

DANIEL J. SNOWBERGER

5027 Stone Crop Circle, Castle Rock, CO 80109 • DanSnowberger@gmail.com
Home - (303) 862-6529 • Work – (719) 538-1338 • Cell – (719) 896-6151

February 16, 2012

John Reichert, Director of Human Resources
Seminole County Public Schools
400 E. Lake Mary Blvd.
Sanford, FL 32773-7127

Ladies and Gentlemen:

It is with great interest and enthusiasm that I submit my resume and supporting materials for the position of Superintendent in Seminole County. I started my administrative career in Seminole County where I served as both an assistant principal and principal. I left the district in 2000 to pursue other leadership experiences outside of the state of Florida. Since my departure, I have had the opportunity of working in a variety of districts and states that have prepared me to successfully carry out the duties as your next Superintendent.

In brief, I believe my experiences will enable me to:

- Manage the district under an effective strategic plan that identifies and captures critical key actions that fulfill the needs of the student body and upholds the values of the community.
- Be creative in managing difficult fiscal challenges by ensuring that the district operates efficiently and effectively keeping budgets focused on supporting students in the classroom and program settings.
- Create a positive, productive, and supportive atmosphere for staff, students and the community.
- Ensure students are prepared for the challenges of the 21st Century and the ever changing world they will lead upon completion of their PreK-12 and post secondary experience.
- Serve as an instructional leader supporting building administrators as they work to continuously improve the overall quality of instruction, while continuing to increase student achievement.
- Build strong partnerships with community members and organizations in maximizing services for students and identifying untapped resources.

Most recently, I've had the opportunity to serve as Assistant Superintendent in the Harrison School District, a district in southern Colorado Springs that has undergone great transformation during the past five years. When the current district Leadership team arrived, Harrison was one of the lowest performing school districts in the State and required extraordinary measures to change the course for our 11,000 students. Harrison is a very diverse community with high rates of poverty. Our focus became increasing the quality of instruction in every classroom, implementing systems to effectively track student growth, and building a "No Excuses Culture" that celebrates success of students and staff. Further complicating our efforts was four years of budget cuts amounting to a loss of over \$12 million in funding – approximately 15% of the operating budget. As a result, we made our system more efficient and effective while still funding new innovative practices. One such innovative practice was the implementation of the most rigorous pay for performance plan in the nation.

Prior to my time in Harrison, I had numerous opportunities to work both in schools and at the district/organization level. In each experience, I had the opportunity to lead teams of individuals with different strengths and skill sets. Recognizing there is no "I" in team, we worked together utilizing the unique abilities of each individual to explore needed actions that would improve overall student achievement, and implement lasting and sustainable initiatives that were supported by all stakeholders. Public education is under siege by critics around the country. While "change" is often seen as something to fear, my career has been marked by leading effective change that resulted in support from all aspects of the community. The magnitude of the change depends on the organization and its current level of performance; however I do believe that all schools and districts must seek continuous improvement to

adapt to needs of its community. While my career is one that stretches a few states and a number of positions, I am most proud of the support of past colleagues evident in the packet of reference letters provided. While I recognize that less were required, I think my skill and ability is best shared by those with whom I have had the honor of working with during these last 17 years in leadership roles.

As Superintendent, it is my strong desire to **Lead, Inspire and Serve** those with whom I work. It will be critical to me that I maintain open lines of communication with the members of the Board of Education, maintain transparent practices within my central office team, and utilize the strengths of my leaders to achieve maximum effectiveness. With budgets becoming increasingly challenging across the country, I believe it crucial that the central office team be one that is highly efficient and provides services to schools to remove obstacles - allowing them to focus on what is important: high quality instruction and increased student achievement. I believe strongly that one must lead from a position of visibility, spending time in all schools and departments building professional relationships with staff to keep my finger on the pulse of our District. While all employees play critical roles, the most challenging jobs in a school district are held by those who work directly with students – teachers, school administrators and support staff. My presence and support will be a part of who I am as your Superintendent.

It is clear that Seminole County faces a number of opportunities that the next Superintendent will need to resolve:

- Declining enrollment (open seats) leading to discussions around potential school closings
- Budget shortfall (\$20 million for the 2012-13 budget year)
- State movement toward school vouchers
- The need to remain competitive in the “school choice” environment

Seminole County Schools have already positioned themselves well to manage many of the issues outlined above. Working with all stakeholders as your next superintendent, I believe my leadership in addressing each of the opportunities above will lead to an even stronger school district and one with a renewed focus on students, their achievement, and their successful preparation for success in an ever changing world.

It is my sincere hope that your selection team will gain a clear picture of me as your next Superintendent through the application materials submitted with this cover letter. I look forward to an opportunity to share more specific thoughts on your district as the process proceeds forward, and I look forward to working with you as your next Superintendent.

Sincerely,

A handwritten signature in blue ink that reads "Daniel J. Snowberger". The signature is written in a cursive style with a large initial 'D'.

Daniel J. Snowberger

DANIEL J. SNOWBERGER

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HIGHLIGHTED CAREER ACHIEVEMENTS

Over 26 years of experience in the field of education, with 17 years of successful educational leadership experience working for the improvement of systems to increase student achievement. Demonstrated leadership to analyze systems in place, achieve consensus on necessary change, and transform systems into higher functioning organizations. Educational experiences include both public school and private sector roles in a variety of districts and states including Florida, California, and Colorado. Committed to *leading, inspiring and serving* those with whom I work.

PROFESSIONAL EXPERIENCE

HARRISON SCHOOL DISTRICT, Colorado Springs, Colorado (11,000 Students) 2007 – Present

Assistant Superintendent – School Supervision & Leadership, 07/2010-Present

- Assume duties and decision making in the absence of Superintendent
- Provide direct supervision and oversight of all principals within the district at all levels
- Supervise Instructional Coordinator team to focus on improvement of instruction at all levels
- Oversee and manage all Consolidated Grant (Title I, II, and III) for the District
- Oversee programming in Early Childhood Education (Pre-K), English Language Development, Special Education, and Gifted and Talented Education
- Provide direct supervision of departments including Special Education, English Language Development, Early Childhood Education and Gifted and Talented Programming
- Support the implementation of the Professional Educator Evaluation System including the monitoring of student achievement and its inclusion in the evaluation process.
- Serve as District Representative to community agencies & Manage complaints from district stakeholders

Executive Director of Schools, 06/2009-06/2010

- Provide direct supervision, coaching, and support to building administrators at all levels (Pre-K through grade 12) with focus on increasing student achievement through the delivery of effective instruction
- Provide direct support on increasing the use of effective instructional practices, extended learning opportunities for students, and the implementation of the Response to Intervention Process
- Oversee programming in Early Childhood Education (Pre-K), English Language Development, Special Education, and Gifted and Talented Education
- Write and submit application for Title I and Title II funds
- Serve as liaison between buildings and departments to secure necessary supports and services
- Respond to complaints from stakeholders for schools under my supervision

Director of Learning Services, 07/2007-06/2009

- Led department oversight and implementation of Response to Intervention initiative
- Supervised English Language Development, Gifted and Talented Education, Literacy, Extended Learning Opportunities, and Child Care
- Implemented training programs in all areas and provided support to school administration around effective leadership practices and academic interventions
- Provided support and coaching around effective instruction

CORNERSTONE ACADEMY, INC, Los Angeles, California

(Full Time) 2006 – 2007

Chief Academic Officer (Charter School Organization)

(Part Time) 2002 – 2006

- Served as liaison with LAUSD during planning, renewal & subsequent years of operation.
- Provided oversight of curriculum, instruction, assessment, school leadership, and special education.
- Monitored academic performance and provided guidance to school leadership on effective intervention to maximize student learning.
- Achieved among highest gains regarding student achievement on California testing during full-time tenure.

