

# Albuquerque Public Schools / Superintendent Online Application

Cavazos, Michelle - AppNo: 21032

Date Last Submitted for Job ID 1099:  
2/16/2020

## Personal Data

**Name:** Cavazos Michelle  
(Last) (First) (Middle Initial)  
Other name(s) under which transcripts, certificates, and former applications may be listed:  
**Other:** Chae Michelle  
(Last) (First) (Middle Initial)

Email Address:

## Postal Address

### Permanent Address

Number & Street:

### Work Address

Where would you prefer to be contacted:

## Current Personal Data

<b>Current Employer:</b>	Austin Independent School District
<b>Current Position:</b>	Chief Officer for Academics and Social Emotional Learning
<b>Years in Position:</b>	1.5
<b>Enrollment:</b>	81,000
<b>Number of Staff:</b>	10,600
<b>Annual Budget:</b>	\$1.62 billion
<b>Current Gross Income:</b>	
<b>Type of District/Organization:</b>	K - 12
<b>Most Recent Degree From:</b>	Texas State University
<b>Degree Earned:</b>	PhD (expected May 2020)

## Past Salary Disclaimer

All past salary information may be voluntarily provided. It is at the applicant's discretion whether to include this information.

\* Continue?

Yes

## Sunshine Notification

FLORIDA: Florida Sunshine Statutes ensure open records for all Florida School Boards. A submission becomes public at the time of submission. OHIO: If requested under the Ohio Public Records Law, the Board of Education and/or its agent, Hazard, Young, Attea & Associates (HYA) are legally obligated to release to any requester, including the press, any application and related material either started or completed for this position. Applicants need to be aware that Hazard, Young, Attea & Associates (HYA) receives all application material as prepared by the applicant, even prior to an applicant's formal submission of the application. If an applicant prefers to complete the application prior to having it available for public scrutiny under the Ohio Public Records law, the applicant can choose not to select any specific search while completing the application, and then adding the search(es) for which one desires to be considered upon completion of the application. If there are any questions relative to this, please feel free to contact Therese Meyer in the HYA office at 847-724-8465.

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## Sunshine Notification continued

\* Sunshine Notification. Continue?

Yes

## Military

If you are applying for a position in Oregon, please answer the following: (optional for all other applicants)

Are you a qualified military veteran? Click the box if yes.

-

If you are applying for a position in Oregon, please answer the following: (optional for all other applicants)

Are you a qualified disabled military veteran? Click the box if yes.

-

## Albuquerque Disclaimer

\* New Mexico's Inspection of Public Records guidelines do not permit confidentiality in the application process for a school superintendent. Thus, all submitted applications are subject to public records requests. (Letters of reference in particular are specifically not subject to public records requests.) Candidates for this position are advised to consider this before submitting their application.

Yes

## Administrative Experience

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Austin Independent School District	Austin, TX	07/18 current	Paul Cruz, Superintendent, Geronimo Rodriquez, Board President,

Significant accomplishments in this position:

- ^câ¢ Provide leadership and direction to ensure all schools achieve high academic performance
- ^câ¢ Interface with governmental agencies, businesses, civic organizations, and the community to provide information and to promote the schools' educational initiatives
- ^câ¢ Integrate the district's curriculum and instructional objectives at the school level
- ^câ¢ Provide leadership, direction, coaching, and supervision to four associate superintendents over 130 schools
- ^câ¢ Build a diverse, high quality, and high performing staff at all schools
- ^câ¢ Guide efforts to cultivate an open, diverse, equitable, and inclusive learning environment for all students
- ^câ¢ Monitor school budgets and provide guidance to staff on managing resources to support district goals
- ^câ¢ Ensure the efficient delivery of non-instructional pupil services
- ^câ¢ Coordinate, collaborate, and provide oversight of the Directors and Executive Directors of Academics, Career and Technology, Counseling, Dyslexia, 504 and Response to Intervention Services, Advanced Academics, Health Services, Instructional Materials Allotment, Federal Programs, Multilingual, Special Education, Fine Arts, Athletics, Social-Emotional Learning, and Child Study Teams in support of campuses
- ^câ¢ Provide input and direction in the professional development of administrator candidates, assistant principals, and principals to ensure a strong leadership pipeline
- ^câ¢ Reimagine principal talent management and principal supervision through collaborative work with Bush Leadership Institute and Human Capital team

Reason For Leaving: voluntary; opportunity to serve as a superintendent

Last Annual Salary:                      Last Annual Gross:                      6 Enrollment: 81,000 District Type: K - 12

