

Dr. Jerri A. Haynes



Search Committee
North Florida College
325 Turner Davis Drive
Madison, Florida 32340

Dear Members of the Search Committee,

I am writing to express my interest in the position of President at North Florida College (NFC) in Madison, Florida. As a native of Madison County and a proud North Florida Community College graduate, this opportunity resonates deeply with me. Throughout my 30-year career in education, I have developed strong leadership skills, a solid understanding of our communities' needs, and a deep commitment to academic excellence. This position represents the culmination of my lifelong dedication to education and my connection to the region. I am excited about the possibility of contributing to NFC's continued growth and success.

I have spent most of my professional career serving education and the communities I call home. After graduating from Madison County Public Schools and North Florida Community College, I returned to this area to contribute to its growth, first as an elected Madison County School Board member, and later as a candidate for superintendent of Madison County Schools. I am also proud to have founded the first charter school in Madison County, which paved the way for other charter schools and positively impacted students and families in our region. These experiences have reinforced my belief in the importance of local leadership. I am dedicated to fostering an environment of academic excellence that meets the diverse needs of NFC's students.

Reflecting on my journey and career trajectory, I realize this opportunity at NFC is a professional and personal fit. Having spent my career advocating for education and driving positive change in the region, the position of President at NFC presents an opportunity to lead a vibrant community college that I hold dear. As a visionary leader, I have always focused on aligning strategies with the mission and goals of the institutions I serve. As Associate Director of the North Florida Workforce Board and a project manager for Lockheed Martin IMS, serving six counties in region 6, where I had the opportunity to work with President Morris G. Steen Jr. I demonstrated my ability to drive innovation and growth. I also chaired the strategic planning efforts at Tennessee State University that led to the development of "A Pathway to Excellence," which continues to guide the growth and development. This experience reflects my ability to develop and execute long-term strategies with measurable results, and I am eager to bring that same energy and vision to NFC.

In my 30 years of leadership, I have created innovative programs to address the teacher shortage and increase the workforce. Through the Grow Your Own Initiative, I developed pathways for individuals to pursue teaching careers within our communities. The U.S. Department of Education recognized this initiative for its innovative approach. I have continued to advocate for

similar programs, such as registered apprenticeship programs and year-long teacher residency programs. These initiatives align with my commitment to academic excellence and my dedication to creating opportunities for all students, particularly those from historically underrepresented backgrounds. As President of NFC, I would continue to promote such programs to help meet the community's evolving needs and contribute to the region's workforce development.

In addition to these experiences, my qualifications for leading NFC include extensive experience in higher education administration and financial management. I hold a terminal degree in education and have served in various leadership roles within academia, including Assistant Dean, Director of Assessment and Accreditation, and Dean. These roles have allowed me to develop a strong understanding of the intricacies of higher education, particularly in rural communities. I bring a proven ability to manage diverse teams, implement strategic plans, and foster collaboration among faculty, staff, and external stakeholders. I am well-versed in working with governing bodies such as boards of trustees, ensuring effective governance while upholding the institution's mission and values.

I have developed a deep understanding of financial acumen throughout my career, particularly in managing budgets across various educational settings and roles. As a district curriculum administrator for the fifth largest school district in the nation, **school board member in Madison County, Dean of the College of Education (Tennessee State University, Jackson State University, and North Park University), Executive Director of a Charter School-Madison County), Assistant Principal, Principal, and Project Manager for Workforce Development** across a six-county region in Madison County, I have been responsible for overseeing and managing budgets that ranged from 20 million dollars at the high end to \$6.5 million at the low end.

My leadership is grounded in a deep understanding of the financial landscape of higher education. I have extensive experience managing budgets, allocating resources effectively, and making data-driven decisions that balance financial sustainability with academic excellence. My ability to identify and secure funding sources through grants, partnerships, and fundraising efforts has contributed to the success of many initiatives I have led. I have also worked closely with various state and federal agencies, including the Florida Department of Education and the U.S. Department of Education, advocating for policies and funding that support education.

My experience spans various types of budgets, including:

1. **Operating Budgets:** Managing day-to-day expenses such as salaries, instructional materials, maintenance, and utilities. As Dean and Principal, I ensured that operating budgets were allocated efficiently to support academic programming and school services.
2. **Capital Budgets:** Overseeing funds for long-term investments such as infrastructure, technology upgrades, and facility improvements. As a Project Manager, I managed capital funds for workforce development initiatives across multiple counties.
3. **Grants and Restricted Funds Budgets:** Handling special funding sources for targeted programs, such as workforce development, special education initiatives, or charter school

grants. As an Executive Director of a Charter School, I managed the allocation of restricted funds to ensure compliance with grant stipulations.

4. **Strategic and Programmatic Budgets:** I also managed budgets tied to specific academic or extracurricular programs, ensuring alignment with institutional goals. For example, as the Dean of the College of Education, I balanced program development, faculty resources, and student support services.
5. **Government and External Funding Budgets:** I have also demonstrated financial acumen in managing budgets for state and federal programs, such as Title I or other workforce development grants. This includes compliance with reporting and restrictions and ensuring that funds are used as intended.

At **university settings**, the types of budgets I manage also include:

- **Instructional Budgets:** Allocating funds for faculty salaries, course materials, and curriculum development to ensure effective teaching and student learning outcomes.
- **Student Services Budgets:** Ensuring that financial resources are allocated to student support services, such as advising, career counseling, and financial aid services.
- **Research Budgets:** Manage funds for faculty research, grants, and scholarly activities, ensure that resources are used effectively, and meet reporting requirements.
- **Auxiliary Budgets:** Overseeing budgets for non-academic services such as campus dining, housing, and events, which help improve the overall student experience.
- **Endowment and Fundraising Budgets:** I have sometimes managed financial resources generated from endowments and fundraising efforts, ensuring these funds are invested or allocated for maximum benefit to the institution.

I have consistently demonstrated strong financial management skills in these roles, including budgeting, forecasting, and resource allocation. I have always focused on ensuring that funds are used strategically to support institutional goals, enhance student success, and maintain fiscal responsibility across multiple funding sources.

