

Todd Nichols



Contents:

1. Application
2. Attachment: Cover Letter
3. Attachment: Resume



Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

Personal Data

Name: Nichols Todd M Dr.
(Last) (First) (Middle Initial) (Title)

Other name(s) under which transcripts, certificates, and former applications may be listed:

Other: (Last) (First) (Middle Initial) (Title)

Email Address: [REDACTED]

Postal Address

Permanent Address

Number & Street: [REDACTED]
City: [REDACTED]
State: [REDACTED]
Zip Code: [REDACTED]
Daytime Phone: 419 689-3104
Home Phone: [REDACTED]
Cell Phone: [REDACTED]

Present Address

Number & Street:
City:
State:
Zip Code:
Phone Number:

Employment Desired

Closed Vacancy Desired:	Date Last Submitted	Experience in Similar Positions
JobID: 1202 Superintendent: Superintendent-Worthington at Worthington City Schools	3/22/2011	4 years

Position Desired:	Experience in Similar Positions
Administration 1. Superintendent	4 years
Superintendent 1. Superintendent - Worthington	4 years

JobID 1202 Questions

Why do you believe you are a strong candidate for this position (i.e. your strengths, contributions, etc.)?

The qualifications that make me a strong candidate for this position are my breadth and depth of experiences and leadership opportunities. As the district reviews my resume and cover letter, they will observe a plethora of experiences associated with building and district leadership. There simply aren't many aspects of the business of education with which I have not been met and successfully dealt. As a result, I have been provided ample opportunity to lead in the community and represent my colleagues on a regional, state, and national basis. For whatever reason, I have been blessed with tremendous opportunities and the ability to successfully accomplish goals.

What recent piece of literature has influenced your leadership beliefs?

Dr. Casey Reason and I have been friends since high school. Casey is now an author and professor at Grand Canyon University. Over the last year, Casey has written two books; one published by Solution Tree and another that is due out in the very near future. The first book is entitled, Leading a Learning Organization and the second is entitled, Mirror Images: New Reflections on Teacher Leadership. In reviewing these texts and talking with Casey, I am reminded of my vision for our professional learning community and the mission we are attempting to achieve. Both texts led me to engage our administrators and teacher leaders in a book study. Together we examined the text, Beyond the RtI Pyramid in an attempt to refine our intervention strategies for all students.

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

JobID 1202 Questions continued

What was your most challenging issue as a leader and how did you resolve it?

The most challenging issue with which I have dealt is to create a school district from a district of schools. In Bucyrus we were faced with an OSFC project which reduced the district from seven buildings to two. As I came to the district and researched the needs, I found three elementary school and two middle schools operating independently. I also found a special education department out of compliance and EMIS information which was not accurate. Needless to say, it was a much greater challenge than anticipated. Before we could begin the work of improvement, we needed to define accurate information and develop a district-wide team. While we have made significant progress, the work continues today and our results must improve.

Education

High School Attended: Maumee High School, Maumee, OH
Graduation Status: H.S. Diploma

Colleges, Universities and Technical Schools Attended:

Education Continued

Name and location	Dates Attended: From - To	Major area of study	Minor area of study	Degree	Date Conferred or Expected
Bowling Green State University, Bowling Green, OH	08/1997 08/2001	Leadership Studies		Ed. D	08/11/2001
University of Toledo, Toledo, OH	06/1991 08/1994	Ed Admin/Supv		M.A.	03/19/1994
Bowling Green State University, Bowling Green, OH	08/1984 12/1988	Mathematics	Astronomy	B.S.	12/17/1988

Salary

Present salary: 115,000 Expected salary: 130,000

Experience

Current or Most Recent Position	Employer Contact Information		Supervisor/Reference Contact		
Bucyrus City School District Superintendent	170 Plymouth Bucyrus , OH 44820 419-562-4045		Mr. Tony Lipscomb 419-569-3091 tlipsomb@bucyrusschools.org		
Date From - Date To:	12/2007 - Present	Full/Part Time:	Full	Last Annual Salary:	115,000
Reason For Leaving:	Professional Advancement				
Responsibilities/ Accomplishments	<input type="checkbox"/> Responsible for the operation of a city school district serving approximately 1600 students; <input type="checkbox"/> Supervise a classified and certified staff of 250 members; <input type="checkbox"/> Led a successful levy campaign which replaced an Emergency Levy with a 10.2 mill Substitute Levy for a Continuing period of time; <input type="checkbox"/> Assisted in the design, development of, and transition to a two-building system housing PK-5 and 6-12 grade levels in buildings totaling 260,000 square foot, nearly \$40M; <input type="checkbox"/> Created a collaborative partnership through a Community Engagement process to develop a district-wide				