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## Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Schertz-Cibolo-Universal City Independent School District, Director of Secondary	Schertz, TX	09/16 06/18	Greg Gibson, Superintendent, Robert Westbrook, Board President,
<p>Significant accomplishments in this position:</p> <ul style="list-style-type: none"> <li>☛ Coached and supervised six secondary principals</li> <li>☛ Mentored and coached eleven elementary principals</li> <li>☛ Conducted professional development for all campus administrators, including, but not limited to, T-TESS and T-PSS on-going training and support</li> <li>☛ Supported the refinement of the current implementation of the dual language program through collaboration with the Dual Language Task Force</li> <li>☛ Provided guidance to the English Language Learner Task Force to map out a three to five-year plan</li> <li>☛ Served as the district hearing officer for Level Two FNG complaints</li> <li>☛ Guided all campuses with needs related to discipline and consequences</li> <li>☛ Supervised the coordinators of Career and Technology, Counseling, 504 and Response to Intervention Services, Nursing, Instructional Materials Allotment, and Bilingual/ELL, and provided oversight to each of these programs</li> <li>☛ Coordinated district-wide summer school</li> <li>☛ Collaborated with the Safety and Security Integration Team to conduct the Safety Audit for all district facilities and implement a Standard Response Protocol (SRP) for emergencies</li> <li>☛ Digitized district transfer request form and evaluated all transfer requests</li> <li>☛ Facilitated monthly board recognition of student accomplishments</li> <li>☛ Began efforts to develop a three to five-year plan to address advanced academics</li> <li>☛ Handled all parent complaints in collaboration with campus administration</li> <li>☛ Secured translation services for campuses</li> </ul> <p>Reason For Leaving: promotion                      Last Annual Salary: _____ Last Annual Gross: _____ Enrollment: 15,615 students District Type: K - 12</p>			

Hays Consolidated Independent School District, Middle School Principal, High School Principal	Kyle, TX	03/09 08/16	Lucio Calzada, supervisor,
<p>Significant accomplishments in this position:</p> <ul style="list-style-type: none"> <li>☛ Created instructional coach positions to provide additional support to instructional staff</li> <li>☛ Built leadership capacity of assistant principals, instructional coaches, and department coaches through coaching and mentoring</li> <li>☛ Planned, organized, funded, and implemented a comprehensive professional development plan to over 160 staff members</li> <li>☛ Introduced and monitored the PLC process with content teams</li> <li>☛ Secured partnership with the City of Kyle Public Library to provide access to families on the east side of Kyle</li> <li>☛ Developed traditions to honor more students and staff with annual Robing Ceremony and inaugural Graduation Walk at feeder campuses</li> <li>☛ Partnered with Kyle Learning Center to provide ESL classes to parents and community members in the evening at the campus</li> <li>☛ Communicated weekly with families and staff through callout, email, and Principal's Message on website in both English and Spanish</li> <li>☛ Elicited student input and voice through the Principal's Advisory Committee and Project Change</li> <li>☛ Supported staff voice through monthly open forums</li> <li>☛ Selected as mentor by nine campus employees for administrative internships</li> <li>☛ Enlarged campus Parent-Teacher-Student Association (PTSA) to include a student advisory board</li> <li>☛ Streamlined campus budgets processes to support campus goals and increase equity, transparency, and efficiency</li> <li>☛ Led campus to four consecutive years of "No Place for Hate" designation</li> <li>☛ Increased diversity of enrollment in Advanced Placement courses to more closely mirror campus demographics</li> <li>☛ Collaborated with all secondary principals to enhance relationships across our district</li> <li>☛ Launched planning and preparation for Blended Learning Pilot in Algebra</li> <li>☛ Utilized social media to engage students and promote the positive things happening on campus with #lovemylobos</li> <li>☛ Increased staff and community satisfaction per surveys by a minimum of ten percentage points</li> </ul>			

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## Experience Continued

- ^c&#x27; Developed profile of campus employee and staffed entire campus based on it
- ^c&#x27; Created and implemented systems of support and collaboration as the inaugural campus principal
- ^c&#x27; Guided the development of the campus mission, vision, values, and goals
- ^c&#x27; Supported and nurtured the middle school New Arrival Center on campus for immigrant students during their first year in the United States
- ^c&#x27; Implemented the Strategic Instruction Model (SIM) school-wide as part of the Raise UP Texas grant; served as a model school for the district and region
- ^c&#x27; Partnered with Hemphill Elementary for programs, support, and cross-grade collaboration between staff, students, and parents
- ^c&#x27; Solicited partnership with Texas State University which led to campus hosting internship blocks each semester