As an advocate for academic excellence, I have worked tirelessly to promote student success and engagement. As a curriculum and assessment expert, I have successfully led program evaluations, accreditation reviews, and initiatives to improve education and counseling programs. This includes creating programs to enhance retention and graduation rates for diverse programs and populations. I have a track record of establishing partnerships with local businesses, government agencies, and philanthropic organizations to support student achievement and career placement. My understanding of rural community colleges' unique challenges and opportunities, such as NFC, allows me to approach these issues with a nuanced perspective, advocating for policies and resources that best serve our students and communities.

One of my key leadership principles is the importance of communication. Throughout my career, I have prioritized transparent, open, and inclusive communication with administrators, faculty, staff, students, and the broader community. As a public advocate for education, I have represented institutions at local, state, and national events. I use my public speaking skills to raise awareness of important issues and advocate for the resources needed to ensure educational excellence. I have been recognized as a national expert in education, frequently serving as a

speaker and advisor on critical issues such as teacher pipeline development, grow your own, teacher residency, science of reading, literacy, culturally and linguistically diverse teaching, program accreditation, and evaluation. I have served as an expert panelist at the Path Forward Summit, Illinois Legislators' Retreat, Educational Excellence, and National Council of Teacher Quality, offering policy recommendations on reading, literacy, and teacher education reform

I have also cultivated a leadership style that emphasizes collaboration and relationship-building. I am committed to fostering a positive, inclusive campus culture that promotes teamwork, open dialogue, and mutual respect. Whether working with internal teams or external stakeholders, I strive to create environments where all voices are heard, valued, and supported. Collaboration is key to achieving institutional goals and ensuring long-term sustainability.

As I consider the opportunity to serve as President of NFC, I am excited by the prospect of working with the Board, faculty, staff, students, and the six counties representing the NFC Madison County community to shape the institution's future. I am deeply committed to ensuring that NFC remains a beacon of educational excellence, innovation, and community engagement. Together, we can strengthen the NFC's role as a cornerstone of higher education in the region, fostering opportunities for students to succeed and contribute to our area's broader social and economic development.

I would be honored to lead North Florida College as its next President. My qualifications, knowledge, leadership experience, and unwavering commitment to the mission of community colleges make me uniquely positioned to guide NFC toward its next growth phase. I look forward to discussing further how I can contribute to the college's future success and serve the students and communities it supports.

Thank you for considering my application. I look forward to hearing from you.

Sincerely,

Terri A. Haynes

Dr. Jerri A. Haynes

Jerri A. Haynes, Ed. D.



Education

Ed. D., April 1999, Nova Southeastern University, Ft. Lauderdale, FL
Major: Child and Youth Studies
Minor: Curriculum Development and Systemic Change

Ed. S., July 1995, Nova Southeastern University, Ft. Lauderdale, FL
Major: Teaching English to Speakers of Other Languages
Minor: Educational Leadership

M. Ed., April 1993, Florida A & M University, Tallahassee, FL
Major: Elementary Education

B.S., December 1989, Florida A & M University, Tallahassee, FL
Major: Elementary Education

SUMMARY OF ADMINISTRATIVE POSITIONS

June 2024	Dean, School of Education, North Park University, Chicago, Illinois 60625 School of Education North Park University: Faculty and Staff: 30 Departments: 5 Degree Levels: Bachelor's and Master's degrees Degree Programs: 11
2022 –2024	Dean and Tenured Professor, College of Education and Human Development, Jackson State University, Jackson, Mississippi 39217 Faculty and Staff: 75 College of Education and Human Development Enrollment: 1800 Departments: 5 Centers:4 Degree Levels: Bachelor, Master, Educational Specialist, Educational Doctorate, and Doctor of Philosophy Degree programs: 22
2019 – 2022	Dean and Professor, College of Education, Tennessee State University, Nashville, Tennessee

Faculty and Staff: 60

College of Education Enrollment: 900

Departments: 3

Degree Levels: Bachelor, Master, Educational Doctorate, and Doctor of Philosophy

Degree programs: 11

2016 - 2019	Assistant Dean and Director of Assessment and Accreditation, College of Education, Fort Hays State University, Hays, Kansas College of Education Enrollment: 3153 Departments: 2 Degree Levels: Bachelor's and Master's Degree programs: 8
2011 - 2016	Faculty, ESOL Coordinator and Department Chair, Bethune-Cookman University,
2013 - 2014	Principal, New Millennium Charter School, Madison County Schools District,
2011 - 2014	Executive Director, New Millennium Charter School, Madison County Schools District
2010 - 2012	Assistant Educational Leader, Humanities and Fine Arts Charter School,
2007 – 2010	ESOL Program Specialist, Colquitt County Schools District, Moultrie, Georgia

SUMMARY OF ACADEMIC POSITIONS

2022 – 2024	Tenured Professor, Jackson State University
2019 –2022	Professor, Tennessee State University
2016-2019	Associate Professor, Fort Hays State University, Hays, Kansas
2011-2016	Assistant Professor, Bethune-Cookman University, Daytona Beach, Florida
2006-2008	Core Instructor, master’s in Education- Curriculum and Instruction, National-Louis University, Wheeling, Illinois
1999-2010	Adjunct Assistant Professor -Florida A & M University, Tallahassee, Florida
1995-2003	Adjunct Assistant Professor, Nova Southeastern University, Davie, Florida

LEADERSHIP ACTIVITIES

- Heineman Literacy Advisory Board
- The Chicago Public Education Fund-Pipeline Partnership Council
- Dean’s Council
- AERA Division A Business Member
- Regional Educational Laboratory (REL) Florida State University
- Graduate Council
- Leadership Team
- University Tenure and Promotion Committee
- Student Equity and Retention Council
- Educator Preparation Working Group

- Assessment and Improvement Committee
- Strategic Planning Implementation Committee
- Academic Council, Member
- NCQT Content Matters Advisory Committee
- Mississippi -CEEDAR State Leadership Team (University of Florida)
- Tennessee-CEEDAR State Leadership Team (University of Florida)
- Educator Preparation Working Group
- Tennessee Association of Colleges for Teacher Education (TACTE)
- Branch Alliance of Educator Diversity Council
- Strategic Planning Development Committee (Chair)
- National Academy of Academic Leadership, Member
- American Association of Colleges for Teacher Education (AACTE)
- Council for the Accreditation of Educator Preparation (CAEP), Chair
- Council for Accreditation of Counseling and Related Education Programs (CACREP) committee Chair
- Academic Quality Improvement Program (AQIP) Peer Reviewer, Higher Learning Commission
- Kansas Racial Justice Leadership Taskforce Committee, Kansas National Education Association (KNEA)
- Kansas Department of Education Higher Education Stakeholder Partnership Committee
- Assessment and Accreditation, Chair
- Learning Assessment Committee, Member
- Council on Preparation of Teachers and School Personnel (COPST), Co-Chair
- Kansas Exemplary Educators Network (KEEN)
- Kansas Leadership Center—Lead for Change
- Faculty Senate 2012-2016
- Academic Standards Committee (2012-2016)
- Steering Committee of the 1st Annual Educational Justice Conference (2015)
- Curriculum Committee (2011-2016)
- Master Board Program