DOUGLAS COUNTY SCHOOL DISTRICT, Castle Rock, Colorado (55,000 Students) 2002 – 2006

Regional Director of Instructional Support Services, 07/2005 to 06/2006

- Worked with Director of Schools (two feeder areas) in supporting building leaders.
- Served as district liaison to schools in the Parker region around processes, procedures, and programming for children with special needs, English language development, gifted and talented programming, and literacy support.
- Supported principals in ensuring legal compliance with federal and state legislation.
- Coached and intervened with parents and stakeholders when conflict around student services existed.

Principal – Bear Canyon Elementary, 07/2002-06/2005

- Led initiative in differentiation, improvement of writing, and integration of instructional technology
- Worked to redesign and restructure instructional supports to increase effectiveness and achievement with at-risk students, especially students with special needs.
- Increased school's level of performance from High to Excellent.

THE LEARNING CONNECTION – Loveland, Colorado

2000-2002

Vice President for Development

(Non-profit educational research and development corporation founded to provide support and assistance to charter school organizations around the country.)

- Implemented comprehensive school reform initiatives in public charter school settings.
- Developed new programs in support of the mission of the corporation.
- Consulted with schools to provide support in the area of curriculum, instruction, and assessment.

SEMINOLE COUNTY SCHOOL DISTRICT – Sanford, Florida (50,000 Students) 1994-2000

Principal – Winter Springs Elementary, 07/1997-05/2000

- Led school in systemic reform initiative to improve student achievement in the area of reading and math.
- Began major initiative toward an inclusive educational environment for special education students, as well as started the first gifted and talented program at the site.
- Rapidly improved technology access and availability.
- Developed strong community support and a family centered environment

Assistant Principal – Highlands Elementary, 07/1996-06/1997

Assistant Principal – English Estates Elementary, 08/1994-06/1996

LAKE COUNTY PUBLIC SCHOOLS – Tavares, Florida

Classroom Teacher – Grades 3 & 5. Model Technology Teacher

1991-1994

DADE COUNTY PUBLIC SCHOOLS – Miami, Florida

Compensatory Education Instructor/Paraprofessional

1985-1991

EDUCATION

Licensure Program – Superintendent of Schools

University of Colorado – Colorado Springs, April 2012

Masters of Science – Educational Leadership

Nova Southeastern University, 1993

Bachelors of Science – Elementary Education

Nova Southeastern University, 1990

REFERENCES

Deborah Hendrix, President, Harrison School District Board of Education – 1060 Harrison Road, Colorado Springs, CO 80905 Cell (719) 271-2411

Victor Torres, Vice President, Harrison School District Board of Education – 1060 Harrison Road, Colorado Springs, CO 80905, Cell (201) 780-8000

Keith Varney, Secretary, Harrison School District Board of Education – 3344 Osprey Ridge Drive, Colorado Springs, CO 80916, Home (719) 391-3703

Linda Pugh, Treasurer, Harrison School District Board of Education – 3040 Westcliff Drive West, Colorado Springs, CO 80906, Home (719) 576-1121

Rick Price, Director, Harrison School District Board of Education – 1060 Harrison Road, Colorado Springs, CO 80905, District (719) 538-4880

F. Mike Miles, Superintendent, Harrison School District Two – 1060 Harrison Road, Colorado Springs, CO 80905 (719) 579-2000

Dee Mullins, Assistant Superintendent – Human Resources, Harrison School District Two – 1060 Harrison Road, Colorado Springs, CO 80905 (719) 579-2017

Kevin Smelker, Assistant Superintendent – Support Services, Harrison School District Two – 1060 Harrison Road, Colorado Springs, CO 80905 (719) 579-2000

Noreen Landis-Tyson, Chief Executive Officer, Community Partnership for Child Development – 2330 Robinson Street, Colorado Springs, CO 80904 719-635-1536 (CPCD is the Preschool Partner in the Harrison School District)

Dr. Carolyn Jefferson-Jenkins, Chief Academic Officer, Douglas County Schools - 620 Wilcox Street, Castle Rock, CO 80104 (303)387-0077

John Stanek, Executive Director of Student Achievement Services, Cherry Creek School District – 4700 S. Yosemite Street, Greenwood Village, CO 80111 (720) 554-4236 (Previously Legal Counsel – Douglas County Schools)

Others Available Upon Request

State of Colorado

In Accord with Colorado State Law and
Rules of the Colorado Board of Education

Daniel J. Snowberger

is granted this

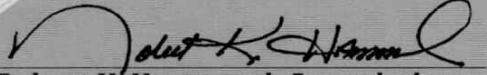
Professional Principal

Number: 23017

To serve in the following:
School Principal (K-12)

Effective: 1/2/2012

Expires: 1/2/2017



Robert K. Hammond, Commissioner
Colorado Department of Education

State of Colorado

In Accord with Colorado State Law and
Rules of the Colorado Board of Education

Daniel J. Snowberger

is granted this

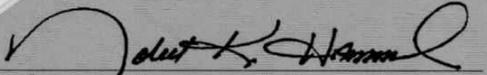
Professional Teacher

Number: 23016

To serve in the following:
Elementary Education (K-6)

Effective: 2/2/2012

Expires: 2/2/2017



Robert K. Hammond, Commissioner
Colorado Department of Education

SSN (Partial): ****-**-2834

Date Issued: 06-FEB-2012

Date of Birth: 09-11



OFFP Official EPS -Partial SSN

Record of: Daniel J Snowberger
5027 Stonecrop Cir
Castle Rock, CO 80109-8492

3301 College Avenue
Fort Lauderdale, Florida 33314-7796

Page: 1

Issued To: Daniel J. Snowberger
5027 Stone Crop Cir
Castle Rock, CO 80109

Course Level: Masters

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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Primary Curriculum

Comments Continued:

Master of Science

Practicum Requirements Completed: 12/21/93

College : Abraham S. Fischler Sch of Edu
Major : A/P Educational Leadership

EDL 0520	Sch Law For Admin	3.00 A	12.00
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EDL 0525	Prsnl Sel And Dev	3.00 A	12.00
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EL 0688	Practicum/Intern In El	6.00 A	24.00
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PRA 0689	Practicum Orientation	0.00 ZZ	0.00
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PRA 0691	Practicum Proposal	0.00 ZZ	0.00
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Term: Ehrs: 12.00 GPA-Hrs: 12.00 QPts: 48.00 GPA: 4.00

Comments:

ACADEMIC REQUIREMENTS COMPLETED: 12/21/93

MS DEGREE CONFERRED: 12/31/93

Degree Awarded Master of Science 31-DEC-1993

Ehrs: 36.00 GPA-Hrs: 33.00 QPts: 132.00 GPA: 4.00

Term: Fall 1993

Primary Degree

EDL 0530	Org Mgmt Of Schs	3.00 A	12.00
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College : Abraham S. Fischler Sch of Edu

EL 0600	Sem In Knowldg Base Of El	3.00 P	0.00
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Major : A/P Educational Leadership

Term: Ehrs: 6.00 GPA-Hrs: 3.00 QPts: 12.00 GPA: 4.00

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R	***** TRANSCRIPT TOTALS *****
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Earned Hrs	GPA Hrs	Points	GPA
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TOTAL INSTITUTION	36.00	33.00	132.00	4.00
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TOTAL TRANSFER	0.00	0.00	0.00	0.00
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OVERALL	36.00	33.00	132.00	4.00
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***** END OF TRANSCRIPT *****

Term: Winter 1993

CSE 0500	Comp Lit Tchrs & Admin	3.00 A	12.00
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CUR 0502	Curr & Instr:Ele Ed	3.00 A	12.00
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CUR 0522	Ed Rsch Prac El Ed	3.00 A	12.00
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EDL 0505	Edu Budgtn And Fin	3.00 A	12.00
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Term: Ehrs: 12.00 GPA-Hrs: 12.00 QPts: 48.00 GPA: 4.00

Term: Summer I 1993

EDL 0500	Com & Super Ed Lead Role	3.00 A	12.00
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EDL 0510	School Leadership	3.00 A	12.00
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Term: Ehrs: 6.00 GPA-Hrs: 6.00 QPts: 24.00 GPA: 4.00

Term: Summer II 1993

Practicum: "Increasing Fifth Grade Parental

Involvement Through Communication and Interaction"

***** CONTINUED ON NEXT COLUMN *****

AN OFFICIAL SIGNATURE IS DARK BLUE WITH A BLUE BACKGROUND

REJECT DOCUMENT IF SIGNATURE BELOW IS ALTERED

This officially sealed and signed transcript is printed on blue SCRIP-SAFE security paper with the name of the university printed in white type across the face of the document. A raised seal is not required. When photocopied the words COPY VOID and the name of the university should appear. A BLACK ON WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED!