Reason For Leaving: accepted promotion to superintendent's cabinet

Last Annual Salary: \_\_\_\_\_ Last Annual Gross: \_\_\_\_\_ Enrollment: 2,500 students HS District Type: K - 12

## Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Galena Park Independent School District, Elementary Principal, Middle School Principal	Houston, TX	07/05 03/09	Orphalinda Bazan, supervisor,

Significant accomplishments in this position:

- ^c&#x27; Provided leadership and guided staff and professional educators to obtain academic goals
- ^c&#x27; Nurtured the middle school New Arrival Center on campus with immigrant students during their first year in the United States
- ^c&#x27; Recruited staff from job fairs in Ohio, Mexico, and the Texas Rio Grande Valley
- ^c&#x27; Supported staff voice through quarterly ^c&#x27;Your Agenda^c&#x27;s conferences
- ^c&#x27; Collaborated with principals to enhance relationships across our high school feeder pattern
- ^c&#x27; Acquired staff, trained, and initiated implementation of Two-Way Immersion at the secondary level
- ^c&#x27; Reinforced the implementation of the one-to-one laptop initiative
- ^c&#x27; Partnered with Woodland Acres Elementary for programs, support, and cross-grade collaboration between staff, students, and parents
- ^c&#x27; Provided instructional leadership and guided staff and professional educators to obtain academic goals
- ^c&#x27; Supported and nurtured the elementary school New Arrival Center on campus with immigrant students during their first year in the United States
- ^c&#x27; Acquired staff and initiated implementation of Two-Way Immersion

Reason For Leaving: relocated to Austin area

Last Annual Salary: \_\_\_\_\_ Last Annual Gross: \_\_\_\_\_ Enrollment: 1000 students District Type: K - 12

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## Admin Experience Continued

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Sheldon Independent School District, Elementary Principal	Houston, TX	07/04 06/05	
Significant accomplishments in this position: • Served as instructional and staff leader for elementary campus • Coordinated the implementation of district curriculum and initiatives • Coached and guided our professional educators to build capacity for improved instruction • Monitored student progress and issued reports toward identified goals • Conducted classroom site visits to provide input and direction for our educators  Reason For Leaving: appointed to principal of two schools in Galena Park Last Annual Salary:      Last Annual Gross:      Enrollment: 500 students District Type: K - 12			
Galena Park Independent School District, bilingual/ESL district coordinator, assistant principal	Houston, TX	06/99 06/04	
Significant accomplishments in this position:  Reason For Leaving: accepted position as a principal in neighboring district Last Annual Salary:      Last Annual Gross:      Enrollment:      District Type:			

## Professional Experience

Employer and Position Title	Location: City, State	Dates: From - To	Primary Supervisor/Board Pres.
Galena Park Independent School District, elementary bilingual teacher	Houston, TX	08/94 06/99	
Significant Accomplishments at this position: Taught 2nd grade 3rd grade bilingual, looped to 4th with class 3rd grade bilingual, looped to 4th with class  Reason For Leaving: accepted administrative position Last Annual Salary:      Last Annual Gross:			

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## Education

**High School Attended:** Ames Senior High School, Ames, IA

### Colleges, Universities and Technical Schools Attended:

Name and location	Major	Degree	Date Conferred
TX - Texas State University at San Marcos	School Improvement	Doctorate	05/2020
TX - University of Houston, main campus	Administration and Supervision	Masters	12/1997
IA - University of Northern Iowa	Elementary Education	Bachelors	12/1994
IA - University of Northern Iowa	Spanish Teaching	Bachelors	12/1994

### List honors, awards or distinctions:

Selected by Raise Your Hand Texas to attend Harvard Graduate School  
Leading 21st Century High Schools, June 2014  
Leadership: An Evolving Vision, July 2016  
Recipient of Doctoral Merit Fellowship, 2016, Texas State University  
Region XIII High School Principal of the Year, 2015  
Hays CISD Ambassador Award: Principal of the Year, 2014  
HEB Secondary Principal Semi-Finalist: 2009, 2015  
Galena Park ISD Bilingual Teacher of the Year, 1997  
Galena Park ISD Elementary Teacher of the Year, 1996  
Galena Park ISD Rookie Teacher of the Year, 1995

### Please list your professional memberships - please indicate leadership roles you may have had with any of them.

Texas Association for Latino Administrators and Superintendents (TALAS)  
o Executive Board Member, 2018-current  
o Mentor, 2017-current  
o Professional, 2015-2017  
Texas Urban Council (TUC)  
Raise Your Hand Texas (RYHT)  
o Regional Director, 2015-current  
o Principal mentor, 2015-current