Academic Awards

2024	
2023	JSU Kids Kollege for outstanding administrator
2023	Received the Science of Reading Award from the Mississippi Department of Education
2023	Recognized 1 out of 48 institutions to receive an A+ in undergraduate elementary preparation programs in Early Literacy Standards, National Council on Teacher Quality
2022	Recognized by the US Department of Education Secretary Cardona for the Grow Your Own Initiative

2021	Recognized among the top teacher preparation programs in undergraduate and graduate elementary preparation programs in Early Literacy Standards and Program Diversity, National Council on Teacher Quality (NCTQ)
2021	Recognized for Research and Grant Awards, Tennessee State University
2020	Recognized for Research and Grant Awards, Tennessee State University
2020	Recognized for establishing a Global Student Support Services Lab
2017	My-Go-To- Mentoring Award: Fort Hays State University
2017	Phi Kappa Phi: President-Elect, Fort Hays State University,
2017	Phi Kappa Phi Honor Society: Alumni Inductee, Fort Hays State University,
2016	Women in Action Award, Women Educational Leadership Academy
2015	Community Involvement Service Award, Bethune-Cookman University
2015	Excellence in Teaching Award: Bethune-Cookman University
2013	Excellence in Teaching Award: National Society of Leadership and Success, Bethune-Cookman University
2013	Outstanding Publications: Bethune-Cookman University
2011	Outstanding Assistant Educational Leader, Humanities and Fine Arts Charter
2010	Best Supporting Administrator School, Leesburg, Florida

ACADEMIC SERVICE INTERNATIONAL, NATIONAL, AND LOCAL

INTERNATIONAL LEVEL

2017	Faculty Exchange, Northwest Minzu University Nationalities, Lanzhou, Gansu, PR China.
2017	Fort Hays State University Internationalization and Global Partnership Committee
2016	International Journal of Innovation Education and Research Peer Reviewer

NATIONAL LEVEL

2023	State Implementation and Scale-up of Evidence-based Practices: Communities of Practice
2023	The Hunt Institute; The Path Forward
2023	The Hunt Institute 2023 Illinois Legislators Retreat
2023	The 2023 National Education Summit
2022	US PREP Consortium
2022	Council for Exceptional Children
2022	National Center for Teacher Residencies (NCTR)
2022	International Studies Consortium of Georgia
2022	American Education Research Association (AERA) Division A Member
2019	Branch Alliance for Educator Diversity
2019	NCQT Content Matters Committee
2017	Higher Learning Commission, AQUIP Program Reviewer
2017	Publication Professional Council for TESOL Press
2017	Teacher Education and Special Education Journal Reviewer
2017	Kansas National Education Association (KNEA) Racial Justice Leadership Task Force

2017	The United States Department of Education, National Professional Development Grant Program-Evaluation Reviewer
2017	Moderator: National Association of African American Studies
2016	Kansas Exemplary Educators Network (KEEN), recruitment and retention
2016	U.S. Department of Education Office of State Support ESSA State Plan Peer Reviewer
2016	Conference on College Composition and Communication
2016	United States Department of Education English Language Development (ELD) Program Reviewer
2015	Council for the Accreditation of Educator Preparation (CAEP) Assessment Reviewer
2012	American Association of Colleges for Teacher Education (AACTE)

STATE LEVEL

2024	Principal Pipeline Council
2023	Mississippi Early Childhood Association (MECA)
2022	MS Association Council for Teacher Education (MACTE)
2022	MS Teacher Residency Program
2022	MS CEEDAR State Leadership Team
2022	Diversifying the Teacher Workforce Affinity Group
2022	MS US-PREP
2022	Mississippi Association of Colleges for Teachers (MACTE)
2020	Educator Preparation Working Group
2019	TN CEDAR State Leadership Team
2019	TN Accreditation Network
2017	Kansas Onsite Volunteer Team (OVT)
2016	Kansas Association of Colleges for Teacher Education (KACTE)
2016	CAEP/ Kansas State Department of Education Site Team Reviewer
2016	Kansas State Department of Education/CAEP Higher Education Observer
2016	Kansas State Department of Education Higher Education Program Reviewer
2016	Higher Education Standards Committee
2006	Southwest Georgia RESA Training: Educational Assessment
2005	North East Florida Educational Consortium

UNIVERSITY LEVEL

2022	Graduate School Council
2022	Deans' Council
2022	Academic Council
2022	Tenure and Promotion Committee
2020	Strategic Plan Development Committee (Chair)
2020	Strategic Planning Implementation Committee
2020	Quality Enhancement Plan Committee
2019	Tenure and Promotion Committee
2019	Strategic Planning Committee Chair

2019	Assessment and Improvement Committee
2017	Ad hoc Assessment Committee
2017	Learning and Assessment Committee
2017	TESOL Search Committee
2017	ESL Taskforce
2017	Reimagine the First-Year Steering Committee
2016	Academic Council (Deans and Assistant Deans)
2016	Learning Assessment Committee

