

*St. George, Kristen*

January 2019

Dear Dr. McFall:

The possibility of returning to the Primary School to provide leadership for a faculty and staff committed to creating safe, nurturing learning experiences for children to thrive and grow is humbling. It is my privilege to submit an application for position of Principal at Hanscom Primary School and I ask for your consideration.

As Interim Principal, I worked to strengthen and grow a culture of collaboration through shared leadership and responsibility for student growth. Together we provided a dynamic curriculum through skillful teaching and developing a strong sense of community and belonging for students and their families. Teachers were provided supportive and safe structures to share concerns around student growth or questions of practice. This culture of safe, collaborative problem solving allowed for the implementation of targeted academic intervention and progress monitoring in mathematics and reading; a hallmark of our work. I led faculty in the development and implementation of student centered, responsive structures for supporting pro-social behavior and providing for social emotional learning through explicit instruction, infusion of curriculum, and classroom practices.

Although Hanscom Schools are amidst unexpected change, the opening of a new school and the possibilities for innovative and creative learning experiences for children and adults are opportunities to celebrate. These opportunities remind us of our shared goals and responsibility for every child, strengthen our commitment to one another, and provide renewed energy to sustain us while facing the challenges that are a natural part of change. Returning to the Primary School is not about going back to where I left off but about being thoughtful and strategic in understanding where they are now and drawing upon the collective strengths of the school community to move forward.

When my interim role at Hanscom ended I became Principal of the Lincoln Elementary School in Melrose. While my work at Lincoln is challenging and important the deep commitment and sense of fit I had at HAFB still holds true for me. At Lincoln my charge has been to immediately establish a safe environment for students and adults while developing the systems and structures that support our PBIS model, and promote the capacity of the faculty and staff for shared leadership and responsibility for student growth. I have been thoughtful and strategic in first understanding the culture and needs of the school community and then focused on gathering available resources to begin collaborative problem solving.

I welcome an opportunity to meet with your committee to further highlight my work of the past year and how this experience has strengthened and grown my own practice. I look forward to hearing from you.

Best regards,

Kristen St. George

## **Kristen St. George**

Assistant Superintendent/Superintendent – all levels  
Principal/Assistant Principal – Pre-K-6 and 5-9  
Elementary – 1-6

### **Education:**

Fitchburg State College University of Massachusetts, Boston  
Master of Education, 1998 Bachelor of Science - Elementary Education, 1992  
Educational Leadership and Management Bachelor of Arts - Psychology, 1992  
National Institute of School Leadership (NISL), Certificate, 2013  
SEI Endorsement, 2015

### **Experience:**

Melrose Public Schools, Principal  
Lincoln Elementary  
July 1, 2018 - present

Lincoln Public Schools, Interim Principal  
Hanscom Primary School, Hanscom A.F.B  
Sept 2016 - July 2018

Belmont Public Schools  
Principal  
W.L. Chenery Middle School  
July 2010- June 2016

Braintree Public Schools  
Principal  
East Middle School  
July 2006 - June 2010

Natick Public Schools  
Principal  
John F. Kennedy Middle School  
September 1998 - June 2006

Teacher: Grades 5 and 6  
Haverhill Public Schools, 1992 - 1998

## **Leadership skills and experience overview**

### **Curriculum, Instruction, Assessment**

Implement balanced literacy model  
Implement and progress monitor tiered intervention in literacy and mathematics  
Provide clear, consistent learning and behavioral expectations framed around school motto  
Develop needs assessment for Tier II academic and behavioral implementation, develop protocols for accessing and implementing Tier II behavioral supports  
Propose, develop, and implement programming to support students needing Tier III academic and behavioral supports; both push in and substantially separate models  
Use deliberate protocols and skilled facilitation of weekly student support teams: academic, behavioral, and social emotional  
Develop pro-social behavior supports for all students including interventions for struggling students  
Implement school wide community meetings to support core values, connectedness, and belonging  
Provide targeted coaching to support individual teacher needs  
Ensure ongoing, meaningful data collection and analysis to inform instructional decisions

## **Management and Operations**

Ensure safety, operations, and management of building and grounds  
Plan and facilitate packing and moving out of permanent building into temporary building  
Develop and implement systems for occupying temporary building; using two additional buildings for wellness instruction and cafeteria  
Create proposal for implementation of modular building, occupancy plan, and security plan  
Use protocols for consensus building and facilitation of collaborative groups  
Engage in collaborative problem solving with Team Leaders and Association Representatives  
Develop, implement, and practice comprehensive building wide emergency response plans  
Use mandated protocols and procedures related to IEP process, 504, and student discipline  
Articulate building goals and priorities for budget development  
Articulate goals and priorities when available revenue does not meet needs