G. Elaine N. Poff

G. Elaine N. Poff, Director of University Registrar's Office

OFFICIAL
ACADEMIC
TRANSCRIPT



THE NAME OF THE UNIVERSITY IS PRINTED IN WHITE PRINT ACROSS THE FACE OF THIS 8.5 X 11 INCH TRANSCRIPT

TO VERIFY: TRANSLUCENT GLOBE ICONS MUST BE VISIBLE WHEN HELD TOWARD A LIGHT SOURCE

Superintendent Licensure Pending

State of Colorado

Requirements completed February 2012

Professional Letters of Reference

**** Current ****



SCHOOL DISTRICT TWO
HARRISON

*Character Through Diversity,
Challenge & Accomplishment*

To Whom It May Concern,

I have served on the School Board in Harrison School District for the past four years. I currently hold the position of Vice President of the Board. During that time, I've had numerous opportunities of working with Dan Snowberger. Dan currently is the Assistant Superintendent of School Supervision and Leadership within the District. His primary role is to oversee the daily operations of our schools and support building principals in carrying out the implementation of our District's strategic plan.

Dan is well respected in our community, both by employees and community alike. He is a man of great integrity and always keeps the interests of the District and our students first and foremost. He has built numerous partnerships that have benefited our district. Since arriving in the district, he has been the liaison with Community Partnership for Child Development. In this role, Dan has worked to expand preschool opportunities throughout our school district. With a district like ours having high levels of poverty, he recognized the importance of supporting families in engaging in educational services as early as possible. Students who have participated in the preschool program consistently have shown higher levels of performance maintained as they move through our K-12 system. Dan has also built strong partnerships with the local YMCA and the Colorado Springs Police Department. He believes strongly in building partnerships that enhance services for our students.

Many initiatives have been led by Dan during his tenure. Under his leadership, Harrison has implemented a strong Response to Intervention process to ensure all students receive appropriate interventions and make growth. He has led a number of summer school initiatives reaching out to provide all students both effective remediation and enrichment. Last summer, Dan's department led a huge training effort to ensure that every new teacher to Harrison received three weeks of training on both curriculum and instructional topics prior to the start of the school year. As a result, every new teacher hit the ground running when students arrived. Dan regularly visits classrooms around the district to monitor instructional quality and provide coaching to teachers and principals on improving instructional practice.

While I could share more, I think it is clear that Dan's contributions to Harrison School District have been immeasurable. While we would prefer he remain, we recognize his desire and readiness to lead a school district as a Superintendent. Should I be able to provide any more information, please do not hesitate to contact me at 201-780-8000.

Sincerely,

Victor Torres

Vice President – Board of Education
Harrison School District Two

Board of Education

1060 Harrison Road • Colorado Springs, Colorado 80906-3586 • tel 719-579-2000 • fax 719-579-2014 • www.harrison.k12.co.us

Keith Varney
3344 Osprey Ridge Drive
Colorado Springs, CO 80916
(719) 391-3703

To Whom It May Concern,

My name is Keith Varney and I have served as a member of the Board of Directors for the Harrison School District 2 for the past four years. In that time I have had many opportunities to work with and observe Mr. Dan Snowberger in his capacity as an administrator in our District.

As a Board member I often need information related to the inner workings of the District and Dan has been one of my most valuable resources. His knowledge of curriculum and programs has been very beneficial when questions of this nature come up at public forums, where clear and concise communication is a must. He has also demonstrated quality leadership skills by being the lead administrator on our DAC (District Advisory Council).

Dan has been an important part of our District's transformation over the past five years. His ability to effectively coach school leaders has had a direct and positive impact on the District's primary goal of providing high-quality instruction to all of our students. He has spent countless hours making sure that our instructional leaders get the support that they need, and has always maintained a courteous and professional demeanor.

For all of the reasons, and more, I would highly recommend Dan for the job of Superintendent.

Sincerely,



Keith Varney
Secretary
Harrison School District 2 Board of Education

3040 Westcliff Drive West
Colorado Springs CO 80906
(719) 576-1121

January 30, 2012

Subject: Letter of Recommendation

To Whom It May Concern:

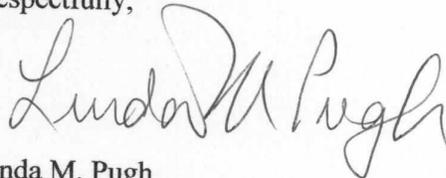
It gives me great pleasure to recommend Dan Snowberger for the position of Superintendent. As a School Board member for Harrison School District Two in Colorado Springs, Colorado, I have known Mr. Snowberger in his capacity as Assistant Superintendent.

District Two serves a high population of "at risk" students and has undergone a major transformation in the past 5 years, increasing the rigor in the classrooms and raising academic achievement. Mr. Snowberger's supervision and guidance to district principals have been invaluable in this process. He is innovative and focused on providing the best educational opportunities for children. His leadership and expertise are instrumental in the regular coaching and performance feedback given to teachers, significantly increasing the quality of instruction in the district. He has actively participated in the process of implementing a "pay for performance" system that considers both classroom effectiveness and student achievement, one of the most rigorous in the country.

Mr. Snowberger is a positive, well-spoken representative of the district at community events and stakeholder meetings. He fields questions and complaints in a calm, professional manner, intently listening and responding with empathy as he explains the reasoning and facts of the matter.

With his understanding of sound educational practices, years of experience and dedication to supporting policy in the "best interest of children", I am certain you will find Mr. Snowberger an excellent choice for superintendent.

Respectfully,



Linda M. Pugh
Treasurer, Board of Education
Harrison School District Two



SCHOOL DISTRICT TWO
HARRISON
Character Through Diversity, Challenge & Accomplishment

*Deborah Hendrix, President
Victor Torres, Vice President
Keith Varney, Secretary
Linda Pugh, Treasurer
Rick Price, Director*

Mr. Dan Snowberger
5027 Stone Crop Circle
Castle Rock, CO 80109

Dear Dan,

Thank you for asking me to provide a letter of recommendation for you Dan. It gives me the opportunity to formally express my appreciation for your skills, effectiveness, and leadership.

You have been instrumental in leading our efforts to produce a quality education for all students in Harrison District Two. Your work has contributed to our district getting off of "On Watch" Status to the second highest level of state qualification.

You are a leader who has experienced all aspects of PK-12 education. You are able to make those tough and difficult decisions while maintaining positive relationships with staff, parents and patrons. Your successful work in our district has further prepared you for a superintendent's position. You supervise and evaluate principals, coordinators and district programs with thoughtful insight. Most importantly your role and focus on improving instruction at all levels has been exemplary. You are able to teach, coach and give relevant feedback to our building administrators and teachers concerning the instruction process.

School districts across the country are facing major challenges to improve education and meet the demands of the 21st Century. Your work in our diverse, low income District has enabled us to make significant gains in student achievement, professional development and implementation of our Professional Educator Evaluation System based on student achievement.

Dan, you are prepared to be a superintendent. You are an intelligent, honest, caring and hard working individual who values children and education. You take pride in your work and have been loyal and supportive to our District's focus and mission.

As a retired educator and active school board member, I know and recognize those qualities of people who are in education for the benefit of children. Dan, you are one of the best educators that I have had the pleasure of working with. Any school district shouldn't hesitate to hire you. You will be a welcome addition to their district and community.