COLLEGE OF EDUCATION LEVEL

2022	Professional Education Council
2019	Quality Enhancement Plan
2019	Dean's Council, Tennessee State University
2019	Academic and Improvement Committee
2016	Dean's Council, Fort Hays State University, Hays, Kansas
2016 -2019	Council on Preparation of Teachers and School Personnel (COPST) Committee, Policy Chair, Fort Hays State University, Hays, Kansas
2016 - 2019	CAEP Steering Committee, Chair, Fort Hays State University, Hays, Kansas
2016 - 2019	CACREP Committee, Chair, Fort Hays State University, and Hays, Kansas
2016 - 2019	Faculty Review Committee, Chair, Fort Hays State University, and Hays, Kansas
2016 - 2019	Quality Assurance Assessment Committee, Chair, Fort Hays State University, Hays, Kansas
2016 - 2019	Academy of Academic Leadership, Member, Fort Hays State University, Hays, Kansas
2016 - 2019	ESOL Advisory Committee, Fort Hays State University, Hays, Kansas
2016 - 2019	Council for the Accreditation of Educator Preparation (CAEP) Assessment Team
2015 - 2016	Academic Standards Committee Social Justice Conference, Bethune-Cookman University, Daytona Beach, Florida
2015- 2016	Steering Committee of the 1 st Annual Educational Justice Conference, Bethune-Cookman University, Daytona Beach, Florida
2014- 2016	Senior Research Committee, Vice Chair, Bethune-Cookman University, Daytona Beach, Florida
2014- 2016	Reading Endorsement Committee, Co-Chair, Bethune-Cookman University, Daytona Beach, Florida
2014- 2016	Advisory Committee – Center of Excellence for Teaching and Learning, Member, Bethune-Cookman University, Daytona Beach, Florida
2013- 2016:	Teacher Education Council, Member, Bethune-Cookman University, Daytona Beach, Florida
2013- 2016	Governing Body ESOL Committee-Chair Executive Advisory Council, Chair, Bethune-Cookman University, Daytona Beach, Florida
2011-2016	Teacher Alliance Committee (Community Stakeholders), Chair, Bethune-Cookman University, Daytona Beach, Florida
2011- 2016	Assessment/Live text Committee, Bethune-Cookman University, Daytona Beach, Florida
2011- 2016	Curriculum Committee, Bethune-Cookman University, Daytona Beach, Florida

2011- 2016 Retention Committee, Bethune-Cookman University, Daytona Beach, Florida

RESEARCH INTERESTS

- Self and Social Identities with emphasis on cultural and language differences
- Culturally and Linguistically Responsive Teaching to students attending Higher Education Institutions
- English Language Development
- Underrepresented Minority groups
- Social Justice Leadership
- Education/Equity Justice
- Language Development
- Literacy development

Dean (June 2024 – present), North Park University, Chicago, IL: As Dean of the School of Education at North Park University, I lead the development and implementation of innovative academic programs that prepare future educators and leaders. She oversees undergraduate and graduate education programs focusing on equity, inclusion, and excellence, ensuring they align with the university's Christian values and commitment to community service. She fosters a collaborative environment among faculty, students, and community partners, emphasizing hands-on learning experiences and preparing graduates to address the complexities of modern education. My leadership is informed by extensive experience in academic and administrative roles, including previous positions as Dean at Jackson State University and Tennessee State University, as well as assistant dean and director of assessment and accreditation at Fort Hays State University.

Dean and Professor (August 2022 –2024): Jackson State University (JSU) Jackson, Mississippi: The role of the Dean of the College of Education and Human Development play a critical role in shaping the academic programs, faculty, and student experiences within the college, while also representing and advocating for the college's interests both internally and externally. The primary responsibility is to provide leadership, vision, and strategic direction for the college, overseeing all aspects of the college's operations, including academic programs, faculty recruitment and development, student affairs, budgeting, and internal and external relations for five departments and the Lottie Thornton Early Childhood Daycare Center.

Highlights of Achievements

- **Increased enrollment by 3%**
- **Improved persistence rate by 5%**
- **Increased retention rate by 8%**
- **Received an A+** for exemplary teacher preparation in the elementary education Science of Reading. One of 48 institutions nationwide.
- **Received CAEP Accreditation:** The College of Education and Human Development at Jackson State University was granted Accreditation at the initial licensure and advanced levels from spring 2023 through Spring 2030. This was the first time the College of Education and Human Development received CAEP accreditation.

- **Implemented a COEHD First Data Retreat: The COEHD spent two days reviewing our perceptions of what is going well and identifying our future challenges.** Reviewed others' perceptions of what is going well and our future challenges. The associate dean painted a data picture of the COEHD to develop a shared understanding of our performance results. The faculty and administrators identified areas for improvement based on reports, information trending in the right direction, and areas that require attention. Data provided for faculty to review included program learning outcomes, instructional pedagogies, assessment, and student growth and achievement.
- **Provided a 2022 Superintendents' Breakfast:** There were more than 25 superintendents to attend the superintendent breakfast to discuss partnership, teacher shortage, teacher support, professional development, Grow Your initiative, teacher residency, and registered apprenticeship initiative
- **2023 The Path Forward Summit:** The Dean of the College of Education and Human Development
- **Served** as an expert literacy resource expert for the **2023 Illinois Legislators' Retreat:** Panel Expert for Early Literacy
- **Served as a Science of Reading Expert** for the 2023 National Education Summit
- **Partnered** with the University School Partnerships for the Renewal of Educator Preparation (US PREP) JSU College of Education and Human Development partnership, which is part of the inaugural cohort of university-based teacher preparation programs in the US PREP coalition, known as the Mississippi Collaboration for Effective Educator Development, Accountability, and Reform. COEHD entered the process of transforming its teacher preparation programs. JSU is the only HBCU and serves a key role on campus as one of the US PREP flagship programs.
- **Partnered with CEEDAR Teaching and Leading Solution Group:** The College of Education and Human Development has partnered with the Mississippi Department of Education and the University of Florida to address policy, *recruitment, retention, and inclusive preparation and practice.*
- **Partnered with Mississippi Momentum Partnership and the Barksdale Reading Institute:** The COEHD partnered with the Mississippi Momentum Partnership and the Barksdale Reading Institute to improve the overall quality of public education in Mississippi through strategic literacy initiatives and provided professional development to teachers and administrators.
- **Partnered with the Mississippi Early Childhood Association (MECA) Conference:** This annual conference, sponsored by the Department of Elementary and Early Childhood Education in partnership with the Child Care Directors' Network, provided technical assistance and pedagogical support to early childhood professionals across Mississippi. This year's conference supported approximately 200 early childhood professionals.

Dean and Professor (August 2019 – 2022): Tennessee State University (TSU), Nashville, Tennessee. The Dean of the College of Education and Human Development plays a critical role in shaping the college's academic programs, faculty, and student experiences, while also representing and advocating for the college's interests internally and externally. The primary responsibility is to provide leadership, vision, and strategic direction for the college, overseeing all aspects of the college's operations, including academic programs, faculty recruitment and development, student affairs, budgeting, and internal and external relations for three departments and the Global Student Support Services Lab.

