To the Monroe County Superintendent Search Committee,

I am writing to express my interest in the Superintendent of Schools position with Monroe County Public Schools. With more than 20 years of leadership experience across public, charter, and for-profit education organization sectors, I bring a unique blend of visionary thinking, operational expertise, and a deep commitment to the communities I serve.

I lead with both Florida-based experience and national perspective-and I know how to navigate both to drive real results for students. I understand the unique nuances of Florida's educational landscape, from policy to practice, while staying closely connected to the broader national dialogue on innovation. I thrive in spaces where tradition and transformation meet-honoring what works while fearlessly pushing for what's possible. My leadership is grounded in belief in people, a relentless pursuit of progress, and a deep commitment to clarity, connection, and collective ownership. I'm excited to bring that energy to the students, staff, and families of Monroe County.

As Florida's 2024 Principal of the Year and NASSP/FASA's 2025 Principal of the Year, I currently lead Atlantic Coast High School in Duval County-a vibrant, culturally diverse community of over 2,900 students who speak more than 40 languages and represent over 80 countries. Our school includes three distinct ESE programs, six Career and Technical Education (CTE) pathways, and a rigorous AP Capstone program. In 2023-24, under my leadership, we earned the highest academic rating in ACHS history and became the only comprehensive Title I secondary school in Duval County Public Schools to achieve an "A" rating. We've driven growth in all four core content areas-Math, ELA, Biology, and U.S. History-culminating in a 60% overall increase in proficiency.

These results are even more meaningful given the shifting needs of today's students. Like many districts, we've experienced a sharp rise in ESOL and ESE enrollment, along with a troubling increase in students entering high school below grade level in reading. In just three years, 9th-grade reading proficiency at entry has dropped by over 13%- a sobering yet expected trend in the wake of COVID-19. Recognizing that literacy is the foundation for long- term success, we made it a top priority. Through targeted interventions, strategic hiring, among other strategies, we increased overall reading proficiency by 6%, including a 17% gain among ESE students. And across more than 90% of student subgroups, we've seen either stronggrowth or sustained proficiency in both ELA and Math. These outcomes demonstrate that bold goals, focused support, and a belief in every learner not only drive results-they offer scalable solutions for district-wide and system-level impact.

That same belief in what's possible fueled our work to expand access to rigorous academic and career pathways. Partnering with Impact Florida and Equal Opportunity Schools, we launched a Universal Advanced Placement program rooted in the idea that "advanced is a mindset," resulting in a nearly 300% increase in Advanced Placement enrollment among freshmen. I forged a groundbreaking partnership with Mayo Clinic to launch the first- ever Mayo Clinic Nursing Academy- an innovative program that brings real-world healthcare pathways directly to our students, with Mayo nurses lead-teaching courses on our campus daily. As superintendent, I would bringthat same innovative spirit to Monroe County, strengthening existing partnerships and forging new ones to expand access to industry certifications, workforce readiness, and post-secondary opportunities for every student across the Keys.

I believe that at the heart of every successful school or district is its people. My leadership has always been grounded in the power of people, an unwavering belief in every student and a conviction that aligned systems and

collaborative leadership drive excellence. At Atlantic Coast, we prioritized talent development over simple staffing, cultivating a culture where educators feel valued, supported, and empowered to grow. As a result, we've maintained a 94% overall retention rate, including 96% in high-accountability courses, and the highest student performance in school history. This success led to my appointment to the Superintendent's Cabinet in 2023/24 and the opportunity to mentor aspiring principals across the district.

My approach to people has transcended the leadership roles I've held throughout my career-in Ghana, Philadelphia, and New Orleans. Before coming to Florida, and following my principalship in New Orleans, I served as Chief Operating Officer for a national grassroots education organization focused on reimagining the relationship between schools and their communities. In that role, I led operations and leadership development across 14 regions, overseeing expansion, managing a multi-million-dollar budget, and working with local stakeholders to build non-traditional teacher pipelines that reflect the communities they serve. That work always began the same way: by listening, understanding the unique needs of each community, and co-creating solutions grounded in local context. In that position, I learned there is nothing more powerful, or more unstoppable, than people united by purpose and moving forward together. I would bring that same mindset to Monroe County, ready to learn from Mile Marker 107 to Mile Marker 0, develop innovative and place-based educator pipelines, and support schools in building up and treating people as talent, not labor.

That belief in people isn't just a philosophy, it's a leadership strategy, especially when serving diverse and dynamic communities. I recognize the unique challenge of leading a geographically diverse county like Monroe and understand the importance of making every community feel seen, heard, and supported. This requires more than good intentions, demands intentional communication, strategic collaboration structures, and a deep trust in local leadership. As superintendent, I am committed to being present, listening with purpose, and leading with a people- first mindset.