### Please list your community and civic memberships and participation.

Austin Area Council of Parent Teacher Association (ACPTA)  
Rotary Club

### Please list any publications you may have, including your doctoral and/or master's dissertations, if appropriate.

Title I Principals in Texas Public Schools: What Makes Them Stay?, pending dissertation, May 2020

### Please list major presentations made to national, state or regional audiences.

Thriving in a Caring Learning Community: Social Emotional Learning, Mindfulness, and Mental Health at RTM Congress, March 2020  
Not Your Grandma's Professional Development at International Society for Technology in Education (ISTE), June 2017  
Mentor, XSW EDU, March 2016  
Freshman Transition at August 2014, TEKS Resource System State Conference and October 2014, Association for Middle Level Education (AMLE) Conference  
Two-Way Immersion in the Secondary School at March 2009, Texas Association for Bilingual Education (TABE)

### Please list significant workshops or conferences which you would like to highlight.

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## Certifications

Do you hold the appropriate certificate for this position? **Yes**

Type	State	Certificate Number	Expiration Date	Active?
Standard, Superintendent	TX		06/30/2021	Yes
Professional, Mid-Management	TX		LIFE	Yes
Provisional, Elementary Self-Contained	TX		LIFE	Yes

**Please list all of the endorsements and/or verifications documented on your teaching/administrative certificate(s):**

Provisional, Bilingual/ESL-Spanish, TX, LIFE, active

## Open Ended Questions

**For Albuquerque Public Schools / Superintendent:**

**1. Please share why you are interested in this position and your unique qualifications for it.**

I am interested in the superintendency of Albuquerque Public Schools because of the opportunity to leverage the unique assets of each student, educator, and school community to optimize their potential for their future endeavors in our community, state, nation, and world. The district is rich in culture, diversity, and educates students in a city that aspires to be ONE; this aligns to my personal strengths and values of inclusivity, empowerment, and collaboration. While there are definite challenges the district faces, this also speaks to the significant opportunity to transform the student experience, all of which excites me as a leader, educator, and future community member.

Currently serving as the Chief of Academics on the superintendent's cabinet in the Austin Independent School District where we educate just over 80,000 students across 130 schools with varied demographics and assets, I collaborate with families, businesses, legislators, and our communities as a whole to pull our schools together as one family. I am a bilingual educator who has served as a principal at the elementary, middle, and high school levels. As a collaborative, inclusive leader, I empower others by listening to their input, providing clear expectations, coaching for high performance, and recognizing success.

I am adept at building trust through the development of positive relationships and transparent communication. These relationships facilitate continuous improvement through a systems framework. Having led in districts in the three urban areas of Houston, San Antonio, and Austin, I have a unique perspective on the assets and needs of urban school districts in a variety of areas, including, but not limited to, equity, integrity, access, transparency, and safety.

**For Albuquerque Public Schools / Superintendent:**

**2. Please list the five accomplishments in your professional career of which you take the greatest satisfaction and why you do so.**

Below are five professional accomplishments that bring me pride, in no particular order:

### 1. Opening Schools

Having opened an elementary school and a middle school as the principal, I am proud of the systemic processes I used to develop a student-centric team and positive culture and climate that focused on the whole child and engaged our community on the journey. Many of the traditions we established that celebrate students are still in place over ten years later. This brings me pride because of the safe, positive, nurturing environment that allowed students to grow and develop.

### 2. Growing and Mentoring Leaders

I am proud of the students, teachers, and administrators who have trusted me to empower, coach, and develop them to move into higher leadership positions. I have done this through each of my paid positions, as well as through my voluntary roles with Raise Your Hand Texas and the Texas Association of Latino Administrators and Superintendents. This brings me pride because my leadership has impacted not only the students directly under my care, but also those under these leaders who have advanced to positively impact more students.

### 3. Coordination, Collaboration, and Partnership with Chamber and Businesses

Under my leadership, partnerships were secured with businesses to provide access and opportunity to our students through Early College High Schools, where students earn both a high school diploma and an associates degree, as well as Pathways to Technical Early College

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## Question Continued

High School (PTECH). As a result, students and their families save over \$30,000 in college expenses and learn alongside industry experts with the potential for automatic employment upon graduation.

### 4. Mental Health and Wrap-Around Support Preventative Structures

We secured state funding to facilitate the implementation of more than thirty school-based mental health clinics to support students, families, and staff. These efforts also lead the state with behavioral threat assessment processes to identify students in need of mental health support in conjunction with our social and emotional learning infusion into our curriculum.