Sincerely,

Richard L. Price, Director
Harrison District Two School Board



SCHOOL DISTRICT TWO
HARRISON
Character Through Diversity, Challenge & Accomplishment

F. Mike Miles
Superintendent of Schools

8 January 2011

To Whom it May Concern:

Dan Snowberger has provided invaluable service to the students and staff of the Harrison School District. As passionate as he is intelligent, as innovative as he is thorough, Dan demonstrates the skills and characteristics of an experienced administrator and leader.

He began his career here as Director of Learning Services and eventually was named Assistant Superintendent of School Supervision and Leadership. During his time here, Dan has played a pivotal role in the transformation of Harrison from an underperforming and struggling district to one that boasts significant growth in student academic performance. While it is difficult to attribute the success of an organization to anyone person, I believe we could not have made such improvement without Dan's hard work and leadership.

An expert in instruction, Dan strengthened processes to align the curriculum, develop common assessments, and provide relevant, aligned professional development. His instructional expertise combined with his extensive experience working with special education and at-risk students enabled Dan to successfully implement Response to Intervention (RTI) in the District and to help the schools implement effective professional learning communities (PLCs).

Dan quickly gained the respect and admiration of his colleagues and the principals in the District. As a result, I asked Dan to oversee the most important function of the Harrison School District: the improvement of the quality of instruction. In that capacity, Dan works closely with principals and other building-level leaders to improve instructional practices and teacher effectiveness. He guides the principals in delivering effective instructional feedback, using data to improve instruction, working systemically, and monitoring the organization for continuous improvement.

I have sought Dan's advice on numerous occasions. One can rely on him to be thoughtful and provide honest input. His breadth of knowledge and depth of experience has also made him a good sounding board for the other members of the Core Team.

One will often find Dan working in his office on weekends or responding to requests for support from principals long after the day has ended. Our principals trust him and know that they can go to him with any problem. On top of all that, Dan is charismatic and friendly. He will immediately raise the level of professionalism and teamwork of any organization of which he is a part. It is with great pleasure that I recommend him to you.

Sincerely,

F. Mike Miles
Superintendent

Office of the Superintendent

1060 Harrison Road • Colorado Springs, CO 80906 • tel (719) 579-2000 • fax (719) 579-2014 • www.hsd2.org



SCHOOL DISTRICT TWO
HARRISON

*Character Through Diversity,
Challenge & Accomplishment*

November 21, 2011

To Whom It May Concern:

It is my distinct privilege to write this letter of professional reference and recommendation for Dan Snowberger. I have had the opportunity to work with Dan for the last five years in our roles as Assistant Superintendents with Harrison School District Two. Dan has been instrumental in helping to achieve a working environment between Support Services and Instruction that is focused on students, community and staff.

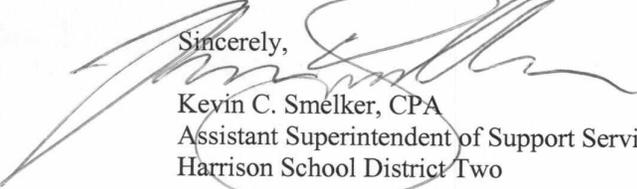
Dan is a unique individual that is skilled in many different areas. He has the technical skills to address issues that arise with instructional business, grants, budgeting and staffing and the instruction expertise and knowledge that Principals rely on to improve student achievement. Dan has the organizational skills to arrange a team of people to address a problem and the people skills to direct those individuals to a solution. Dan has the ability to take a conceptual idea and turn it in to reality. He accomplishes this by using his excellent people skills to motivate and direct people to activities focused on solutions.

Dan's ability to handle responsibility and coordinate multiple tasks efficiently and completely is well documented. He has been a team player in every aspect both at the local and state level. Dan is well respected by his peers in his district and Colorado Department of Education, He is often called upon often to be a participant or a leader in a team looking for solutions to problems. Dan's technical expertise, organizational and people skills, and ability to function as a high-level team member have been invaluable to Harrison School District Two.

Dan has represented Harrison School District Two in a very professional manner in all of his interactions with the K-12 educational community. He has a high level of integrity and demonstrates leadership in his roles and responsibilities. Dan has demonstrated loyalty to Harrison School District Two and its educational objectives by always looking for more efficient and effective ways to conduct our business without distracting from our mission.

I will always be grateful for having the opportunity of serving on the same team as Dan Snowberger. He has contributed to many of the successes that I have been fortunate to be associated with. I would strongly encourage any organization looking for the above mentioned qualities give Dan Snowberger consideration for employment. Please do not hesitate to contact me if further information is needed.

Sincerely,



Kevin C. Smelker, CPA
Assistant Superintendent of Support Services
Harrison School District Two

Finance Center



SCHOOL DISTRICT TWO
HARRISON

*Character Through Diversity,
Challenge & Accomplishment*

November 22, 2011

To Whom It May Concern:

It is my privilege to write this letter of recommendation for Mr. Daniel Snowberger, whom I highly recommend for any leadership position for which he may be considered. I have worked with Mr. Snowberger since July 2007 when he was hired as the Director of Learning Services at Harrison School District Two. Mr. Snowberger has demonstrated impressive knowledge and vision, as is evident by the promotion he earned to his current position in the district -- Assistant Superintendent of School Supervision and Leadership (SSL).

Mr. Snowberger's communication skills are exceptional. His presentations are clear, concise, and effectively informative. Although I have worked with several department leaders in the past, I have rarely seen a leader who puts so much effort into keeping his peers and fellow administrators "in the loop" on such a consistent basis. This steady stream of communication has been invaluable during a time in which the district has been undergoing a significant amount of change.

Mr. Snowberger is a visible, accessible, and positive administrator who encourages subordinates and peers alike. He is dedicated to identifying areas of growth for his staff and to providing the resources they need to reach their goals. In addition to overseeing the entire SSL staff, Mr. Snowberger is charged with being the evaluator of eight principals in the district. This responsibility includes making frequent visits to those schools and spending a significant amount of time coaching, mentoring and supporting these principals. And yet, even with this added responsibility, Mr. Snowberger still maintains an approachable demeanor – he never seems rushed or too busy to talk.

I have personally seen Mr. Snowberger prove himself to be an asset to this district many times. During meetings in which budget cuts are the main topic, he is the person who looks for solutions "outside of the box." Recently, when a decision was made to cancel classes for the day, Mr. Snowberger's immediate response was to contact the district's afterschool partners to organize options for parents. His creativity and proactive approach are just a few examples of the qualities and skills that make him such an effective leader.

It has been a pleasure to work alongside Mr. Snowberger, I have no doubt that his career in the education field is going to continue to be marked by outstanding service and inspiring leadership. If you have any questions, please do not hesitate to contact me.

Sincerely,

Delores T. Mullins
Assistant Superintendent, Human Resources

Human Resources



Widefield School District 3
Department of Technology
Keith Mann, Director

930 Leta Drive
Colorado Springs, CO 80911
(719) 391-3023

January 31, 2012

Dear Superintendent Selection Committee,

I am writing this letter to enthusiastically commend Dan Snowberger to you for your next Superintendent. I worked with Dan Snowberger in the Harrison School District for nearly five years while I was the Director of Technology there. Dan has a clear understanding of what is needed for a school District to reach the achievement goals that are demanded of school in this decade and the next. Along with that understanding, Dan has a natural vision for how to "leverage the learning sciences and modern technology to create engaging, relevant, and personalized learning experiences for all learners that mirror students' daily lives and the reality of their futures (NETP)".

As the Director of Technology it was a pleasure to work with Dan as he was consistently collaborative and timely in his approach to influencing the instructional program in the District with 21st Learning tools and thinking. Dan's initiative and leadership resulted in several major 21st Century implementations were well aligned with the Districts action plan and vision. Dan piloted the use of IPADs with his staff for doing observations and worked closely with Technology to ensure a technically sound roll out. Dan's project made the way for IPADs to be chosen as the tool used for student assessments in Harrison's secondary schools. Additionally, Dan's vision for providing data to inform instructional practices helped drive the effort to develop tools that are influencing learning today in the Harrison School District.

