

Rosa S. Atkins

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CORE COMPETENCIES

- Sound Knowledge of Budget and Finance Policies and Procedures
- Excellent Oral and Written Communication Skills
- Strong Instructional Leadership and Best Practice in Professional Learning
- Sound Business Partner Relations
- Excellent Organizational Skills and Ability to Work Independently
- Strong Knowledge of State Budget and Legislative Processes
- Excellent Team Development and Management Skills
- Strong Sense for Team Empowerment
- Strong Project Management/Execution Skills
- High Level of Public Relations Savvy and Relationship Building Across Diverse Communities
- Strong Capacity for Supporting Other Leaders
- Deep Capacity for Multi-Tasking and Prioritization of Responsibilities
- Strong Conflict Resolution/Ombudsman Skills
- Strong Organizational Management Skills

PROFESSIONAL EXPERIENCE

CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER| VIRGINIA DEPARTMENT OF EDUCATION

- Serve on State Superintendent of Public Instruction Executive Leadership Team and Cabinet
- Trained in General Assembly protocol and legislative action summary procedures
- Collaborated with work group to write and edit Cultural Competent Educator Professional Leading Guidance document
- Collaborated with work group to write and edit Teacher, Principal and Superintendent Performance Evaluation System document
- Collaborated with work group to write and edit Virginia Department of Education One Plan for Inclusive Excellence

SUPERINTENDENT| CHARLOTTESVILLE CITY SCHOOL BOARD

- Effectively and efficiently developed and managed operating budget to respond to a variety of economic conditions during times of stable and unstable funding sources
- Annually worked with staff, community, School Board and elected officials to develop legislative agenda
- Annually attended General Assembly sessions; followed bills as they progressed through the legislative process; met with elected officials to advocate for and provide information relative to various bills; partnered with State and local organizations to impact the outcome of proposed legislation
- Continually stayed abreast of the potential fiscal, academic and staffing impact of specific bills on the effective operation of my division and provided advocacy accordingly

- Consistently provided effective oral and written communications to keep stakeholders informed and engaged in the operation of the school division
- Consistently partnered and communicated with internal and external stakeholders to develop and implement strategic pathways forward during times of turbulence and community unrest
- Effectively planned, developed and implemented a comprehensive plan for student academic success, staff development and community engagement
- Strategically partnered with United Way, Early Head Start, UVA and neighboring school division to increase the number of four year old classes; develop a multi-jurisdictional longitudinal data collaborative and develop and implement a common preschool service application
- Partnered with public and private early childhood education agencies to expand early childhood education capacity and develop a locally funded three year old program for 100 students
- Extended school year for at-risk students in grades 1-6 by adding 20 additional instructional days
- Increased graduation rate by 29 percent and decreased dropout rates over 10 percentage points
- Implemented 1:1 computer initiative for grades PreK-12
- Partnered with local agencies to expand internet access to 100% of students and families in Charlottesville Schools; successfully incorporated internet cost for families receiving free or reduced priced lunch as a line item in the operating budget
- Implemented grades 5-12 college preparatory program / Advancement Via Individual Determination (AVID)
- Implemented Early Warning Data System to track high yield indicators for high school dropout
- Implemented procedure for attracting, selecting and retaining high quality teacher and leadership talent
- Implemented visitor management system at all schools
- Increased learning options for students through blended and virtual learning; middle and high school STEM laboratory academies; and early college degree programs
- Developed a plan for and implemented CANVAS Learning Management System to respond to the comprehensive needs of students, teachers, staff and families during pandemic shutdown; used CANVAS as platform for teaching and learning as well as professional learning via micro-credentials and teacher/staff led workshops
- Successfully implemented comprehensive virtual learning program with use of Zoom, Google, Remind, Seesaw, Nearpod and many other technological applications and solutions
- Partnered with City of Promise Neighborhoods to offer after school wrap around services and technology support for students and families
- Replaced AS/400 legacy business system with a fully integrated Microsoft Dynamics solution, including workflow automation and upgraded business intelligence & reporting
- Second longest serving Charlottesville Superintendent since 1862 (longest serving was James G. Johnson, 1909 to 1945)