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

Experience Continued

Responsibilities/Accomplishments continued...
 Continuous Improvement Plan;
 Responsible for the district's \$15M general fund budget and over \$3M in state and federal grants;
 Led by using a systemic professional learning community (PLC) approach to ensure alignment and sustainability of growth in student achievement;
 Facilitated the creation of a Positive Behavior Support (PBS) team designed to positively impact the culture and climate in the district;
 Aligned a systemic and comprehensive PK-12 curriculum, instruction, and assessment program using power standard identification, common formative short-cycle assessment development, and quality instruction definitions that ensure curriculum alignment and facilitate discussion amongst team members;
 Developed a comprehensive PK-2 Early Literacy and mathematics program;
 Facilitated the transition to a full-scale inclusion model emphasizing team-teaching and differentiation of lessons and assessments;
 Created a 30/1300 Program to align the district's Gifted, Honors, Advanced Placement, and Dual Enrollment Program offerings to better serve the most academically gifted students.

Previous Position Held	Employer Contact Information	Supervisor/Reference Contact	
Mad River Local Schools High School Principal	801 Old Harshman Road Riverside, OH 45431	Mr. Mike Eaglowski 937-259-6606	
Date From - Date To:	08/2003 - 12/2007	Full/Part Time:	Full Last Annual Salary: 105,000
Reason For Leaving:	Professional Advancement		
Responsibilities/Accomplishments	<input type="checkbox"/> Responsible for the operation of a 9-12 comprehensive high school serving approximately 1150 students; <input type="checkbox"/> Supervise a classified and certified staff of 118 members; <input type="checkbox"/> Assisted in the design, development of, and transition to a 272,000 square foot, nearly \$40M building; <input type="checkbox"/> Responsible for the high school budget; <input type="checkbox"/> Led by using Baldrige Quality Tools as a modus operandi; <input type="checkbox"/> Facilitated the development of the Freshman Academy Program wherein all engage in a college prep curriculum; <input type="checkbox"/> Developed a Professional Learning Community (PLC) wherein every staff member is on one of the schools' three goal teams; <input type="checkbox"/> Facilitated the creation of a Positive Behavior Support Team designed to positively impact the culture and climate in the high school; <input type="checkbox"/> Developed an Advisor/Advisee program; <input type="checkbox"/> Provided the vision for the expansion of the student organization VOICES; <input type="checkbox"/> Led the development of short-cycle assessments that mirror common standardized tests to ensure curriculum alignment and facilitate discussion amongst team members; <input type="checkbox"/> Facilitated the transition to a full-scale inclusion model emphasizing team-teaching and differentiation of lessons and assessments; <input type="checkbox"/> Expanded the Honors and Advanced Placement offerings to better serve the most academically gifted students and to attract families who may be moving to the area; <input type="checkbox"/> Instituted a College Fair for 10th through 12th grade students attended by more than 20 colleges and universities and all four branches of the military; <input type="checkbox"/> Led the high school to Effective status as identified by the Ohio Department of Education;		