Most importantly however, is that Dan understands everything that is involved in raising student achievement and in effectively implementing HB 191 in the state of Colorado. For many District leaders today this legislation represents a great unknown and uncharted territory. Dan Snowberger is well acquainted with this legislation and has been an integral part of seeing a very thorough going implementation of all that HB 191 will represent.

While many leaders will still be grappling with how to respond to what the next decade will require of k-12 learners and teachers, Dan is seasoned with experience in all aspects of modern learning and teaching.

If you have any questions regarding Mr. Snowberger's integrity, ability or qualifications, please do not hesitate to contact me.

Sincerely,

Keith Mann
Director of Technology and Information Systems
(719) 391-3021



**Community Partnership
for Child Development**

January, 2012

To Whom It May Concern,

The purpose of this letter is to introduce you to Dan Snowberger as an excellent leader, collaborator, problem-solver and communicator, and someone who is passionate about the education and well-being of children.

I am the CEO of Community Partnership for Child Development (CPCD), a private non-profit with a mission of preparing young children for success in school and list in El Paso County, Colorado (www.cpcdheadstart.org). We are currently serving more than 1,900 children pre-natal to age five in a comprehensive early childhood and family program, including Head Start. We are partnering with six school districts in El Paso County, with our largest partner being that of Harrison School District 2 where Dan has worked for the past five years. Our relationship is contractual in that the District contracts with CPCD to serve children with special needs and those in the state-funded preschool program. We are also provided with donated space in all of the elementary schools in HSD2.

In my almost ten years as the CEO of CPCD, I have found that effective partnerships with school districts can be very difficult. Sometimes missions and organizational cultures simply clash, and we are often in competition for both staff and funds. I have found Harrison School District 2 to be the exception however, largely due to Dan. Not only does he understand the importance of educating children from birth (particularly those living in poverty or who have special needs), but he is a problem-solver. We have developed and introduced several innovations in early education in HSD2 over the past five years and most have flourished because Dan championed them within the district. Like CPCD, Dan is committed to continuous improvement and obtaining great outcomes for children and will find a way to work with anyone who shares that commitment. In fact, I have never had a response of, "We can't do that" from Dan, when he was presented with a new idea. That may ultimately be the response, but only after every option has been explored.

I have also been in meetings when Dan has negotiated with some principals in the District who simply weren't supportive of having preschool classrooms in their buildings. By the end of the meeting, Dan was successful in reminding principals exactly why preschool is important and the benefit to the K-Grade 5 teachers in future school success for their children. He always surfaced exactly what the issues were behind their lack of support and we always walked away from those meetings with a way forward that benefited children and families, and was a win-win for both CPCD and the principals.

January 2012
Page 2

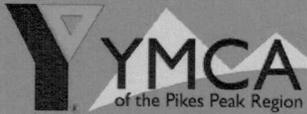
Dan is an excellent leader, his ethics are above reproach, he is able to see all sides of a situation, and is not afraid to take on a controversial issue and negotiate a solution. Should he be chosen for a position outside of El Paso County, we will be very sad to have lost him but our loss will be other children's gain.

Should you wish to speak further with me, I am happy to do so. I can be reached at 719-884-1410 or nlandistyson@cpcd.org.

Sincerely,

A handwritten signature in cursive script that reads "Noreen Landis-Tyson".

Noreen Landis-Tyson
President and CEO
Community Partnership for Child Development



May 20, 2011

To whom it may concern,

I first met Dan Snowberger in the spring of 2008 when we were invited to a meeting with civic and educationally minded community leaders. At this meeting, we were asked if we thought it was possible to provide an exceptional summer enrichment program that would support students in literacy and math. Not only was this program a collaboration between Harrison School District 2 and our YMCA, measured by the wonderful outcome of the student's success, but I found Dan Snowberger to be an outstanding community leader. His passion and commitment for all that he is involved with, has been refreshing.

Dan's competencies are many. He is truly a visionary leader who is completely committed to the support needed for the success of every student. He values his teachers and staff alike, has exceptionally strong organizational skills, communication skills (both verbal and written) and is compassionate. I have observed how Dan's principals and teachers alike, appreciate him and strive to do their best work not only for the students, but to follow Dan's lead.

Dan has made our collaborative effort between our YMCA and the school district "effortless". He is truly selfless and totally committed to providing leadership that is strong and caring. Dan is always mindful that student success is the only goal that really matters and he recognizes that this is best accomplished by supporting his staff team and by building strong, supportive community collaborations.

There is no question that Dan Snowberger has the leadership skills, focus, determination, and passion to lead a school district. I strongly urge you to consider Dan Snowberger as your next Superintendent. I say this knowing that I will be losing one of the best leaders I have worked with in my thirty years of professional community collaboration.

Sincerely,

A handwritten signature in cursive script that reads 'Annette King'.

Annette King, Executive Director
Southeast Armed Services YMCA
2190 Jet Wing Drive
Colorado Springs, CO 80916
(719) 622-3551
aking@ppymca.org



January 30, 2012

To Whom It May Concern:

This serves as a letter of recommendation for Dan Snowberger. It is my honor to recommend Mr. Snowberger for any leadership position for which he might be considered. I have known him since July, 2005 when I became his administrative supervisor in the Douglas County School District RE1, Colorado.

Mr. Snowberger served in the capacity of Regional Director for Instructional Support Services. In this capacity, Dan was responsible for ensuring excellence in student achievement by providing high quality leadership through direct support to schools and families. He supervised the effective implementation of programs in Special Education, ESL, Gifted & Talented, Early Childhood Education, Literacy, Alternative Education, Mental Health and 504.

Mr. Snowberger demonstrated outstanding talents in both the administrative and managerial spheres. He is an effective communicator and problem solver as evidenced by his collaboration and negotiation with district staff and parents on issues related to providing high quality services to students. He coordinated departmental and district wide projects involving participants from varying levels of the organization, including the necessary staff development. Mr. Snowberger's expertise on issues related to federal and state regulations and local policy compliance were an invaluable resource to the department and the district.

In his capacity as Regional Director, Mr. Snowberger served on a variety of district wide committees. He was responsible for establishing a district wide Special Education Parent Advisory Council to ensure that parent and community voices are heard. Additionally, Mr. Snowberger was instrumental in designing and implementing the first district wide Parent Forum- *Families and Schools: Active Partners*- that showcased the variety of resources and expertise available to parents.

Mr. Snowberger has distinguished himself as a superb leader and consummate professional as he has moved to positions of increasing responsibility. His competence, compassion, commitment to quality education and student achievement is exemplary.

I am impressed by Mr. Snowberger and recommend him without hesitation. I am confident that he will provide the same level of service and commitment to your organization that he provided to the Douglas County School District.

If you have any questions or wish to speak further, please feel free to contact me at 303 387-0075 or Carolyn.Jeffersonjenkins@dcsdk12.org.

Sincerely,

A handwritten signature in black ink that reads "Carolyn Jefferson-Jenkins". The signature is written in a cursive style with a large, prominent 'C' and 'J'.

Carolyn Jefferson-Jenkins, Ph.D.
Chief Academic Officer

Legal Services

Darci Mohr, Staff Counsel
John Stanek, Associate Staff Counsel

January 9, 2007

Ladies and Gentlemen:

It is an honor and privilege to write this letter of reference for Mr. Dan Snowberger. I strongly recommend him for any leadership position for which he applies with great enthusiasm. I have known Dan for approximately five years. I worked with Dan for three years when he served as a building principal at Bear Canyon Elementary, and then had the honor working with him as a collegial regional director of Instructional Support Services of Douglas County School District. Throughout this time I have been awed by the quality of his work and his drive to provide nothing but educational excellence, rigorous and sound thinking, interpersonal compassion and dignity, and persevering and enlivening leadership. I've continue to follow his work even after departing the District in June 2006.

Over this time Dan's principled leadership, strong and efficient management, love of people, passion for student learning and accomplishment, and thoughtful reasoning consistently emerge as qualities that add great value to a school district fortunate enough to have him as a leader. He and I have navigated through some of the most challenging issues possible in special education, education of gifted learners and the education of students whose primary language is other than English. Consistent throughout these experiences, Dan's leadership, personal attributes and legal and researched-based knowledge and reasoning shine and inspire great work and even greater results throughout a school, department and region.