ASSISTANT SUPERINTENDENT | CAROLINE COUNTY SCHOOL BOARD

- Increased student achievement in mathematics, reading and science at all levels
- Facilitated writing K-12 division curricular guides for core content subjects
- Implemented Governor Warner's Teacher Retention Incentive Pilot Program
- Increased teacher participation in professional development
- Increased positive behavior support for students and decreased discipline referrals and suspensions
- Implemented process for data driven decision making
- Revised Program of Study for middle and high school students to incorporate more rigorous course sequence
- Implemented human resource data management system to more efficiently allocate resources
- Developed process for interdepartmental communication and coordination to facilitate better use of materials and programs
- Established business/community partnerships through Community Advisory Commission

DIRECTOR K-12 INSTRUCTION | RICHMOND CITY SCHOOL BOARD

- Implemented instructional programs, practices and processes that increased number of schools meeting full State accreditation from 10 to 24 in one year; second year increased to 40 out of 50 schools
- Implemented data informed decision making process
- Planned and facilitated writing k-12 curricular guides
- Developed site specific professional development programs
- Supervised \$11 million Title 1 program with sound judgment and fiscal responsibility

DIRECTOR OF LEADERSHIP DEVELOPMENT | HENRICO COUNTY SCHOOL BOARD

- Developed Henrico County Leadership Program for practicing, aspiring and future administrators
- Guided new principals in moving from low student performance to high levels of achievement amongst all ethnic and social economic groups
- Created Assessment Center for Henrico County Leaders
- Increased candidate pool for administrative positions by 35%

ELEMENTARY PRINCIPAL | HENRICO COUNTY SCHOOL BOARD

- One of 39 schools out of 1800 in Commonwealth to earn full State accreditation first year of accountability testing
- Demonstrated sound judgment and fiscal responsibility in development and allocation of school resources
- Developed strong community school relations
- Instituted grade level and school learning communities

ASSISTANT PRINCIPAL | HENRICO COUNTY SCHOOL BOARD

- Supported vision, goals and objectives of school principal
- Served as designee in absence of principal
- Helped maintain safe and secure learning environment

SPECIAL EDUCATION TEACHER | HENRICO COUNTY SCHOOL BOARD

- Inspired each student to believe that they could achieve at high levels
- Created series of Parent/Community Workshops which were replicated throughout the division
- Implemented processes that supported strong collaboration between general and special education teachers

EDUCATION

DOCTORATE OF EDUCATION: VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY: EDUCATIONAL LEADERSHIP AND POLICY STUDIES

MASTER OF EDUCATION: VIRGINIA STATE UNIVERSITY: SPECIAL EDUCATION

MASTER OF EDUCATION: VIRGINIA STATE UNIVERSITY: ADMINISTRATION AND SUPERVISION

BACHELOR OF SCIENCE: VIRGINIA STATE UNIVERSITY: SPECIAL EDUCATION

PROFESSIONAL AFFILIATIONS (Current and Past)

- Member American Association of School Administrators: Digital Consortium
- Member American Association of School Administrators: A Collaborative for Innovation and Transformational Leadership
- Mentor for American Association of School Administrators and Howard University Urban Superintendent Mentoring Program
- Member Board-Savvy Superintendents Strategic Advisory Committee
- Participant Boys and Girls Club Youth of the Year Competition
- Member Charlottesville Education Association (CEA)
- Member Charlottesville Regional Chamber of Commerce, Board of Directors
- Fellow College Board Chinese Bridge Delegation Visit to China
- Board Member Commission on Children and Families (CCF)
- Member Commonwealth of Virginia Martin Luther King, Jr., Memorial Commission
- Charter Member Digital Promise League of Innovative Schools (Charter Member)
- Member MAPP Steering Committee (Mobilizing for Action using Planning and Partnerships)
- Member Martha Jefferson Hospital Leadership Council
- Member National Alliance of Black School Educators (NABSE)
- Participant NABSE Exemplary Leadership Summit Leader
- Member Piedmont Regional Education Program Board
- Member Piedmont Workforce Network Program Planning & Service Delivery Committee
- University of Virginia President's Commission on Slavery and the University of Virginia Local Advisory Board