## **Supervision and Evaluation**

Implement new Massachusetts Educator Evaluation system with fidelity  
Provide oversight of Individual Improvement Plans  
Conduct complex, highly sensitive investigations related to potential disciplinary actions  
Utilize and implement progressive discipline  
Lead team of 7 academic directors and 2 assistant principals in consistent supervisory and evaluation practices  
Build capacity with teacher leaders, guide and support administrative interns  
Recruit, hire, and retain exceptional teachers and support staff  
Foster growth mindset for all faculty and staff  
Develop and use faculty surveys gathering feedback related to administrator performance

## **Community**

Facilitate alignment of PTO goals to directly support building goals  
Provide leadership in development of PTO funding rubric  
Expand opportunities for parent group to impact culture and climate  
Expand after school programming supported by parent group  
Develop strong relationships with grant funding organization  
Engage in purposeful outreach to parents including kindergarten orientation  
Partner with after school, extended day program to support common goals  
Outreach and collaborate with community organizations in support of District goals

# FITCHBURG STATE COLLEGE

Date of Birth: 12-NOV-1968

Date Issued: 10-AUG-2009  
OPFI.

Student No: 000020121  
Record of: Kristen St George  
Current Name:  
Issued To:

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Course Level: Graduate  
Student Type: Continuing

Current Program  
Major: Educational Leadership/Mgmt  
Degree Awarded Master of Education 30-MAY-1998  
Primary Degree  
Major: Educational Leadership/Mgmt

SUBJ NO. COURSE TITLE CRED GRD PTS R

Institution Information Continued:

Spring 1997  
Educational Leadership/Mgmt  
EDLM 8030 3.00 4.0 12.00  
EDLM 8040 Public School Finance  
Curric Lead, & Eval  
Ehrs: 6.00 GPA-Hrs: 6.00 Opts: 24.00 GPA: 4.00

Summer 2 1997  
Educational Leadership/Mgmt  
EDLM 8050 Sem Research in Educ Leadership 3.00 4.0 12.00  
EDLM 9100 Dynamics of Planned Change  
Ehrs: 6.00 GPA-Hrs: 6.00 Opts: 22.50 GPA: 3.75

Fall 1997  
Educational Leadership/Mgmt  
EDLM 9020 Collegial Supervision 1.00 4.0 12.00  
EDLM 9123 Pract/Intern: Prin (1-6)  
Ehrs: 6.00 GPA-Hrs: 6.00 Opts: 24.00 GPA: 4.00

TOTAL INSTITUTION Earned Hrs GPA Hrs Points  
36.00 36.00 142.50  
TOTAL TRANSFER 0.00 0.00 0.00

OVERALL 36.00 36.00 142.50 3.95  
\*\*\*\*\* END OF TRANSCRIPT \*\*\*\*\*

SUBJ NO. COURSE TITLE CRED GRD PTS R

INSTITUTION CREDIT:

Spring 1996  
Educational Leadership/Mgmt  
EDLM 8005 Found Of Educ Admin 3.00 4.0 12.00  
EDLM 9020 Law For The Educator  
Ehrs: 6.00 GPA-Hrs: 6.00 Opts: 24.00 GPA: 4.00

Summer 3 1996  
Educational Leadership/Mgmt  
EDLM 8010 Humab Res & Pers Admin 3.00 4.0 12.00  
EDLM 9010 Cases & Concepts In Educ Adm  
Ehrs: 6.00 GPA-Hrs: 6.00 Opts: 24.00 GPA: 4.00

Fall 1996  
Educational Leadership/Mgmt  
EDLM 9000 Community Relations 3.00 4.0 12.00  
EDLM 9000 Principal: Org & Adm Of School 3.00 4.0 12.00  
Ehrs: 6.00 GPA-Hrs: 6.00 Opts: 24.00 GPA: 4.00

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

2.12.2015

To whom it may concern:

I have worked with Kristen St. George for the past five school years and believe her to be a highly engaged and effective school leader. As such, I strongly recommend her for the position of Principal. Kristen brings several important elements to her work as principal: a continual focus on the classroom, the institution of clear protocols and procedures and the development of ongoing relationships with staff, parents and other stakeholders. The combination of these elements allows for a building that is academically rigorous, safe and personable.