Dan's leadership begins and ends with the values and principles that honor the dignity of all students, all teachers, all principals, and all parents. These values are supported through efficient systems and resources that facilitate and celebrate the contributions that these people add to a school and a collection of schools. He is a system-thinker who fosters and inspires each member of a group with whom he works to operate together as a whole team toward a common purpose with an understanding of the impact that one has on the whole. He operates with integrity to his word to the point that what he says is not left alone until it is fulfilled through dependable follow-through and persistent action. He serves those that he leads with pure and humble excellence, patience, and care. For example, Dan has been instrumental in establishing a parent advisory council for our department of Douglas County School District. Even after leaving the District, Dan remained a vital part of the formation and operation of this council during this past year. During his time as a Regional Director, he rapidly forged a trusting relationship with parents, staff and fellow educational leaders in a region of over 20 schools, 40 building administrators, two directors of schools and 14,000 students with diverse and complex educational needs.

Generally, Dan uses established and varied methods of management that inform himself and others with whom he works of both the elements of instruction and curriculum deployed in his schools and region that are providing value to student learning and those elements that may need to be changed, that when changed, will accelerate student performance for all students. His management techniques use well-established methods of continuous improvement and efficient measures and processes that align with his leadership and vision and are driven by

facts but influenced by his genuine love of people and his value of the voice that others add to managing a high-performing set of schools to achieve remarkable results. For example, although he will deflect credit due to his humility and belief in the capacity of others, I am convinced that the recent upward significant movements of the academic scores at Bear Canyon are a direct result of his thoughtful stewardship, foresight, and application of sound principles of literacy, numeracy and measurement school-wide at Bear Canyon as well as the sustainability of his work.

Dan exudes a sense of kindness and welcome to whomever he meets. For either parents expressing educational concerns or a colleague working on a common project, he is the first to welcome you, introduce himself, and provide a broad, assuring smile and a light-hearted comment that sets one at ease. He listens with heart, questions without being intrusive and directs without being demanding. To work with Dan is truly an enlivening and assuring experience.

Most of all, Dan is an educational leader that is committed to only the most effective, researched-based practices and has a passion for having all students in his region and school district learn and learn well. He has a well-reasoned, varied, and knowledgeable approach to literacy and mathematics in the classroom. He assures by his relationship-driven leadership and management that only the best practices of instruction and an aligned yet differentiated curriculum are deployed and that this curricula and instruction occur in a manner in every classroom that is self-sustaining and contagious. He also includes all teachers and educational leaders in educational training and assures the use of effective literacy and numeracy instructional practices for all students including students with even the most impacting of disabilities. For example, he researches, welcomes and deploys even the most challenging of programming for students with even the most impacting of disabilities.

I truly encourage you to give strong consideration to Dan Snowberger for a leadership position in your organization. I assure you that he will represent your school district and community well. His principled leadership, rigorous and thoughtful management, belief in people, and extreme knowledge and deployment of sound educational practices including special education, education of gifted learners and students with language differences, will surely result in your region and school district being a great place to learn for all students, an inspiring place to work for all school administrators and teachers, and a proud district to support as parents.

Sincerely,



John Stanek
Associate Legal Counsel

Letters of Reference

***Current
School Administrators***



SCHOOL DISTRICT TWO
HARRISON

Character Through Diversity, Challenge & Accomplishment

February 9, 2012

To Whom It May Concern:

It is an honor to write a letter of recommendation for Dan Snowberger. I have known Dan for five years and can honestly say that my success has been because he is an inspirational leader, sense maker, and advocate for our students and schools. He has also been one of the key architects in placing Harrison School District 2 on the state and national educational map. His ability to connect with everyone on a personal and professional basis is the reason so many staff members have embraced the transformative changes we have endured over the last five years. Without his vision for excellence, clarity, and unwavering commitment to serving the principals, teachers, and students our transformation would have never happened.

Dan knows that instruction is the key to student academic achievement and over the last five years, he has put together staff development programs that focus on key leverage points for success. The Literacy Academy is one program that has been extremely successful. The purpose of the Literacy Academy is to ensure that all new teachers to our district have the training and mentors they need to be successful in their first year. New teachers receive training in writing lesson objectives and demonstrations of learning. They also paired up with distinguished teachers for three weeks to learn how to remediate students who are deficient in reading. The academy is the groundwork that makes our new teachers successful. They are able to hit the ground running and never have to look back.

Harrison School District Two has an evaluation process that is more rigorous than any other in the state, let alone the nation. Dan has made sense of the teacher and administrator evaluation system by providing training during and after working hours. Many of our teachers and administrators appreciate his ability to unpack the evaluation tool. During the trainings, Dan would always provide relevant examples and actual data to get everyone working with the rubric so they can understand it. A common thread at each of these sessions has been that he is able to make the most complex evaluation system seem simple. That's what makes Dan stand out! He is the type of leader that doesn't get bogged down in trying to make things complex. He looks for simple and elegant solutions.

1 of 2

Monterey Elementary School

2311 Monterey Road • Colorado Springs, Colorado 80910-1273 • Tel 719-579-2170 • Fax 719-579-2954 • www.harrison.k12.co.us

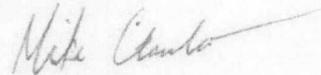
Dan has done so much to transform our district, improve morale, and entrench teachers and administrators in a student-first philosophy. The most important aspect of his leadership is his ability to connect great instruction and student achievement. Dan didn't just talk about improving student achievement; he made sure it was happening. An example of how he did this was by transforming the philosophy around summer school. It went from a perfunctory habit, to a data driven, outcome based, and student centered program. Once the shift was made, we hired teachers who were proficient, not teachers who always taught summer school, so that our students were receiving great instruction. Progress monitoring became purposeful; student data became the first thing we talked about and then began looking at interventions to make sure students were learning! Summer school finally served children, not adults and it is still that way today.

I can go on and on about Dan's leadership, but I would need a ream of paper to do so. Here's what we appreciate the most about Dan: He does not overreact when presented with disparaging information, doesn't let peripheral issues cloud his decisions, and doesn't get sidetracked. His focus allows him to stay on course.

Finally, he is also a very open and honest person who provides sound solutions day in and day out. He is thoughtful with his words and actions. Time and time again, he has proven to be approachable, steady, and flexible. Dan's leadership is what makes our district great. No one will be able to fill the void when he leaves.

Dan would make an incredible superintendent! He would make an average district excellent, a great district; phenomenal! Yes, he is that awesome! If you have any questions, please call me at 579-2170.

Sincerely,



Mike Claudio
Principal
Monterey Elementary



January 28, 2012

To Whom It May Concern:

It is an honor to recommend Mr. Dan Snowberger for a Superintendent position in your school district. In my role as a building Principal, I have worked closely with Mr. Snowberger over the past three years as he is my supervisor as an Assistant Superintendent of Schools. Having worked in various school districts throughout the states of Minnesota, California, and Colorado, I can honestly say I have never worked with someone more passionate about doing what is best for kids and more supportive to those he supervises.

As a new Principal to the Harrison School District three years ago, Dan has helped me navigate through the school district with ease all the time allowing the focus to be on student achievement. Forming a trusting relationship with Mr. Snowberger allowed me to focus on being an instructional leader in my school focused on student achievement. I can always count on Dan to "have my back" as long as decisions are based on what is best for students. In Harrison School District 2, he has been there to help Principals and teachers with sense-making. In the excitement of my school receiving the Blue Ribbon Award for student achievement, I was quick to acknowledge that Mr. Snowberger had a large role in this success.