Monroe's focus on academic achievement, innovation, cultural richness, and whole-child development deeply aligns with my leadership values and vision. It would be an honor to continue the district's tradition of excellence while partnering with the community to shape what comes next.

Thank you for considering my application.

Respectfully,

Dr. Michael George

DR. MICHAEL GEORGE

STRATEGIC | RELENTLESS | VISIONARY

Jacksonville, Florida | Georgem2@duvalschools.org | (301)704-9971

LEADERSHIP OVERVIEW

I've spent over two decades leading in schools and systems across West Africa, Philadelphia, New Orleans, and Florida—building bold, innovative models that challenge the status quo. As Principal of Atlantic Coast High School, Florida's 2024 Principal of the Year, and the 2025 NASSP and FASA Florida Principal of the Year, I've learned that real change takes a mix of resolve, vision, and leaders who invest in those around them. I'm a stubborn advocate for students and families, driven to rethink what's possible in public education. I tackle problems head-on, build momentum through alignment, and use influence, strategy, and systems design to deliver lasting results—because there's nothing more powerful than a group of people moving in the same direction.

PROFESSIONAL EXPERIENCE

Principal, Atlantic Coast High School- Jacksonville, Florida

2021 - Present

- Led a team to develop and implement strategies that promote the professional growth of 200+ faculty members and improve operational and instructional outcomes for a culturally diverse student body of 2,900+, representing 41 languages and 80 countries.
- Drove transformational academic progress, with 90% growth in measurable outcomes across 60 subgroups in Math and ELA over three years, by implementing innovative instructional practices and robust data-driven interventions.
- Pioneered a groundbreaking universal Advanced Placement program, leading to a 300% increase in freshman enrollment in AP courses and creating new pathways for student success.
- Collaborated with community stakeholders to establish the Mayo Clinic Nursing Academy, a first-ofits-kind program designed to prepare students for high-demand careers in healthcare.
- Positioned the school as a leader in academic achievement and innovation, earning the highest grade in school history and becoming the only Title I secondary school in the district to achieve an A-rating in 2023/24.
- Elevated Atlantic Coast High School to the highest 'A' rating in school history in 2022/23, leading a 20-point grade increase and achieving the highest rating among comprehensive public high schools.
- Mentored aspiring school leaders in leadership practices and community-based design to foster sustainable innovation and equity-driven school models.

Chief Operating Officer, Enriched Schools- New Orleans, LA

2018 - 2020

- Co-led a mission-driven organization dedicated to reimagining educational systems by strengthening school-community relationships, fostering innovation, and empowering grassroots collaboration to create equitable learning environments.
- Directed strategic growth, managing a \$11M+ operational budget, and driving national expansion from 4 to 14 regions, leveraging community partnerships to design and scale innovative school models aligned with local aspirations.
- Achieved a 300% increase in organizational impact by opening new market channels, cultivating partnerships, and designing systems for sustainable innovation in schools and communities.
- Increased annual revenue from \$4M to \$8M in two years by developing and implementing performance metrics and continuous improvement strategies, ensuring long-term sustainability and mission alignment.
- Launched the first alternative teacher certification program, expanding the pipeline of minority educators to strengthen cultural responsiveness and advance equity-driven teaching practices.
- Developed strategic initiatives and professional development programs to equip educators and leaders with 21st-century skills and transformative instructional models.

- Led operations and a staff of 55 to support 400+ students, including over 50% receiving special education services, fostering inclusive and equitable learning environments.
- Achieved 100% college acceptance, 100% FAFSA completion, and secured over \$2.5 million in scholarships, while maintaining a 95% teacher retention rate, showcasing effective team-building and student support strategies.
- Expanded Advanced Placement, dual-enrollment, and career and technical education (CTE) opportunities by developing innovative pathways, including Digital Media, Future Educators, and Skilled Crafts programs.
- Cultivated restorative justice system, reducing out-of-school suspensions by over 80%, enhancing school culture, and promoting equity in discipline practices.
- Secured two Opportunity Grants to expand resources for students with exceptionalities, supporting equitable access to rigorous post-education goals.

Assistant Principal, Dolores T Aaron Middle School- New Orleans, LA

2014 - 2015

- Provided instructional coaching and leadership for all grade level instructional teams.
- Implemented and maintained school-wide culture systems that reduced out-of-school suspensions by 50%.