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

Experience Continued

Previous Position Held		Employer Contact Information		Supervisor/Reference Contact	
Lake Local Schools High School Principal		P.O. Box 151 Millbury, OH 43447		Mr. Paul Orshoski	
Date From - Date To:	08/1997 - 08/2003	Full/Part Time:	Full	Last Annual Salary:	75,000
Reason For Leaving:	Professional Advancement				
Responsibilities/Accomplishments	<ul style="list-style-type: none"> <input type="checkbox"/> Responsible for the operation of a 9-12 high school serving approximately 600 students, 39 certified staff members, and 12 classified staff members; <input type="checkbox"/> Served as the district coordinator of the Educational Management Information System (EMIS); <input type="checkbox"/> Developed a strong Academic Booster Organization; <input type="checkbox"/> Created a Flyer Club community athletic group dedicated to the improvement of campus athletic facilities; <input type="checkbox"/> Chaired the district Athletic Council and Drug-testing Committees; <input type="checkbox"/> Developed policy within the frame of shared decision-making with an emphasis on data-based decisions; <input type="checkbox"/> Participated in the design and implementation of successful operating, permanent improvement, and bond levy campaigns; <input type="checkbox"/> Administered the high school budget in excess of \$100K; <input type="checkbox"/> Assisted in the design and development of a middle school construction project. 				
Previous Position Held		Employer Contact Information		Supervisor/Reference Contact	
Eastwood Local Schools Assistant Principal/Athletic Director		4800 Sugar Ridge Road Pemberville, OH 43450		Mr. Fred Schnoor	
Date From - Date To:	08/1993 - 08/1997	Full/Part Time:	Full	Last Annual Salary:	53,000
Reason For Leaving:	Professional Advancement				
Responsibilities/Accomplishments	<ul style="list-style-type: none"> <input type="checkbox"/> Administered discipline and attendance policies in a 9-12 high school with an enrollment of approximately 600 students; <input type="checkbox"/> Served as the District Attendance Officer for approximately 1800 students; <input type="checkbox"/> Acted as the District Transportation Supervisor in charge of 17 regular routes, 30 drivers, one mechanic, and a fleet of 21 buses; <input type="checkbox"/> Performed evaluations for all teachers, coaches and drivers; <input type="checkbox"/> Served as chairperson for students in grades 7-12 with Individualized Educational Plans (IEP); <input type="checkbox"/> Coordinated Intervention Assistance Teams (IAT); <input type="checkbox"/> Administered an athletic program comprised of 15 varsity sports and a budget in excess of \$80K; <input type="checkbox"/> Developed a Community Athletic Project (CAP) with a budget in excess of \$70K designed to improve the district's athletic facilities. 				
Previous Position Held		Employer Contact Information		Supervisor/Reference Contact	
Eastwood Local Schools Math Teacher		4800 Sugar Ridge Road Pemberville, OH 43450		Mr. Fred Schnoor	
Date From - Date To:	08/1989 - 08/1993	Full/Part Time:	Full	Last Annual Salary:	\$18,000
Reason For Leaving:	Professional Advancement				
Responsibilities/Accomplishments	<ul style="list-style-type: none"> <input type="checkbox"/> Served on textbook selection committee; <input type="checkbox"/> Advised Student Council, and the Junior Class who facilitated the Prom and AfterProm activities; <input type="checkbox"/> Coached Cross Country, and Track and Field; <input type="checkbox"/> Announced Boys' and Girls' Basketball Games. 				

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

Professional Activities

List professional activities:

- Selected as the President North Central BASA (2010-present);
- Served on the board of directors for the Bay Area Gas Consortium (2007-present);
- Served as Vice-President of the Crawford County Economic Development Partnership (2007-present);
- Chaired a regional Education/Workforce Development committee (2007-2010);
- Served as President of the Crawford County Economic Development Partnership (beginning 2011);
- Participated on BASA Communications and Professional Development committee (2008-2009);
- Participated on BASA Report Card committee (2009-present);
- Participated on BASA High School Report Card sub-committee (2009-present);
- Participated on BASA State Teachers Retirement System (2010-present);
- Participated on the BGSU Master's/Doctoral Degree Advisory Committee;
- Participated on the MOESC strategic planning and advisory committees;
- Participated on the PCTC strategic planning committee;
- Facilitated dual enrollment program (DEP) discussion groups involving Wright State University faculty and Montgomery County administrators.

Military Experience

Branch of Service

Current Commitment

Discharge Status

Total Years

Note: Please be prepared to provide discharge papers should you be called for an interview.

Overall GPA	Undergraduate 3.08/4	Graduate 3.91/4
Major GPA	/4	/4
Highest Degree Attained	Number of graduate hours beyond your highest degree:	Grad Program Of Study
EdD/PhD		Leadership Studies

List honors, awards or distinctions you have earned:

- Bowling Green Council of Teachers of Mathematics (Treasurer)
- Omicron Delta Kappa □□Leadership Honorary
- Phi Delta Kappa
- Captain BGSU Track and Cross Country Teams
- All-MAC in Track and Cross Country
- Academic All-MAC

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

Certification/Licensure

Do you hold a National Board for Professional Teaching Standards certification? **No**

Do you hold or anticipate an Ohio certificate/license? **Certificate/License is held**

Type	Certificate/License Number	Expiration Date	Status
Superintendent	BG1010720	06/2014	Current

Please list any other endorsements and/or verifications documented on your certificate/license(s):

Do you hold a current out-of-state certificate? No

State	Type	Certificate Number	Expiration Date	Current?
			mm/dd/yyyy	No

List your out-of-state certified teaching/administration fields:

Statement

Tip: Use your word processor to copy and paste in your answers. Copy your answers from the word processor and then hit CTRL+V for PC or OpenApple+V for Mac to paste.

Why do (did) you want to become an administrator?

Overall, I became an administrator to positively impact the lives of more people than could be accomplished in a classroom. I have always been provided with the opportunity to lead whether it be in athletics, in clubs, or in my profession.