Within the Harrison School District, Mr. Snowberger is seen as THE go-to guy. If Principals in the district have questions, concerns or doubts about anything, we call Dan. Mr. Snowberger has developed a division of School Supervision and Leadership that works to support schools. His creation of the department extends beyond an organizational chart and into schools and classrooms. He ensures instructional coaches and special education staff work to support schools in their pursuit of excellence. Most recently, he has been instrumental in developing a triad model within the district to allow for centralized special education support and teams of schools. Even with all this on his plate, Dan can be counted on to answer his phone or email immediately to help an administrator in need. Every time I have ever had a question or concern, Mr. Snowberger immediately responded and the outcome was always better due to his input or intervention.

Education is in desperate need of quality leaders. High stakes testing and the federal mandates of the No Child Left Behind Act have left school districts scrambling for solutions on how to close the achievement gap. One of the first solutions necessary to close the achievement gap is to arm our staffs with leaders who are not only instructional leaders, but who also possess the skills that empower and inspire staff members to be the best they can be. Mr. Dan Snowberger is one such leader. He is one of the most committed and passionate educators I have ever worked with.

It is Dan's desire to serve his community school district. His ability to seek and find the opportunity within what most would see as challenges is unparalleled. Mr. Snowberger possesses a belief system that every child can and will learn if given access to an equitable and rigorous education. Because of his instructional expertise, Dan is able to immediately diagnose the instructional and academic gaps within a school. He also knows and understands the moral responsibility of leaders to provide supports when these gaps are first diagnosed. His knowledge of research based instruction and intervention allows him to assist administrators and teachers by providing them with the explicit strategies necessary to address academic deficiencies. Our districts need instructional leaders and Mr. Snowberger is one of the finest instructional leaders that I have ever worked with.

Mr. Snowberger is a strong leader who knows what it takes to make people want to work hard. His actions inspire others to strive to be the best they can be. He cares immensely for every member of his team. He works hard to ensure his staff and administrators have everything they need to be successful in their roles. Mr. Snowberger provides ongoing mentorship and coaching, he continually communicates a clear message, and his integrity has earned the respect and trust of educators throughout the entire district.

Finally, I have to speak to Mr. Snowberger's work ethic. His commitment to the work and mission of the district is his priority. He is passionate about his job and he has a level of urgency that fuels his fire. Mr. Snowberger is truly amazing in every aspect of his role. Any district would be fortunate to have him join their leadership team. Please call if I can further assist you in your decision to hire Mr. Dan Snowberger, an administrator *dedicated* to making a difference.

Sincerely,

Wendy Birhanzel

Dr. Wendy Birhanzel, Principal

Centennial Elementary School

1860 S. Chelton Rd. • Colorado Springs, CO 80910 • tel 719-579-2155/56 • fax 719-380-1476

<http://centennial.hsd2.org>



SCHOOL DISTRICT TWO
HARRISON

*Character Through Diversity,
Challenge & Accomplishment*

February 6, 2012

To Whom It May Concern:

It is a pleasure that I write this letter of recommendation for Mr. Dan Snowberger. I have known him for three years and during this time I have seen his dedication, leadership and passion for supporting the growth of all students and staff within our district. I know Dan to be a focused, supportive, competent goal oriented leader that will do whatever it takes to help all students succeed!

Mr. Snowberger possesses much strength that makes him outstanding in his current role as Assistant Superintendent of School Supervision and Leadership and that will enable him to be highly effective in any leadership role. First and foremost, Dan is a leader with high expectations of himself and those with whom he works. He strives for excellence in everything he does and encourages those he works with to do the same. Dan has a vision and focus of what an exemplary school district looks like and is collaborative in his approach to reach that goal.

Dan has excellent interpersonal skills. He is proactive in his approach and works to solve problems as they arise. He builds positive relationships with principals, teachers, staff, and parents and therefore they trust his decision-making. Dan knows how to coach principals to do their best work, keeping urgency on student achievement, but also providing perspective when needed. Mr. Snowberger is an effective communicator as his communication style is very straightforward, honest and timely.

Mr. Snowberger is a tremendous instructional leader. He spends many hours in classrooms coaching both teachers and principals around first good instruction. He recognizes that principals are at different places and he differentiates his coaching and support based on each person's needs. His extensive knowledge around curriculum, assessment, and instruction enables him to support all principals. Dan knows what high quality instruction looks like and is an outstanding evaluator, coach and mentor.

Dan works with all departments within our district and must be detail oriented and organized to support and coordinate the functioning of each team. He takes the time to learn the departments and their needs in order to work with the superintendent to ensure quality teams across the district at both at the school and district level.

Mr. Snowberger is an exceptional leader within our community and I highly recommend him as a visionary leader. In all my years in education, I have not worked with someone of this caliber who has extensive knowledge, strong interpersonal skills and effective communication! I feel you'll find no stronger candidate than Mr. Snowberger. If I can provide additional information in support of Dan's candidacy, please contact me at 579-3763.

Sincerely,

Tacy Killingsworth
Principal
Sand Creek Elementary



SCHOOL DISTRICT TWO
HARRISON

*Character Through Diversity,
Challenge & Accomplishment*

Soaring Eagles Elementary School

4710 Harrier Ridge Drive
Colorado Springs, CO 80916

Kelli O'Neil, Principal
Jennifer Locke, Assistant Principal
Kim Easdon, Assistant Principal
<http://soaringeagles.hsd2.org/>

February 9, 2012

To Whom It May Concern:

Is your School District facing rapid change and at the same time gearing up to meet new state and Federal requirements? If so, it is imperative that you seek executive leadership that has highly developed skill sets in; curriculum and instruction, educational leadership, organizational change and most importantly- inspiring leadership

Every once in awhile I am asked to write a recommendation that makes my gut hurt and tugs at my heart. I am not sure it is possible to replace the broad skill set and proven track record that Dan Snowberger possesses. Dan has been instrumental in helping Harrison, become a nationally recognized "turn around" District.

It is not enough to desire and will your District to improve, but the change must be intentional and prescriptive. Dan has led initiatives that have directly impacted our Districts unprecedented growth in CSAP scores. Dan oversaw the District implementation of the RTI process. Progress monitoring, tiered interventions, data analyses and formalized data meetings all were implemented under his leadership. Our ELL program needed a total facelift due to state sanctions. Under Dan's leadership the department and philosophy has totally changed and again paid off in drastically reducing the minority gap. Special Education, the once ugly step child of our District, has also been reorganized into clusters determined by location. Each cluster serves a broad spectrum of services supported by highly qualified staff to maximize resources in hard budget times.

As the Assistant Superintendent of School Supervision and Leadership, Dan was directly responsible for the growth and development of school administrators. Each day he could be found observing instruction and helping principals formulate game plans to improve instructional practices and align staff development. He conducted Systemic Coaching Cycle reviews to give feedback in three critical areas 1. Philosophy 2. Implementation and 3. Processes.

One of the greatest initiatives our District has tackled has been the implementation of a new evaluation system that is tied to a pay for performance. I cannot imagine a more controversial change for any District to work its way through. Dan has been an instrumental as each step in the process has been rolled out. I have been awestruck at the high level of communication, guidance and support both teachers and administrators were given. Within six months every classroom teacher was evaluated under the new system and placed according t the new scale.

Our District has been in a whirlwind of change. There have been times when I wondered as a leader how I manage it all. I can unequivocally tell you it is due to the high level of support Dan has given to me. He has inspired me to be the best, given me the tools to ensure success and gave me guidance when my path was not clear. I can't think of a single elementary principal that would not echo the sentiments I have shared above.

In the last three years Dan has earned my respect for being an effective leader who is truly committed to helping the District reach its potential. He believes all teachers and students, regardless of their ability level, deserve quality learning experiences. I would follow Dan anytime and anywhere! This should be a testimony to his leadership abilities. If I can be of further assistance, don't hesitate to call 719-540-4001.

Sincerely,

Kelli O'Neil

Kelli O'Neil
Principal

2009 National Blue Ribbon School
2011 Title 1 School of the Year Award



Panorama Middle School



2145 S. CHELTON RD.
COLORADO SPRINGS, CO 80916
OFFICE: 719-579-3220 FAX: 719-579-2756

January 27, 2012

Ladies & Gentlemen:

It is both a pleasure and an honor to write a letter of recommendation for Mr. Dan Snowberger, an outstanding leader in the field of education.