Dean of Students/Teacher, Martin Luther King Jr. High School- Philadelphia, PA

2005 - 2014

- Directly responsible for school climate, culture, and discipline procedures.
- Contributed as a key member of the leadership team that successfully removed MLK from the "persistently dangerous school" list in 2008.

Co-founder, Ghana Wisdom Academy- Ghana

EDITO A TION

Duval County Public Schools

2005 - Present

- Co-founded non-profit charitable organization aimed to meet specific educational objectives for students and educators in both West Africa and the United States through a unique service-learning approach.
- Established partnerships with several schools, students and organizations across America to raise thousands of dollars for numerous education-based projects in Ghana and Liberia.

Volunteered in Ghana, Liberia and Mali over 8 years and led 2 high school trips.

EDUCATION		FELLOWSHIPS & MEMBERSHIPS		
Doctorate, Urban Education Leadershi Xavier University of Louisiana, LA	p 2021	The Forum for Educational Leadership Cohort 9, Summer 2025	upcoming	
National Principals Academy Relay Graduate School of Education, N	2015	Leadership Florida Education Class 9	current	
Principals Certification University of Pennsylvania, PA	2014	National Association for Secondary School Principals (NASSP)	current	
Masters in Business Administration Aracdia University, PA	2013	Florida Association of Secondary Administrators (FASA)	current	
BA, History, Secondary Education Salisbury University, MD RECOGNITIONS	2004	 Impact Florida/Equal Opportunity Schools Presenter- Increasing Access to Accelerated Courses Impact Florida Summit 2024 & 2025 FCAN, 2025 		
Principal of the Year, State of Florida NASSP & FASA		2025		
Principal of the Year, State of Florida Florida Department of Education		2024		
Principal of the Year, Duval County		2024		

Dr. Lori Hershey

Director Wilkinson Community Partnership School

Past Chair Duval County School Board

Hershey.lori@outlook.com

(904) 982-4226

3/22/2025

Members of the Monroe County School Board,

It is with great enthusiasm that I write this letter of recommendation for Dr. George, a distinguished educational leader who exemplifies student-focused decision-making, ethical leadership, and innovative thinking. Dr. George's leadership at Atlantic Coast High School; as well as his impact on education in Duval County, has been transformative, creating a culture of excellence, inclusivity, and student success.

Dr. George is, first and foremost, committed to student achievement and well-being. His decision-making is always centered on what is best for students, ensuring that they receive the resources, opportunities, and support needed to reach their full potential. His unwavering ethical standards, transparency, and ability to build trust and respect among students, staff, and the broader community set him apart as a role model and an inspiration to all.

I have witnessed this firsthand multiple times. One of the most significant moments was when the parents of the boys' basketball team called a meeting to express their concerns. Dr. George was present with school and district athletic leaders. He listened and developed a thoughtful plan of action that turned the season around. It restored the trust of parents and reignited the love of the game for players. You will hear him say "We are stronger together; We face things head on and there is no question about which direction we are headed or why". That isn't just a saying, it personifies his style of transformative, and authentic leadership.

A highly effective communicator, Dr. George fosters an open and honest dialogue with all stakeholders. His ability to maintain an apolitical mindset allows him to respect and celebrate the diverse cultures, backgrounds, and beliefs represented within his school community. This has been particularly evident at Atlantic Coast High School, where he has led a student body of 2,900 students representing 41 languages and 80 countries, recognizing diversity as a strength and an opportunity for growth.

Dr. George demonstrates instructional excellence and leadership by setting high expectations for himself and his organization. He holds both himself and others accountable for meeting these standards, ensuring continuous improvement in student performance. He has a deep

understanding of curriculum standards and effective teaching strategies, allowing him to identify achievement gaps and implement programs to close them. Dr. George spearheaded an academic improvement initiative that resulted in a 90% increase in measurable student outcomes across 60 subgroups in Math and ELA over three years. By implementing innovative instructional practices and leveraging robust, data-driven interventions, he effectively identified and addressed learning gaps, ensuring targeted support for diverse student needs. This strategic approach not only enhanced overall student achievement but also established a sustainable framework for continuous academic growth.

One of his most notable achievements is the establishment of the Mayo Clinic Nursing Academy on the Atlantic Coast High School campus. This innovative partnership with Mayo Clinic has provided students with hands-on learning experiences that bridge academics with real-world career opportunities, exemplifying his commitment to career and technical education.