- Smart Beginnings/ United Way Board of Directors
- Member Special Subcommittee on 50th Anniversary of Public School Closings in Virginia
- Member Statewide K-12 Education Advisory Council Board
- Former Member Superintendent's Advisory Board for Virginia Tech School of Education
- Member Charlottesville Trauma Informed Community Network Board
- Member Trauma Informed Network Education Steering Committee
- U.S. Department of Education Future Ready Superintendents' Summit
- Virginia Association of School Superintendents (VASS):
- VASS SOQ Workgroup
- Virginia Association of School Superintendents Executive Committee
- Legislative Committee
- Virginia Department of Education Charter School Committee
- Virginia Education Association (VEA)
- Virginia School Boards Association (VSBA)
- Virginia School University Partnership (VSUP)
- Virginia State University College of Education - Summer Institute On Transformational School Leadership & Teaching
- Women Education Leaders in Virginia (WELV)

PROFESSIONAL LEADERSHIP POSITIONS (Past and Present)

- President Urban Superintendents Association of America (USAA)
- President Virginia Association of School Superintendents (VASS)
- Commonwealth of Virginia School Readiness Committee Impact Workgroup
- Executive Board American Association of School Superintendents/Howard University Mentoring
- U.S. Department of Education Future Ready Superintendents' Summit
- Virginia State University Dean's Advisory Committee
- Virginia Association of School Superintendents (VASS)- Past President
- Region V Superintendents Group - Past Chair
- Women Education Leaders in Virginia (WELV) - Past President
- Virginia School University Partnership (VSUP) - Past Chair

FELLOWSHIPS AND AWARDS

- 2016 Finalist (one of 2) for American Association of School Administrators(AASA) Women in Leadership National Award
- 2014 U.S. Department of Education Top 100 Future Ready Superintendents
- 2013 Russell M. Linden Charlottesville Promise Award
- 2011 Congressional Record 111th Congress First Session
- 2011 Commonwealth of Virginia State Superintendent of the Year
- 2011 Virginia Region 5 Superintendent of the Year
- 2011 Virginia State University Alumnus of the Year for Professional Education
- 1999 Henrico County Instructional Leader of the Year
- 2003 Executive Program for Educational Leaders Fellow: Stanford University

PRESENTATIONS

- Chamber of Commerce, *Career & Technical Education—Vision for the Future*
- Keynote Virginia Retired Teachers Association
- Leadership Charlottesville: Education Panel
- Middle School Research Alliance
- Norfolk State University Education Conference
- National Board of Professional Teaching Standards: *Why Data Literacy For Teachers is Important*
- Virginia ACT State Organization Annual Conference
- Virginia Association of School Superintendents Annual Conference: *New TECH Network; Transforming Schools Into Innovation Learning Environments*
- Virginia Association of School Superintendents Annual Conference: *Fearless Learning*
- American Enterprise Institute (AEI): Panelist for book launch, *Breakthrough Leadership in the Digital Age: Using Learning*
- Virginia School Boards Association: Master School Board Training
- Leadership Charlottesville: Education Panel
- Delta Sigma Theta Sorority Incorporated Richmond Alumnae Chapter; Keynote,
- S. Y. Scholars Program Symposium Tour: *The State of Education in America*
- Urban Career Readiness; Model Programs
- League of Women Voters: *National Common Core Standards; Assessment of Student Learning*
- Superintendent's Round Table: NCLB Flexibility
- Family Engagement Conference

PANELS

- Aspiring Special Education Leadership Academy
- Virginia Early Childhood Summit
- Education Panel: Women in Philanthropy; *Discovering Resilience*
- Exemplary Leadership Workshop
- Girl Scout of America Charlottesville Leadership Conference
- Leadership Charlottesville: Education Panel
- Education Roundtable with K-12 School Leaders hosted by the White House
- Sweet Briar College: *Implementing New Standards/Assessment of Student Learning*
- *Urban Career Readiness: Model Programs*
- UVA Curry Student Group: *Changes to Standards of Learning*
- Virginia Association of Test Directors Conference
- Virginia Association of School Superintendents Annual Conference: *New TECH Network: Transforming Schools into Innovation Learning Environments*
- Virginia Association of School: *Partnership for the Future: University of Virginia and Buford Middle School Engineering Lab*
- Virginia School Boards Association: Master Board Training

GUBERNATORIAL APPOINTMENTS

- Board of Visitors State Council of Higher Education of Virginia (SCHEV)
- Commonwealth Commission on Diversity, Equity, and Inclusion

- Commission on African American History Education in the Commonwealth

MILITARY EXPERIENCE

UNITED STATE ARMY RESERVES

- Sargent, Equal Opportunity, 80th Division Headquarters