Highlighted Achievements

- **Increased enrollment** in the College of Education by 15% in the first year.
- **Chaired and developed the Strategic Plan, “A Pathway to Academic Excellence 2020-2025,”** approved by the Board of Trustees in the fall of 2020. Collaborated with college deans, vice presidents, associate vice presidents, general counsel, department chairs, executive directors, directors, alums, government officials, and other key stakeholders during the strategic plan development process.
- **Submitted and approved Registered Apprenticeship Program** from the US Department of Labor. The first state to offer a four-year degree is Tennessee. Registered Apprentice Program for paraprofessionals pathway to Teaching
- **Implemented** the Black Male Initiative.
- **Increased partnerships** from five to 18 school district partnerships with signed Memoranda of Agreement (MOAs) and Memoranda of Understanding (MOUs)
- **Wrote and secured the Aspiring Assistant Principal grant in collaboration with the Educational Leadership faculty, resulting in the initial award of \$600,000.00 for the TSU Aspiring Assistant Principal Network proposal.** The grant was extended for another year from *600,000.00* to 1.2 million. The total award from the Tennessee Department of Education was 2.4 million dollars to train *400 teachers to become assistant principals across Tennessee.*
- **Served** on various committees for the SACSCOC accreditation process and wrote section 7.1
- **Trained** 100% of the faculty in online course development
- **Implemented** 80% of the College of Education academic programs in asynchronous and synchronous delivery formats.
- **Implemented the Annual Statement of Responsibility** Plan for faculty, outlining key responsibilities and duties as a formal declaration of the commitment and obligations they will undertake during the year in teaching, research, scholarship, and service.
- **Developed** a Faculty Research and Grant Awards booklet

Assistant Dean and Director of Assessment and Accreditation (June 2016 - 2019), Fort Hays State University, Kansas (FHSU). This dual role included leadership, recruitment, retention, and strategic planning facets. The primary role was to maintain an environment of collegiality and student success and work closely with senior administration, department chairs, faculty, and staff. This position interacted with faculty, administrators, staff, students, alums, other University constituencies, and outside agencies. Assisted the Dean with managing the administrative functions of the College of Education. Collaborated with the Dean on planning strategic initiatives for the college. Provided COE administrative leaders with support in curriculum development, institutional assessment and improvement, human resource management, faculty and staff development, performance appraisals, budget and finance, and facilities planning and management. Provided direction and leadership to all academic and classified staff assigned to instructional programs, functions, and activities; formulated, developed, implemented, and reviewed policies, standards, program learning outcomes, course student learning outcomes, and unit and program assessments to assure that students are afforded best possible curricular alternatives and supportive services while pursuing academic fields of study leading to the completion of certificates and degrees.

- **Led** assessment efforts and coordinated the systematic communication of assessment data to relevant departments.
- **Served** as CAEP Coordinator
- **Provided** oversight of the assessment team and outreach programs.

- **Provided** academic leadership for program faculty, faculty development, and compliance staff. Work with the Dean to establish faculty leadership positions to oversee programs and scholarly disciplines.
- **Collaborated closely with the Dean to develop a protocol for continuous improvement, providing** clear guidance to team members within the College of Education. Specific areas of responsibility included leadership in and oversight of academic curriculum and course development, assessment, accreditation, educational quality assurance, clinical experiences, professional development schools, student services, and student recruitment and retention.
- **Assisted** the Dean in performing responsibilities associated with the operation of the Education Unit for teacher preparation, including developing and enhancing external partnerships that further the College's mission, and serving on appropriate College and University committees as appointed by the Dean.

Highlighted Achievements

- 2018 Collaborated and developed a Special Education Apprentice Licensure program of study with Advanced Education Special Education faculty
- 2018 Collaborated and wrote the CACREP self-study report
- 2017 Delivered Closing Remarks at the Michael Tilford Diversity Conference, attended by more than 300 participants.
- 2017 Developed an ESOL certificate program of study
- 2017 Developed an Elementary Education Apprentice licensure program of study
- 2016. I wrote a degree in three vertical curricula. Co-author and Co-Investigator with Barton Community College
- 2016 Developed a Memorandum of Agreement (MOA) for school district partnership
- 2017 Invited Lecturer, *Understanding Second Language Acquisition in Higher Education*. Presented to the English Language Faculty from SIAS Chinese International University and Fort Hays State University, Hays, KS.
- 2016 Led Accreditation and assessment process and received reaffirmation of Accreditation from CAEP until 2024
- 2016 Developed and administered a Faculty Peer Review instrument with colleagues
- 2017 Developed a Social Justice Leadership course for Honors College
- 2017 Developed an ESOL Survey Course
- 2017 Developed Memoranda of Agreements with five school districts

ESOL Coordinator/Department Chair (January 2011–May 2016), Bethune-Cookman University, Daytona Beach, FL. As the ESOL coordinator, provide instruction for the School of Education participants. Responsible for coordinating curriculum and assessment efforts related to ESL.

- Provided training and support to program faculty in the School of Education.
- Monitored compliance with all aspects of ESL, including adherence to state and federal mandates.
- Maintained documentation and compiled, reviewed, analyzed, and synthesized information to prepare presentations, briefings, and reports for university leadership, state

agencies, and accreditation organizations, supporting a program that served all elementary education, English Education, and Exceptional Student Education majors.

- Implemented strategies that enhanced academic achievement and increased student pass rates on the professional state exam.
- Directed the ESOL department's operations, supervising full-time faculty, assessing staffing needs, and coordinating recruiting, screening, interviewing, and hiring processes for ESOL faculty.
- Cultivated strategic relationships, built industry partnerships, conducted market research, and pursued opportunities to provide students with practical experiences that applied classroom theories in real-world settings.

Highlighted Achievements

- Developed and administered ESOL training to elementary and secondary education teachers and administrators (K-12)
- 2015 – Developed a Master of Education in Teaching English to Speakers of Other Languages (TESOL) degree program.
- 2014 – Developed an English Speakers of Other Languages (ESOL) handbook for teacher preparation.
- 2012 – Developed a professional staff development plan for the College of Education faculty members.