In summary, Dr. George is a visionary leader whose dedication to student success, instructional excellence, and strategic leadership has raised the bar for educational leaders. His leadership was recognized by Duval County Public Schools in 2023 when he was named principal of the year. His leadership strengths were acknowledged by the state of Florida in 2024 when Dr. George was recognized as Principal of the Year for the state of Florida. His ability to inspire, innovate, and foster a culture of trust and respect makes him an invaluable asset to any educational institution. Dr. George's proven ability to lead and drive transformational change in a diverse setting demonstrates the scalability of his leadership, equipping him with the vision, strategic acumen, and operational expertise necessary to successfully oversee an entire district as a superintendent

I strongly recommend Dr. George to be the next Superintendent of Monroe County Schools. Sincerely,

Dr. Lorí Hershey

Hershey.lori@outlook.com

904.982.4226

12695 Quarterhorse Trail Jacksonville, Florida 32223 (904) 962-7886 kriznard@duvalschools.org

March 22, 2025

Monroe County Superintendent Search Committee 241 Trumbo Road Key West, Florida 33040

To Whom It May Concern,

It is with great enthusiasm and the highest regard that I write this letter of recommendation for Dr. Michael George, the esteemed principal of Atlantic Coast High School in Jacksonville, Florida. Having had the privilege of working closely with Dr. George during my tenure as the Superintendent of Schools for Duval County Public Schools, I can confidently say that he is an exceptional leader and a true asset to the educational community.

Dr. George came to Duval with an impressive portfolio in educational leadership. Prior to his appointment at Atlantic Coast, he served as the Chief Operating Officer for a community-based educational organization in New Orleans. In that role, he managed operations, handled a multi-million dollar budget, and expanded the organization from 4 to 14 cities nationwide. Because he has had leadership experience at both the school and district level, he has a global perspective that is rare among principals. He sees the needs at his school, but at the same time considers the impact on the entire organization.

Dr. George has been recognized as the Principal of the Year for the state of Florida, a testament to his outstanding leadership and dedication to student success. As a principal, he is deeply student-centered, always prioritizing the needs and well-being of his students above all else. He embodies the principle of "We are better together," fostering a sense of unity and collaboration within his school. The mantra of Atlantic Coast High School, "We are stronger together; we face things head on and there is no question about which direction we are headed or why," perfectly encapsulates Dr. George's vision and approach to education. Having accomplished that at a school of 2,900 students, I am confident that he would be able to scale this sense of unity to Monroe County Schools.

One of Dr. George's most notable initiatives has been the implementation of a program requiring every incoming freshman to take an advanced placement course. This program is accompanied by tremendous support to ensure the success of each student, demonstrating Dr. George's commitment to academic excellence and equity. His

accessibility to both students and teachers is unparalleled; he has even set up an "office" in an outdoor commons area with a desk, rug, and chairs, ensuring that everyone knows they can see him whenever needed. I know Dr. George will find a way to create the same kind of accessibility as a superintendent – it is an essential part of his character.

Dr. George firmly believes that strength comes from diversity, and he considers his school to be his family. Although his school is as large as some entire school districts, his inclusive and supportive environment has led to unprecedented family support and engagement within the school community. He consistently builds trust and respect with both his school and the district, a quality that is evidenced by his peers selecting him as Duval's Principal of the Year.

Dr. Michael George is a high-energy and high-visibility leader at his school, qualities that he would undoubtedly extend to the district level should he be selected as the next superintendent of Monroe County public schools. His enthusiasm for attending events outside of school hours and his exceptional interaction with the entire community make him a standout candidate. Dr. George leads our high-needs hurricane shelter with dedication, further demonstrating his dedication to serving and supporting the community. His passion and commitment to fostering strong community relations are evident, ensuring that he will become an invaluable asset to Monroe County's public schools, and you can be assured that he will bring that same energy and visibility to your community.

Dr. Michael George is a truly great leader, and it is with the utmost confidence that I give him my highest recommendation to be the next superintendent of Monroe County. His unwavering commitment to student success, his innovative initiatives, and his ability to inspire and unite his team make him an exceptional candidate for any leadership role, including that of a superintendent. Above all else, Dr. George is student-focused, and I am certain that he will continue to make a profound impact on the lives of students, faculty, and the broader community. Please do not hesitate to contact me if you have any questions or would like additional information about this exceptional candidate.

Sincerely,

Dr. Dana Kriznar

Dana Kij

Former Superintendent

Duval County Public Schools



Florida League of IB Schools Pam Stewart 96059 Ocean Breeze Dr Fernandina Beach, FL 32034 850-228-8044 pam.stewart@flibs.org

Monroe County School District 241 Trumbo Rd Key West, FL 33040

Dear Members of the Monroe County School Board,

I am writing with great enthusiasm to recommend the outstanding Dr. Michael George for the position of Superintendent for Monroe County Schools. Having observed many leaders in my time as Commissioner I can say without question that Dr. George's exceptional career in education is a testament to his unwavering commitment to academic excellence, innovative leadership, and dedication to every single student achieving to the highest levels, no matter their background.