### 5. Re-imagination of the Principal Supervisor Role

In collaboration with the Austin ISD Human Capital team and support from the George W. Bush Leadership Institute, we laid the initial groundwork to improve the support principals receive to develop their leadership practice and skills. This brings me pride because effective principal leadership is second only to the classroom teacher with regards to the impact on student achievement. It also afforded us the opportunity to begin to address the concept of equity within leadership and how to leverage leadership to support our historically underserved populations.

## Language Skills

Do you know any language other than English? Yes

**Language(s):** Spanish  
**Oral Level:** Literate  
**Written Level:** Literate

## Professional References

	Reference 1	Reference 2
<b>Name:</b>	Stan Paz	Elizabeth B. Burks
<b>School/Org:</b>	Texas Association of Latino Administrators and Superintendents	
<b>Current Position:</b>	Executive Director	leadership consultant
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>		
<b>Email:</b>		
<b>Relationship to Candidate:</b>	mentor	professional coach
<b>Years Known:</b>	4	3
	Reference 3	Reference 4
<b>Name:</b>	Greg Gibson	Damon Edwards
<b>School/Org:</b>	Schertz-Cibolo-Universal City Independent School District	Schertz-Cibolo-Universal City Independent School District
<b>Current Position:</b>	superintendent	Deputy Superintendent
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Email:</b>		
<b>Relationship to Candidate:</b>	former supervisor	former supervisor
<b>Years Known:</b>	three	three



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## Professional References cont.

	Reference 5	Reference 6
<b>Name:</b>	Martha Salazar-Zamora	Robert Duron
<b>School/Org:</b>	Tomball Independent School District	Texas Association of School Boards
<b>Current Position:</b>	superintendent	Executive Director
<b>Home Phone:</b>		
<b>Cell Phone:</b>		
<b>Work Phone:</b>		
<b>Mailing Address:</b>		
<b>Email:</b>		
<b>Relationship to Candidate:</b>	colleague on TALAS executive board	colleague
<b>Years Known:</b>	five	five

## General Information

### List any additional information which will support your candidacy.

While I have not held the position of superintendent, I have challenged myself as a leader for my own continual learning and growth. In Schertz-Cibolo-Universal City Independent School District, I learned a lot about tight systems and how to use stakeholder engagement for continuous improvement. I transitioned to my current role in Austin Independent School District to challenge myself to prepare for the superintendency. I would have been naive if I only had experience in Schertz and am a better leader today. I have learned to navigate the media, competing stakeholders, and political forces to positively impact our most precious resource: our students.

Are you presently under contract? Yes  
 When does contract expire? 06/30/2020  
 Have you ever failed to have your contract renewed, be rehired, been asked to resign a position, or resigned to avoid termination? No  
 If yes, explain.  
 Have you ever had a credential or certificate revoked, suspended or annulled in any state, territory or foreign country? No  
 If yes, explain.  
 Where did you hear of our vacancy?

## Referrals

### How did you hear about employment with us?

HYA Website	Other: personal referral	
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## Legal Information

1. Are you eligible to work in the United States? Yes
2. Have you ever been convicted of a felony or misdemeanor involving a sex offense or a controlled substance? No  
If yes, explain, giving dates:
3. Have you ever had any indicated finding of child abuse filed in your name? No  
If yes, explain, giving dates:
4. Have you ever been convicted of any crime? No  
If yes, explain, giving dates:

## Confirmation

I authorize the organization(s) to which I am applying and Hazard, Young, Attea & Associates, Ltd. to contact my references or any other references deemed necessary to ascertain the merits of my candidacy for this position. I authorize references to discuss my application and/or release information concerning me, and agree to hold them, the District, and the consultants harmless for providing and/or utilizing any information requested and/or provided.

I also request that my application and interest in the administrative position remain as confidential as possible under the applicable laws of the state. I understand that my candidacy may become a matter of public record when I am presented to the Board. I further understand that elements of my resume may be available to the public and the news media at such time. However, I request that reasonable effort be taken to maintain the confidentiality of this application and other documents and information which accompany my application for the position for which I am applying. (Note: In some states, such as Florida, there can be no confidential written correspondence. Please call HYA if interested in one of these positions.)

If you answer "yes" to any of the above questions, you must submit official copies of court records including disposition of the case(s).

I hereby affirm that there are no misrepresentations, omissions or falsifications in the foregoing statements and answers, and that the entries made by me are true, complete and correct to the best of my knowledge and belief. I acknowledge that any misrepresentations, omissions or falsifications might be grounds for dismissal if employed for this position.

Michelle . Cavazos  
(agreed online)