POST-SECONDARY (GRADUATE AND UNDERGRADUATE) TEACHING EXPERIENCE

Professor (August 2019 –2022). I made significant contributions to scholarship in English Speakers of Other Languages (ESOL), educational leadership, early childhood education, elementary education, and social justice leadership through an active research agenda and sought external funding. I taught graduate-level courses in ESOL, Elementary Education, Educational Leadership, and Reading, covering topics in two or more of the following areas: assessment, ESOL Practicum, Cultural Diversity, Methods, Data Analysis, Curriculum Development, Multicultural Education, and Applied Linguistics. Other responsibilities included providing service to the university and the profession at the local, state, and national levels; developing and maintaining collaborative relationships with colleagues within and across campuses; establishing connections with local school and district leaders throughout the region; and demonstrating a commitment to diversity and social justice.

Associate Professor (August 2016 - May 2019): Contributed significantly to scholarship in English Speakers of Other Languages (ESOL) through active research and secured internal and external funding. Taught graduate-level courses for the ESOL certification program on topics in two or more areas: assessment, ESOL Practicum, Cultural Diversity, Methods, and Applied Linguistics. Other responsibilities included providing service to the university and the profession at the local, state, and national levels; developing and maintaining collaborative relationships with colleagues within and across campuses; establishing connections with local school and

district leaders throughout the region; and demonstrating a commitment to diversity and social justice.

Assistant Professor, ESOL (January 2011- June 2016) Bethune-Cookman University

As an assistant professor, my primary responsibilities included teaching courses in English for Speakers of Other Languages (ESOL). Responsibilities included assisting in developing and reviewing curriculum, serving on College and School District committees, participating in various developmental and college activities, and maintaining office hours for student advisement. Taught TSL 370A and B, Principles and Issues in Teaching English Speakers of Other Languages (ESOL), and TSL 440, Methods for Teaching ESOL, as stand-alone courses.

Core Instructor, Master of Education in Curriculum and Instruction (August 2006 – June 2008), National Louis University, Chicago, IL. As a core instructor, I taught a cohort of graduate students in the Med curriculum and instruction. I utilized scholarly habits of mind and inquiry to impact student learning from pre-kindergarten through 12th grade. In partnership with schools and districts, articulated and modeled democratic and progressive education, designed dynamic learning environments, and collaborated with diverse communities and learners to meet the needs of all students.

Adjunct Assistant Professor –ESOL (January 1999 –August 2010) Florida A & M University, Tallahassee, FL: Taught elementary education and ESOL courses (elementary education general methods and principles, curriculum, cross-cultural studies, linguistics, testing and evaluation, children’s literature, classroom management, educational leadership, and multicultural education) at Florida A & M University.

Adjunct Assistant Professor: ESOL (August 1995 – 2003), Nova Southeastern University, Davie, Florida. The role of an ESOL professor was to teach graduate ESOL courses on second language acquisition, linguistics, assessment, methods, and cultural diversity. Work closely with students to assess language proficiency and individualize instruction to meet specific needs. Conducted research in the field of second language acquisition and contributed to the development of curriculum and instructional materials for ESOL programs.

ADMINISTRATIVE EXPERIENCE (ELEMENTARY AND SECONDARY EDUCATION P-12 LEVELS)

Founder and Executive Director: January 2011 – June 2014- New Millennium Charter School, Madison, Florida 32340. The role of the founder of a charter school was to establish and lead the school from its inception. In this role, I was responsible for developing the school's vision, mission, and educational philosophy and securing the necessary approvals and resources to open and operate the charter school. As the executive director, my primary goal was to ensure the high-quality, strategic growth, and operational sustainability of the NMCS. My role involved providing leadership to the faculty and staff of the NMCS, as well as to the NMCS Board of Directors. I created a comprehensive business and strategic plan outlining the school’s mission, curriculum, staffing, budget, and facilities. My leadership as a visionary, I was able to secure funding resources to start and sustain the charter school, responsible for recruitment and hired highly qualified teachers, administrator, and staff, developed curriculum and instructional

approach aligned with state standards to meet the unique needs of students, established partnerships with educational organizations or experts to enhance the curriculum and instructional practices. I was responsible for securing a suitable facility for the charter school, which included overseeing facilities maintenance, technology infrastructure, transportation, and other operational aspects. Finally, curriculum engagement and outreach that built relationships with parents, community members, and other stakeholders to garner support for the charter school. We engaged in outreach activities, including hosting informational sessions, attending community events, and collaborating with local organizations to promote the school and its recruitment efforts.

Highlighted Achievements

2012 Implemented a Parent Training Academy

2012: Awarded a Start-up Implementation Grant of \$350,000 from the Florida Department of Education, School Choice, as Author and Principal Investigator.

2012 - Enhanced public understanding of the charter school and its mission; conformed to standards of ethical behavior.

2012 - Provided a framework for setting goals and developing strategic plans to accomplish those goals.

Assistant Educational Leader: August 2010 – October 2012, Humanities and Fine Arts Charter School, Leesburg, Florida 34748. A member of the senior administration who directs the general studies program provided faculty leadership and helped maintain a positive educational atmosphere as part of the school's mission of educational excellence in a caring and respectful school environment. Reported to the Educational Leader: coordinated the curriculum, instruction, and assessment with a vision of academic excellence, included the support and supervision of the faculty and the development and implementation of the curriculum; provided leadership for all faculty in the areas of professional development, teamwork, and collaboration; served as a member of the administrative team, under the direction of the Educational Leader, to develop, implement, and promote the total school program; and managed the maintenance of an adequately disciplined school environment..

OTHER PROFESSIONAL EXPERIENCE

Resource Expert: 2023 Illinois Legislators Retreat - K-12 Literacy: Reading as a Right and Science. As a Resource expert, I possess extensive knowledge and expertise in reading, continuous improvement, assessment, and accreditation. I provide guidance, support, and resources related to resource identification and evaluation, training and professional development, collaboration and networking, as well as research and innovation in higher education.

As a speaker at the 2023 National Summit on Education with ExcelinEd.

2023 Proposal Reviewer: US Department of Education Office of Elementary and Secondary Education.

2022 Proposal Reviewer: US Department of Education, National Charter Schools

2023 MSERA Annual Meeting: Lessons Learned from Colleges of Education Participating in Yearlong Teacher Residencies: A Panel of Education Deans from Four States. Served on the Panel.

Contracted Peer reviewer: Summer 2023, U.S. Department of Education, Office of Postsecondary Education - Strengthening Institutions Programs.