In serving as principal at Atlantic Coast High School, Dr. George has led this school to new heights through his dynamic vision and commitment to fostering a supportive learning environment where leaders, educators, and students all thrive. His previous experience as the Principal of Walter Cohen College Prep High School in New Orleans further underscores his capability to lead widely varied educational settings while addressing the unique challenges faced by students from vastly different backgrounds.

As the co-founder of the Ghana Wisdom Academy, a non-profit organization dedicated to empowering underserved communities, Dr. George has continued to demonstrate his dedication to education on a very large scale. This initiative reflects his believe that quality education is a fundamental right for every individual, regardless of geographical or socio-economic boundaries

Dr. George's impressive list of accolades includes being named the State of Florida's Principal of the Year, a true testament to his being a standout leader among leaders, a dedication to innovative practices to accomplish what can and should be done for students, and for outstanding contributions to his school community. Additionally, his selection as a member of Leadership Florida's Education Class 9 highlights his influence and thought leadership within the state's educational landscape.

Given his track record of success and his proven ability to drive positive change, I am confident that Dr. Michael George would be an exceptional Superintendent for Monroe County. His strategic vision, commitment to excellence, and relentless pursuit of educational rigor make him the ideal candidate to lead the district in continuing the advance toward excellence in education.

Please feel free to contact me if you require any further information about this wonderful candidate.

Sincerely,

Pam Stewart

Pam Stewart
Executive Director
Florida League of IB Schools
Former State of Florida Commissioner of Education



Xavier University of Louisiana

TRANSCRIPT OF ACADEMIC RECORD

Office of the Registrar 1 Drexel Dr. Box 96C New Orleans, Louisiana 70125-1098

Avis M. Stuard University Registrar

Page: 1

Record of:

Michael C George

ssued to:

DUVAL COUNTY PUBLIC SCHOOLS

Date of Issue: 28-OCT-2024

Student ID: 16-MAY-1982

Level: 0				SUBJ NO.	COURSE TITLE	CRED GRD	PTS R
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Primary Degree	Doctor of Education 07-MAY-202				dvanced Educational Law .00 GPA-Hrs: 3.00 QPts:	3.00 A 12.00 GPA:	12.00 4.00
SUBJ NO.	COURSE TITLE	CRED GRD	PTS R	EDLD 6020 S	pec Prob in Research/Ed Lead chool Business Mgt	3.00 A	9.00 12.00
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Xavier University of Louisiana

Office of the Registrar 1 Drexel Dr. Box 96C New Orleans, Louisiana 70125-1098 TRANSCRIPT OF ACADEMIC RECORD

Avis M. Stuard University Registrar

28-OCT-2024

Page: 2

Record of: Issued to:

Michael C George

Student ID: Birthdate: 16-MAY-1982

Date of Issue:

Level: Graduate

SUBJ NO.	COURSE TITLE	CRED GRD	PTS R			
Institution Information continued:						
Fall 2020 Doctorate in Ed Lead EDLD 6996 Dissert EDLD 69990 Oral Qu EDLD 6999W Written Ehrs: 6.00 GP Good Standing	ation alifying Exam		0.00			
Spring 2021 Doctorate in Ed Lead EDLD 6996 Ehrs: 0.00 GP Good Standing		6.00 PC 0.00 GPA:				
Fall 2021 Doctorate in Ed Lead EDLD 6996 Ehrs: 6.00 GP Good Standing		6.00 PC 0.00 GPA:				
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TOTAL TRANSFER	0.00 0.00 0	.00 0.00				
OVERALL **********	60.00 48.00 168 END OF TRANSCRIPT ***		*****			

State of Florida Department of Education

EDUCATOR CERTIFICATE

This Certifies That

MICHAEL GEORGE

Has satisfactorily completed all requirements of Florida Statutes and State Board of Education Rules for the coverages or endorsements listed below:

PROFESSIONAL PROFESSIONAL PROFESSIONAL SOCIAL SCIENCE
EDUCATIONAL LEADERSHIP
SCHOOL PRINCIPAL

GRADES 6-12 ALL LEVELS ALL LEVELS 07/01/2021 - 06/30/2026 07/01/2021 - 06/30/2026 05/16/2022 - 06/30/2026

Department of Education Number 1437069

Paul O. Burns
Deputy Chancellor for Educator Quality
2189582



Richard Corcoran

Commissioner of Education

Issued: May 16, 2022