By consistently reinforcing the primacy of the teacher-student-content triad, Kristen helps keep to focus of our school exactly where it should be—the classroom. Bringing her lens as former elementary educator, Kristen is comfortable leading discussions related to student outcomes, curriculum design and implementation and teacher evaluation. During her tenure at CMS, she has overseen the development of curriculum maps for all four grades and all content areas, utilized Professional Learning Teams to advance teacher's growth and development, and ensured that common planning time and collaboration exists formally in the schedule of all teachers and all departments. In addition, Kristen brings a particular focus on reading and literacy that informs all her work, particularly the work with our most at-risk and struggling learners.

A building of our size and complexity requires a school leader who can develop and implement clear and consistent strategies and routines. This is a particular strength of Kristen's and during her tenure here, she has dramatically improved our school's ability to run effectively and efficiently. She has a keen understanding of multi-dimensional planning and is able to help her leadership team to think through the many layers of a challenge.

Kristen brings considerable warmth and personality to her work as principal—something I believe to be crucial to effective leadership. Her approachability with all stakeholders—students included—has helped to reinvigorate this building. She does not shy away from difficult conversations or decisions but does so in a way that is respectful and clear, leaving participants feeling more at ease. In short, she has earned the respect of all that work with her.

Kristen St. George is a tremendous asset to any school—a strong leader capable of effecting positive change on many levels. I strongly recommend her for the position of Principal at your school.

Daniel Coplon-Newfield, LICSW, EdM  
Assistant Principal  
Chenery Middle School



# Lincoln Public Schools

Hanscom Schools (781) 274-7720/7721

February 8, 2018

To Whom It May Concern:

This letter of recommendation is submitted on the behalf of Kristen St. George whom I have had the privilege of working with as a Special Education Administrator for the past two years in her role as Interim Principal at Hanscom Primary School. For additional context for this recommendation, I have also served as Special Education Administrator and most recently as the Director of Special Education in Bedford Massachusetts, and therefore have interacted with a wide range of principals and assistant principals from various districts. This experience along with 25 years in the field affords me the ability to compare Kristen St. George to a wide range of professionals in such positions under a variety of conditions.

Given this context, I can unequivocally state that Kristen is an outstanding Administrator. Any district that has the opportunity to hire Kristen, should consider doing so without hesitation.

Kristen's intellectual and interpersonal skills are exceptional. She has both an in-depth command of school laws and district policies as well as an ability to incorporate large amounts of new information in short periods of time. Her ability to integrate into a new district and not only continue the current practices but thoughtfully analyze the building's needs is exemplary. Of equal importance is her exceptional ability to interact with a wide range of people such as parents, staff and administration. She is able to incorporate these skills across a variety of settings including complicated and conflictual meetings, department meetings, faculty meetings, amongst others. She works particularly well under pressure.

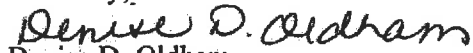
Kristen has demonstrated the ability to communicate and collaborate on a vision and execute strategies set out by the highest levels of district administration. In fact, she has a strong record of effective departmental management including supervision of a wide range of disciplines and personalities. She is confident and effective in giving faculty and staff feedback, both positive and negative. Most important to note is Kristen's relationship with students. I have directly seen Kristen interact with students on a daily basis. Students seek Kristen out to share their successes. She knows all students by name and is able to develop strong relationships, which ultimately support the students interests and educational progress. I have been most impressed with Kristen's ability to step into a position, learn the district and building policies and quickly carry out the mission and vision of the school. This is not an easy feat. Her strengths in this area has not only helped the student maintain high quality education but continue to challenge the staff to continue to grow and focus on student success. Since becoming interim principal at Hanscom, Kristen has faced two additional challenging responsibilities that most principals don't have the opportunity to execute. Kristen not only stepped into the role if interim principal, she also has taken on the many challenges of building a new school facility. The Hanscom Primary School

building project plans were underway a year before her arrival and since she has been at Hanscom, she has executed smoothly school-wide move to a temporary facility and all of the meetings, decisions and responsibilities in the construction of the new Hanscom Primary school. The amount of time and effort she has put forth to ensure that the building becomes a state-of-the-art 21<sup>st</sup> Century School cannot be expressed. In addition to a new building comes the work of helping our staff to think about the future and how we will, as educators, evolve to teach in a new facility with new learning space and opportunities. Kristen has taken what we are calling the "visioning" work head on. She is helping our faculty to see the future of education and how their professional practice will change with our new building. This is work has begun to help us all see the ways we can impact teaching and learning.