Contracted Peer Reviewer: Spring 2023, US Department of Education, Office of Elementary and Secondary Education (OESE), School Choice and Improvement Programs (SCIP), Full-Service Community Schools (FSCS).

Contracted Reviewer (January 2010 – June 2010): Florida Department of Education, Charter School. Reviewed Charter School Applications for Federal Start-up Funding for 25 charter schools; Read, scored, and provided written comments on grant applications submitted to the Florida Department of Education under the CSP programs, and provided detailed, objective, constructive, and timely written reviews for each assigned application.

PEER-REVIEWED PROFESSIONAL ARTICLES

Haynes, J. A. (In progress). A Standards-based Approach to Teaching English Learners

Haynes, J. A. (In progress). Exploring Leadership Practices of Social Justice Leadership.

Haynes, J. A. (In progress). Understanding how culture affects African American children in mainstream classrooms.

Haynes, J. A. (In progress) Social Justice Leadership for English Learners.

Haynes, J. A. (2017). Demystifying Cultural and Language Differences [Monograph]. NAAAS Affiliates, 333-342.

Haynes, J. A. (2016). Integrating Social and Academic Language in a College Classroom. *International Journal of Education and Social Science*, 2(8), 40-47.

Haynes, J. A. (2015). Teaching English Language Learners at an HBCU: A Monograph. NAAAS & Affiliates, 428-434.

Haynes, J. A. & Dunbar, L. (2014). Differentiated Instruction in Higher Education. *International Journal of Education and Social Science*, 1(3) 25-31.

Haynes, J. A. (2014) English Speakers of Other Languages Handbook: Instructional Strategies for Teaching English Learners. Prentice Hall.

Haynes, J. A., and Duncan, K. A. (2014). Twisted Thoughts: Educating African American Children [Monograph]. NAAAS Affiliates, 476-494.

Haynes, J. A. (2008). Continuous progress approach. *Education Research Starters*, EBSCO Publishing, Ipswich, MA. (3).

- Haynes, J. A. (2008). Elected courses. *Education Research Starters*, EBSCO Publishing, Ipswich, MA. (3).
- James, J. A. (1999). *Training primary teachers to meet the literacy needs of culturally and linguistically diverse students*. Fort Lauderdale, FL: Nova Southeastern University.
- James, J. A. (1998). *Training teachers on selecting appropriate multicultural children's Literature to infuse across the Curriculum*. Fort Lauderdale, FL: Nova Southeastern University.
- James, J. A. (1996). *Building Blocks: Instruction to Enhance Reading and Writing Skills of Multilingual ESOL Participants*. Fort Lauderdale, FL: Nova Southeastern University.

BOOK PUBLICATIONS

- Haynes, J.A. (2012). *Culturally and Linguistically Diverse Children*. Blooming, MN. Xlibris.
- Haynes, J. A. (2012). *The Silent Epidemic: Problems in Public Education*. Blooming, MN. XLIBRIS.

SCHOLARLY PRESENTATIONS AND WORKSHOPS

- Haynes, J. A., and Duncan, K. (2018). *Social Justice Leadership: Strategies to Retain Males of Color in Higher Education*. 15th Annual Males of Color Empowerment and Retention Conference. Redesigning the K-16 Educational Pipeline: The Solution Reconnecting and Reinvesting Institutional Resources to Ensure Academic Success. Southfield Michigan.
- Haynes, J. A. (2018). *Designing and using rubrics for program assessment*. College of Education Annual Data Retreat. Fort Hays State University.
- Haynes, J. A. (2017) *Data Analysis Processes: Connecting Data Analysis Processes to Program Learning Outcomes*. College of Education, Fort Hays State University,
- Haynes, J. A. (2017). *Council for the Accreditation of Educator Preparation (CAEP): Scope of Accreditation for Advanced-Level Programs*. Fort Hays State University. Advanced Education Programs.
- Haynes, J. A. (2017) *An Overview of CAEP Standard 1: Content and Pedagogical Knowledge*. Fort Hays State University, Hays, Kansas.
- Haynes, J. A. (2017). *Culture and Language Are Inseparable in Teaching Academic Content*. Summer Institute, SIAS International University, Fort Hays State University, Hays, Kansas.
- Haynes, J. A. (2017) *Second Language Acquisition in Higher Education*, Summer Institute, SIAS International University, Fort Hays State University, Hays, Kansas.
- Haynes, J. A. (2017) *ESOL Methods and Strategies for Teaching English Learners*, Summer Institute, SIAS International University, Fort Hays State University, Hays, Kansas

Haynes, J. A. (2017). Challenges English learners face in Mainstream Classrooms. Northwest Minzu University Nationalities. Lanzhou, Ganzu PR China.

Wilson, G. & Haynes, J. A. (2017) *Creating Space for Social Inclusion. 1st Annual Law Symposium*. Fort Hays State University.

Haynes, J. A. (2017). Decolonizing Self. (Moderator) 25th Joint Conference of the National Association of African American Studies, Dallas, Texas.

Haynes, J. A. (2017), *Demystifying Cultural and Language Differences* (Presenter), 25th Joint Conference, Dallas, Texas.

Haynes, J. A. (2017). School Choice and Urban Residency: The Impact of Expanded Choice on Housing Decisions (Moderator) National Association of African American Studies.

Haynes, J.A. (2017) African American Female Principals' Perceptions Regarding Gender Equity on Their Campuses (Moderator). 25th Joint Conference of the National Association of African American Studies, Dallas, Texas.

Haynes, J.A. (2017) Examining the Components of Biculturalism: Promoting a Culturally Responsive Classroom (Moderator) 25th Joint Conference, Dallas, Texas

Haynes, J. A. (2016). Analyzing and Interpreting Data. College of Education. Fort Hays State University, Hays, Kansas.

Haynes, J. A. (2016). Social Justice Leadership for English Learners (EL). Presented at Social Justice Leadership Conference in Orlando, Florida.

Haynes, J. A. (2015) Center of Excellence for Teaching and Learning: Instructional Strategies. Bethune-Cookman University, Daytona Beach, FL

Haynes, J. A. (2015). Center of Excellence for Teaching and Learning: Conceptual Frameworks for Developing Cultural and Cross-Cultural Competence. Bethune-Cookman University, Daytona Beach, Florida.

Haynes, J. A. (2015). Center of Excellence for Teaching and Learning: Tools and Strategies for Designing Inclusive Classrooms for Diverse Learners. Bethune-Cookman University Daytona Beach, Florida.

