Added Leader Training, March 15, 2010, Columbus, Ohio. Battelle for Kids.

National Academy for Superintendents, July 14-16, 2009, Columbus, Ohio. The Ohio State University College of Education and Human Ecology.

### **ADJUNCT FACULTY**

Ashland University, Dwight Schar College of Education, Department of Education, 2011- Present

- Courses Taught:
  - Education Leadership (EDAD 683)
    - Ashland University's *Administrative Specialist License in Curriculum, Instruction & Professional Development (CIPD)* program builds on course work completed through the M.Ed. Educational Administration programs.
  - The Superintendency (EDAD 691)
    - *School Superintendent License* - Ashland University's post-master's *School Superintendent* licensure program builds on course work completed through the M.Ed. Educational Administration programs and administrative licensure programs. The program is designed to provide students with an understanding of the school district organization and the process needed to gather, analyze and use data for ethical relevant decision making.
  - Organizational Management Seminar & Internship for Superintendents (EDAD 694)

## **PUBLICATIONS**

Tefs, M. (2015) *President's Message: Fiscal Benchmarking - Is Your Rearview Mirror Clearer Than Your windshield?* Admini Scope, Buckeye Association of School Administrators, Winter (March), 1,5.

Tefs, M. (2014) *President's Message: Process monitoring – Designing Intentional Monitoring Systems.* Admini Scope, Buckeye Association of School Administrators, Fall (November), 1, 5.

Tefs, M. (2014). *President's Message: I Write To Think – A Systems Analysis.* Admini Scope, Buckeye Association of School Administrators, Summer (September), 1,5.

Tefs, M., and Telfer. D. (2013). *Behind the Numbers: Redefining Leadership to Improve Outcomes for All Students.* Journal of Special Education Leadership, 26(1), 43-52.

Tefs, M. L. (2011). *Research to Practice: Measuring Research Trends in School Improvement Planning.* Dissertation, Walden University.

## **PRESENTATIONS**

“Telling Your School District’s Story with Visual Analytics.” Co-Presented with Mike English, CEO/President, Forecast5 Analytics. Presentation was a breakout session during the, Leading a Community, Buckeye Association of School Administrators (BASA) 48<sup>th</sup> Fall Conference, October 3 – October 4, 2014, Columbus, Ohio.

*New Superintendent Transition Program – Accountability and Public Reporting of Student Achievement. “How to Analyze Ohio’s Local Report Card.”* Co-presented with Dr. Chris Woolard, Senior Executive Director for Accountability and Continuous Improvement, Ohio Department of Education. Hosted by: Buckeye Association of School Administrators, Columbus, Ohio, February 23, 2017.

“Unlocking the Keys to Effective Leadership: A Day of Learning.” The Leadership and Learning Center, a division of Houghton Mifflin Harcourt, in partnership with the Buckeye Association of School Administrators (BASA), Columbus, Ohio, February 19, 2014. Superintendent Panel: District Challenges and Opportunities in Continuous Improvement. Moderator by: Brian McNulty, Ph.D.

*Ohio’s New Accountability System – Unpacking the Local Report Card.” Ohio Association of Elementary School Administrators (OAESA)/Ohio Association of Secondary School Administrators (OASSA) Beginning Administrators Academy, Columbus, Ohio, December 9, 2013.*

*“What it Means to be a Educator – Understanding your Profession.”* Ashland University Teacher Induction Ceremony, Ashland, Ohio, November 13, 2013.

*“Moving Your Numbers: A National Center on Educational Outcomes (NCEO) Presentation.”* Council for Exceptional Children (CEC) 2013 National Convention & Expo, San Antonio, Texas, April 4, 2013.

*“New Superintendent Transition Program – Accountability and Public Reporting of Student Achievement.”* Buckeye Association of School Administrators, Columbus, Ohio, February 26, 2013.

*“Using Assessment & Accountability to Improve Learning: Existence Proofs for Accelerating Achievement for All Students.”* Technical Assistance & Dissemination Initiative, Council of Chief State School Officers (CCSSO) National Conference on Student Assessment, Minneapolis, Minnesota, June 28, 2012.

*“Analyzing Assessment Data – Trends & Accountability.”* Ohio Beginning Administrators Academy, Ohio Association of Secondary School Administrators, Columbus, Ohio, December 10, 2012.

*“Ohio Superintendent Evaluation System.”* Fall Conference, Buckeye Association of School Administrators, October 2, 2012.

*“Analyzing Assessment Data.”* Ohio Beginning Administrators Academy, Ohio Association of Secondary School Administrators, Columbus, Ohio, December 12, 2011.

*“Ohio Superintendent Evaluation System.”* Fall Conference, Buckeye Association of School Administrators, Columbus, Ohio, October 4, 2011.

*“Analyzing Assessment Data.”* Ohio Beginning Administrators Academy, Ohio Association of Secondary School Administrators, Columbus, Ohio, December 13, 2010.

*“A Leaders Guide to Standards.”* Zone Meeting, Ohio Association of Secondary School Administrators, Medina, Ohio, October 11, 2007.

*“Data-Driven Decision Making - Disaggregating Achievement Testing Data.”* Various Zone Meetings, Ohio Association of Secondary School Administrators, 2003 – 2007.

*“Data-Driven Decision Making - Disaggregating Achievement Testing Data.”* County Principal Meeting, Tri-County Educational Service Center, 2004-2005.

*“Aspiring to the Principalship.”* Kent State University, January 7, 2005.

**CREDENTIALS**

McREL Classroom Instruction That Works (CITW), Credentialed Trainer, 2015

Ohio Principal Evaluation System (OPES), National Institute for Excellence in Teaching  
Valid: 10/19/2015 – Present

Ohio Teacher Evaluation System (OTES), National Institute for Excellence in Teaching  
Valid: 10/19/2015 – Present

**COMMUNITY SERVICE**

Wayne County Family & Children First Council (FCFC), 2008 - Present

Wooster Boys & Girls Club Board, 2014

Wooster Area Chamber of Commerce Board, 2008 - 2014

Rotary International Board, 2008 - 2013

United Way of Wayne/Holmes County Board, 2008 - 2012