I have no reservation in strongly recommending that Kristen be given the highest consideration for the position of Principal, as Kristen possesses the interpersonal and professional qualifications that would enable her not only to succeed, but also to become a significant contributing member of any organization fortunate enough to have her on staff.

If I can be of further assistance or answer any questions that would support Kristen's application, please feel free to call me at (781) 589-7654.

Sincerely,

  
Denise D. Oldham  
Student Services Coordinator  
Lincoln Public Schools



## LINCOLN PUBLIC SCHOOLS

BALLFIELD ROAD  
LINCOLN, MASSACHUSETTS 01773  
781-259-9409 • FAX: 781-259-9246  
bmcfall@lincnet.org

Rebecca E. McFall, Ed.D.  
Superintendent of Schools

February 8, 2018

To Whom It May Concern:

### Letter of Recommendation for Kristen St. George

It is my pleasure to provide a letter of recommendation for Kristen St. George for a position in your district. The Lincoln Public Schools District and Hanscom Primary School have been fortunate to have Kristen serve as the Interim Principal since September 2016. Kristen was hired to cover what was intended to be a short-term leave of absence that has extended into a second school year. Stepping into an interim position is not always easy. An interim principal must be able to quickly assess the needs of the school and build trusting relationships in a short period of time. Kristen has done a remarkable job stepping into her role as principal of the Hanscom Primary School located on Hanscom Air Force Base and ensuring that the faculty, students, and families are provided with the leadership, guidance, and support they need. In her second year in the school, Kristen has begun to take on a greater leadership role by providing professional development to her faculty and preparing for an upcoming move into a newly constructed school building.

In her time at Hanscom Primary School, Kristen has developed strong, professional relationships with her faculty and the district leadership team. She has kept current initiatives moving forward and has provided support in areas that required her leadership to ensure that best practices were put in place in order to meet the needs of our students. One example of this is her work with district- and school-based literacy specialists to carry out a model of literacy instruction that provides the maximum amount of specialized support to students within the classroom. Kristen worked with the literacy specialists, third grade teachers, special educators, and classroom assistants to develop a plan to "flood" the grade level with support to ensure that every student receives the assistance and targeted instruction needed, in an efficient and effective manner. This required a great deal of negotiation, diplomacy, and leadership which Kristen demonstrated at a very high level.

The students and families of Hanscom Primary school are transient due to the requirements of their military service. Students are moving into and out of the school throughout the year. Multiple transitions coupled with parents who may be deployed for active duty results in students who may have high needs both academically and in the social emotional realm. Kristen is adept at working with her school based team to ensure that student needs are met, families receive necessary support, and appropriate processes are followed when situations requiring outside intervention arise.

The pending school building project has created an opportunity to work with the faculty to create a shared vision of instruction and building culture that will match the design of a 21- Century school building. Kristen has been instrumental in designing and implementing workshops and discussions to prepare teachers for their



Kristen St. George, Letter of Recommendation

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new spaces that will allow for greater collaboration and integration amongst faculty and students. She has worked diligently with the Administrator for Business and Finance and the Facilities Manager to plan for the move into the new building and develop plans for purchasing furniture and equipment.

Kristen is the consummate professional whose calm, mature presence is an exceptional benefit in times of crisis. There have been several situations where Kristen has needed to address a student crisis, a serious personnel matter, or the evacuation of the school. In each instance, Kristen's years of experience as a principal have shown through as she handled each circumstance thoughtfully, with care for all involved, and with attention to detail and follow through. She communicates well both verbally and in writing, and in every situation, she is attuned to who she needs to communicate with and what the best approach to the communication should be.

Kristen has become a great asset to our district administrative team. Her contributions and questions are always beneficial to the group. Her fellow principals regularly comment about what a terrific addition Kristen is to our team and how her insights have helped them to improve their own practice. Kristen is a seasoned principal and is also a learner. She has expanded her experience to the elementary level and has eagerly embarked on learning about the elementary classroom and curriculum. Kristen has a strong instructional foundation on which to build, and her depth of experience allows her to focus on strengthening her PreK-12 breadth of knowledge.

It is without reservation that I strongly recommend Kristen St. George for a position in your district. Please feel free to contact me for any reason.

All the best,



Rebecca E. McFall, Ed. D.  
Superintendent of Schools