I have had the opportunity to work with and for Mr. Snowberger in various capacities. As his coordinator I witnessed and learned from his outstanding and effective leadership skills. As an Assistant Principal I benefited from his expertise and support of our mission of increasing student achievement for all students. As principal of Panorama, he supported me in a significant turn-around in student performance and change in culture both within Panorama and our broader community. Mr. Snowberger is an outspoken advocate for education and is tireless in his efforts to ensure that schools are well equipped with the necessary resources to nurture and educate every child.

Mr. Snowberger has been instrumental in the development of the pay for performance program recently adopted at Harrison School District. Pay for performance is fraught with controversy and Mr. Snowberger was tireless in his efforts to educate and illuminate the positives associated with this program. He worked with all stakeholders to develop a program that was research based and understood by all parties. Mr. Snowberger created a collaborative process that allowed folks to work through the complications and challenges associated with implementing an unduplicated program. His leadership and vision brought about the successful implementation of the program and eliminated many pitfalls anticipated by all stakeholders. Harrison's pay for performance program is only one example of the successful accomplishments attributed to the leadership of Mr. Snowberger. He has established himself as an extremely capable, effective educational leader. He developed and implemented a comprehensive and integrated system of intervention programs designed to meet student needs. This systemic programming minimized the use of resources while maximizing the achievement potential to all students.

During the five years Mr. Snowberger has been at Harrison, the district has experienced unprecedented growth. While this accomplishment requires work from many individuals it is only possible with the guidance and vision of great leaders. Mr. Snowberger is one of those great leaders. He is deeply respected and valued by all stakeholders. He has established himself as a trusted and valued leader of Harrison. He can be counted on to provide honest and fair answers when asked difficult questions. Often times he is seen as the sense maker for the district as we tread deeper into uncharted waters.

While I would prefer he remain in our District, I respect his desire to lead another District as Superintendent. I strongly endorse Mr. Snowberger in his quest and know that his loss will certainly be your District's gain. He demonstrates expertise, knowledge and leadership; he is a highly respected leader and an outstanding educator. If given the opportunity Mr. Snowberger will prove to be a valuable leader and an asset to your district.

If I can be of further assistance, please do not hesitate to contact me.

Sincerely

Chettina Hackett
Principal

SCHOOL DISTRICT TWO
HARRISON
Character Through Diversity, Challenge & Accomplishment





SCHOOL DISTRICT TWO
HARRISON

Character Through Diversity, Challenge & Accomplishment



May 10, 2012

Ladies and Gentlemen:

It is with great pleasure that I write this letter of recommendation for Mr. Dan Snowberger, Assistant Superintendent for School Supervision & Leadership. I have worked with Dan for the past four years in various capacities – both as a colleague and eventually as my supervisor. Dan and I both worked at the central office together when I held the position of Executive Director of Secondary Education. In July 2010, I assumed the role as Principal of Sierra High School. I've come to know him as a person of high integrity and great knowledge in the K-12 arena. His focus on excellence is second to none.

During the past four years, I've had the opportunity to watch Dan as he became a critical cog in the transformation of the Harrison School District. Prior to the arrival of the current leadership team in Harrison, the district had been one of the lowest performing districts in the state. The district is highly diverse and has a high level of poverty. Poor performance was often excused as a result of demographic factors. Dan's first task in the district was to create a Response to Intervention System whereby student progress could be closely monitored and effective intervention practices applied to advance the learning of all students. Dan's belief in the ability of every child - regardless of ability, disability, or stage of language acquisition - helped to change the culture. The system created under his leadership is still used today to ensure growth and achievement as further reforms are implemented.

As a high school principal, it was reassuring to know that Dan brought a perspective as a school leader. During his tenure as Executive Director and Assistant Superintendent, the district was faced with significant budget cuts amounting to significant cuts during the last four years. Dan always advocated for the needs of students and ensured that critical programs were maintained and necessary innovations funded, even in tough budget times. Despite his strong elementary education background, Dan brings to the table a clear understanding of secondary schools, effective instructional practices, and strategies to improve achievement and prepare students effectively for their post-secondary options. I've greatly benefited from Dan's coaching and guidance in my current role. During my time at Sierra, Dan maintained high visibility in my building visiting classrooms, being present at extracurricular activities, attending sporting events, and attending parent meetings held at my school.

Few educational leaders have the abilities that Dan possesses. His motto is "Lead, Inspire, and Serve" and it shows in his actions on a daily basis. Harrison has been able to achieve great gains in student performance, close critical achievement gaps, and greatly improve the quality instruction in all 21 schools across the District. Dan's exceptional leadership, knowledge and expertise were major reason for these achievements in the Harrison School District.

While Dan's departure from Harrison would be a huge loss to our community, he is clearly ready to assume the role of Superintendent. His background will serve any district well and the collaborative culture he builds will truly result in a culture of excellence.

Sincerely,

Laura Galido
Principal

Sierra High School

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SEMINOLE COUNTY SCHOOL DISTRICT

Please identify what your immediate and futuristic vision is for Seminole County Public Schools, and identify what proactive and systematic strategies will be taken to accomplish this vision while maintaining the school district's commitment to excellence, equity and high academic expectations. Additionally, your response should speak to how you will address and overcome current/future budgetary challenges during these times of economic shifts while maximizing available financial resources to ensure effective operations with fiscal accountability.

Seminole County Schools has a long history of excellence. It has maintained this performance in the face of some difficult circumstances during the past few years. To maintain this momentum, it will be important to engage stakeholders in a process of outlining a strategic plan capturing the values and expectations of the community. This plan must become a guiding light and must drive future budget decisions. It should also determine what "success" looks like through clear "indicators of success." This plan - used by the Board, District administration, and schools - will ensure effort and focus toward common goals. Within the first six months as Superintendent, I would lead SCPS in establishing a clear strategic plan for the future, both for the short term and long term future.

More specifically on a long term vision, the district must be ready to place each and every school in a position to be competitive and achieve quality outcomes that will meet the needs of families and lead to their continued enrollment. With a move in Florida toward greater school choice and the possible inclusion of private options, SCPS should not fear but prepare for the opportunity to attract students and provide a service to children that is second to none. Seminole County has done a nice job in creating schools that do attract students from outside of their geographical area under the prior Consent Decree. These experiences clearly can help in addressing the expansion of school choice in all schools across SCPS.

To maintain the commitment to educational excellence, I believe the district must continue its focus on curriculum and instruction. The school district must clearly outline the guaranteed and viable curriculum at every grade level and within every course. The needs of our students today are very different than the needs of students from the past. The curriculum must embed 21st century skills outlined in the National Common Core. There can be no excuses for students who may come from different backgrounds, have learning disabilities, or enter behind grade level. The development of clear curriculum maps will help teachers across the district ensure all students have the opportunity to master a common set of skills. It also allows the district to develop and provide progress monitoring tools that can assist schools in tracking student performance that allow necessary adjustments in instruction along the way. As a result, achievement gaps within subgroups can become non-existent in the future. It will also allow students who are highly-able or gifted demonstrate mastery of content and advance when appropriate with a greater degree of certainty. Taking this critical next step will help prepare SCPS to maintain and exceed its past excellence in student accomplishments and achievements.

Dan Snowberger – Candidate for Superintendent of Schools – 2/27/2012

As financial challenges increase in the future and the district faces the possibility of further declining enrollment, I believe a shift in financial strategy is necessary. The budget must be decentralized. There are critical services the district must provide to meet its obligations to the community while ensuring excellence is the norm. The district must identify the appropriate portion of resources necessary to provide supports to our schools, while channeling funding to schools in a site based formula and let principals and School Advisory Councils make important decisions about the instructional program within their school. As schools change in population, the individual communities can determine the scope of programs they wish to offer and be accountable for expected outcomes identified by the district. This allows a transparent process whereby the district is in partnership with schools and the community in making sound fiscal decisions.