Haynes, J. A. (2015). National Association of African American Studies and Affiliates: English Language Learners at an HBCU." Baton Rouge, LA.

Haynes, J. A. (2014). National Association of African American Studies and Affiliates: "Twisted Thoughts: Educating African American Children," Baton Rouge, LA

Haynes, J. A. (2013). 23rd Annual International NAME Conference: Erasing the Shadows, Embracing the Light - Revisiting Multicultural Education, Oakland, California.

Haynes, J. A. (2013). Developing Social and Academic Language in a mainstream classroom. TESOL 2013 International Convention and English Language Expo “Harmonizing Language, Heritage, and Cultures.

Haynes, J. A. (2007) Technology, Reading and Learning Diversity (TRLTD) Conference “Instructional Strategies Responsive to Culturally and Linguistically Diverse Participants”

Haynes, J. A. (2007). National Reading Recovery & K-6 Classroom Literacy Conference: “Meeting the Literacy Needs of Culturally and Linguistically Diverse Participants.”

Grants Funded

2022-Tennessee State University and US Department of Education Title III, Global, Retention, Advising, Coaching, Intervention Education (GRACIE)-Opportunity to Learn (OTL), 600,000.00, College of Education, Author and served as the PI.

2022 - Tennessee State University and the Tennessee Department of Education: Grow Your Initiative. Wrote and was awarded eight Grow Your Own Proposals, worth \$ 800,000.00, and served as the Principal Investigator.

2021- Tennessee State University and Tennessee Department of Education SPED and ESL grant Dual Certification, **1.1 million**, College of Education, Author and served as the PI

2020 – Tennessee State University (TSU) and Tennessee Department of Education, SPED/ESL Dual Certification grant, **475,000.00**, College of Education, Author and served as the Co-PI.

2020 - Tennessee State University (TSU) and Mississippi Department of Education, Aspiring Assistant Principal Network grant, \$2.4 million, College of Education, Author and served as Co-PI.

2019 - Tennessee State University (TSU) Special Education Endorsement Grant, \$ 275,000.00, College of Education, Author, and Principal Investigator.

2019: Tennessee State University and the US Department of Education, Title III, Global Student Support Services Lab, \$ **565,000.00**. Author and PI.

2018 - FHSU and Sanford Inspire Initiative grant, \$ **75,000.00**, College of Education, Author, and Co-PI.

2016-2017: Professional Staff Development Grant, \$ **4,000.00**. Teaching English to Speakers of Other Languages (TESOL) College of Education, Author, and Principal Investigator

2016 - Scholarly Faculty Exchange: Grant **6,000.00**. Challenges faced by English learners in Mainstream Classrooms. Northwest International Universities, Lanzhou, Gansu, PR China.

2013- National Food Lunch Program, **36,000.00**: Florida Department of Agriculture and Consumer Services. New Millennium Charter School, Madison, Florida. Author and Principal Investigator.

2013 - New Millennium Charter School was awarded the Title I grant. Author and PI for the proposal. Funded by Madison County School District. **58,000**: Madison County School District. Madison, Florida.

2012 - Awarded Start-up Implementation Grant (\$ 350,000): Florida Department of Education, School Choice, Author, and Principal Investigator.

2011 – New Millennium Charter School and Madison County School Board. Wrote, submitted, and received approval to open a Charter School. The first in the county. Awarded New Millennium Charter School Application,” **6,248,000**, Charter School in Madison County, Madison County School District, Author, and Principal Investigator.

PROFESSIONAL ACTIVITIES

- Educator Preparation Working Group (Tennessee)
- Racial Justice
- National Association of African American Studies 25th Joint Conference, Moderator
- Writing Advisory Group, Fort Hays State University
- TESOL Conference, Proposal Reviewer
- International Journal, Manuscript Reviewer
- Dissertation Committee (Literature Review Expert) Azusa University

Accomplishments:

- As an executive director, I collaborated with personnel from low-performing schools to develop, implement, evaluate, and monitor participants’ progress.
- As a curriculum administrator, I conducted curriculum analysis of low-performing schools.
- As a teacher, I developed a second-grade curriculum for at-risk students, which improved their academic achievement on standardized tests.
- As a grade-level teacher, I collaborated with a grant team, and the school district was awarded the Write to Read and Write-to-Write grant. Only three grants were awarded in Florida.
- Completed Continuous Improvement Model (CIM) training with administrators and instructional staff across Florida.

PROFESSIONAL AND SOCIAL ORGANIZATIONS

- American Educational Research Association (AERA), Member

- Phi Kappa Phi Chapter, Fort Hays State University, President-Elect,
- Nu Omega Omega Chapter of Alpha Kappa Alpha, Inc. Sorority, Member
- American Association of University Women (AAUW), Member
- American Association of Colleges for Teacher Education (AACTE), Member
- Association for Supervision and Curriculum Development, Member
- Kansas Association of Colleges for Teacher Education (KACTE)
- MidAmerica Teachers of English of Speakers of Other Languages (MIDTESOL), Member
- National Education Association (NEA), Member
- Kansas National Education Association
- National Council of Teachers of English, Member
- National Association for Bilingual Education, Member
- Society for Cross-Cultural Research, Member
- Teaching English to Speakers of Other Languages (TESOL), Member

PROFESSIONAL LICENSURE

Professional Educator's License (K-12) in both Florida and Georgia (inactive)

- 2008- 2014 Reading Endorsement (K-12)
- 2005-2014 Early Childhood Education (K-5)
- 1998- 2014 Educational Leadership (K-12)
- 1995-2014 English Speakers of Other Languages (ESOL) Endorsement (K-12)
- 1990- 2014 Elementary Education (K-6)

SPECIALIZED TRAINING

- CAEP Assessment Reviewer (National)
- CAEP State Reviewer
- Peer Reviewer
- Higher Learning Commission (HLC) AQIP Pathway Panel Reviewer (National)
- Higher Education Program Reviewer (Kansas)
- Racial Justice Leadership trainer (Kansas)
- CAEP State site visitor (Kansas)
- Academy of Academic Leadership
- Centralized budgeting
- Kettle Change Model
- How to Manage Conflict
- Strategic Planning
- Managing and Allocating Resources (Performance-based, activity-based, and Zero-based budgeting)