What about being an administrator has been (will be) most rewarding to you? Why?

Without question, the greatest rewards have come from former students who have expressed gratitude for the impact we have had on their lives and the performance of the organization. We have been blessed by the people with whom we have worked and can honestly say that each organization was better when we left than when we arrived.

As an administrator, what communication approaches or systems are (would be) most effective for you?

The single best method or mode of communication is face-to-face conversation. Certainly, technology makes communication easier and more efficient. However, when using technology, particularly e-mail or text messaging, the message delivered is not always the message received. When it is necessary to deliver a mass message, the written word must be clear and concise.

What do you consider to be your major strengths as an administrator?

Over the course of time, the strength that is most often identified by my colleagues is vision. It is often stated that I have the ability to anticipate the future for the organization, see the business from 30,000 feet and to drill the concepts down to the individual student level.

In your previous experience, in what ways have you most influenced a school and community?

In terms of influence on a school, our success at Stebbins High School was amazing. Our team took a school with a 57% graduation rate in 2001 and graduated 90% of the class of 2007. The change was a cultural shift to academic excellence for all students within the building and district.

In terms of a community, we are trying very hard, through the Crawford County Economic Development Partnership, to produce the same cultural shift across all aspects of our 43,000 person county. To accomplish this task we have engaged the county in a strategic

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

In your previous experience, in what ways have you most influenced a school and community?

planning process and are now doing the work as defined by our Crawford 20/20 Vision.

How will you delegate responsibilities to others?

As mentioned throughout, I believe in a team approach; specifically, a professional learning community approach. As a numbers person, my decisions are driven by data. As a team, we review our data points and delegate responsibilities to those who have the greatest opportunity to positively impact our results. A common statement has been, give the responsibility, to the degree possible, to the individual or team who is most affected by the decision.

What methods or approaches do you use most to bring about change in a school?

As stated above, we engage in a PLC process at the building and district and employ management tools such as Baldrige methods and the lessons learned from High Schools that Work. We use data constantly to drive decisions and study research-based best practices to find a best fit for each situation.

Language Skills

Do you know any language other than English? Yes

Language(s): Spanish -- very little really
Oral Level: Polite
Written Level: Polite

Professional References

	Reference 1 of 3	Reference 2 of 3
Name:	Dr. Todd Hoadley	Mr. Jim Witt
School/Org:	Olmsted Falls City Schools	Lake Local Schools
Current Position:	Superintendent	Superintendent
Home Phone:		
Cell Phone:		
Work Phone:	440-427-6000	419-661-6690
Mailing Address:	26937 Bagley road Olmsted Falls, OH 44138	28090 Lemoyne Road Millbury, OH 43447
Email:		
Relationship to Candidate:	Personal/Professional	Personal/Professional
Years Known:	27	18

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

Professional References (cont.)

Reference 3 of 3	
Name:	Mr. Mike Eaglowski
School/Org:	Mad River Local Schools
Current Position:	Superintendent
Home Phone:	
Cell Phone:	
Work Phone:	937-259-6606
Mailing Address:	801 Old Harshman Road Riverside, OH 45431
Email:	
Relationship to Candidate:	Professional
Years Known:	6

Referrals

How did you hear of our vacancy(ies)?

County Regional Office Web Site	District Employee	Other: OSBA Briefcase
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Current Status

Contract Status

* Are you currently under contract?

Yes

If Yes, which district?

Bucyrus City Schools

If Yes, when does it expire?

07/31/2014

When may your present employer be contacted?

as necessary

Professional Status

* Have you ever been employed under a continuing contract in Ohio?

No

If Yes, where?

When?

* Have you ever been denied tenure/a continuing contract?

No

If Yes, explain:

* Have you ever failed to be rehired/renewed, been asked to resign a position, resigned to avoid termination, or terminated from employment?

No

If Yes, explain:

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

ESCCO Criminal Record Statement

* I, Todd Nichols, HAVE been convicted of, or entered a guilty plea to, one or more of the following offenses (see lists) or prior or existing laws of Ohio which are substantially similar to prior or existing laws of another state or substantially similar to laws of the federal government:

No

If you answered YES to the above question, please provide an explanation:

2903.01	Aggravated murder	2907.12	Felonious sexual penetration	2919.24	Contributing to unruliness or delinquency of a child
2903.02	Murder	2907.21	Compelling prostitution	2919.25	Domestic violence
2903.03	Voluntary Manslaughter	2907.22	Promoting prostitution	2923.12	Carrying concealed weapons
2903.04	Involuntary Manslaughter	2907.23	Procuring	2923.13	Having weapons while under disability
2903.11	Felonious Assault	2907.25	Prostitution	2923.161	Improperly discharging a firearm at or into a habitation or school
2903.12	Aggravated assault	2907.31	Disseminating matter harmful to juveniles	2925.02	Corrupting another with drugs
2903.13	Assault	2907.32	Pandering obscenity	2925.03	Trafficking in drugs
2903.16	Failing to provide for a functionally impaired person	2907.321	Pandering obscenity involving a minor	2925.04	Illegal manufacture of drugs or cultivation of marijuana
2903.21	Aggravated menacing	2907.322	Pandering sexually oriented matter involving a minor	2925.05	Funding of drug or marijuana trafficking
2903.34	Patient abuse or neglect	2907.323	Illegal use of minor in nudity-oriented material or performance	2925.06	Illegal administration or distribution of anabolic steroids
2905.01	Kidnapping	2911.01	Aggravated robbery	2925.11	Drug possession (other than minor offense)
2905.02	Abduction	2911.02	Robbery	3716.11	Placing harmful objects in food or confection
2905.04	Child stealing (former law)	2911.11	Aggravated burglary		
2905.05	Child enticement	2911.12	Burglary		
2907.02	Rape	2919.12	Unlawful abortion		

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

ESCCO Criminal Record Statement continued

2907.03	Sexual battery	2919.22	Endangering children		
2907.04	Corruption of a minor	2919.23	Interference with custody (child stealing)		
2907.05	Gross sexual imposition				
2907.06	Sexual Imposition				
2907.07	Importuning				
2907.08	Voyeurism				
2907.09	Public indecency				
OR					
2903.041	Reckless homicide	2917.31	Inducing panic	2923.123	Illegal conveyance of deadly weapon into court house
2903.15	Permitting child abuse	2917.33	Possession of hoax weapon of mass destruction	2923.17	Unlawful possession of explosives
2905.11	Extortion	2919.121	Performing or inducing unlawful abortion on minor	2923.21	Improperly furnishing firearms to minor
2907.24	Soliciting prostitution	2919.13	Abortion manslaughter	2925.041	Illegal possession of chemicals for manufacture of drugs
2907.241	Loitering to engage in prostitution	2921.02	Bribery	2925.13	Permitting drug abuse
2907.311	Displaying matter harmful to juveniles	2921.03	Intimidation of public servant or witness	2925.22	Deception to obtain dangerous drug
2907.33	Deception to obtain matter harmful to juveniles	2921.04	Intimidation in criminal case	2925.23	Illegal possession of drug documents
2907.34	Compelling acceptance of objectionable materials	2921.05	Retaliation against public servant or witness	2925.24	Tampering with drugs
2909.02	Aggravated arson	2921.11	Perjury	2925.32	Trafficking in harmful intoxicants
2909.22	Soliciting or supporting terrorism	2921.34	Escape	2925.36	Illegal dispensing of drug samples
2909.23	Making terroristic threat	2921.41	Theft in office	2925.37	Counterfeit drug offenses
2909.24	Terrorism	2923.122	Illegal conveyance or possession of deadly weapon or counterfeit firearm into school safety zone	2927.24	Contaminating substance for human consumption; spreading false report

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

ESCCO Criminal Record Statement continued

2913.44	Personating an officer	2917.01	Inciting violence	2917.02	Aggravated riot
2917.03	Riot				

OR

ANY FELONY, or any offense of violence, theft offense, or drug abuse offense under either state law or any similar municipal ordinance that is not a minor misdemeanor.

ESCCO Additional Criminal Record Questions

* Have you ever been charged with one of the offenses listed on the preceding page and subsequently been convicted of or plead guilty or no contest to a lesser offense based on the same incident?

No

If you answered "YES" to the above question, please give details below.

* Have you ever been convicted of or pleaded guilty or no contest to an ATTEMPTED version of any of the offenses listed on the preceding page?

No

If you answered "YES" to the above question, please give details below.

Legal Information

* Are there any criminal charges currently pending against you other than a minor misdemeanor or misdemeanor traffic offense?

No

If yes, give details.

* Have you ever had a criminal conviction sealed or expunged?

No

If yes, give details.

* Have you ever surrendered ANY professional certificate, license or permit or had any such certificate, license or permit denied, limited, suspended or revoked?

No

If yes, give details.

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

Legal Information continued

* Are you presently being investigated or under a procedure to consider your discipline or discharge for misconduct by your present employer?

No

If yes, give details.

* Have you ever been discharged, asked to resign from a position or resigned from a position while under investigation for misconduct?

No

If yes, give details.

* Have you ever been subject to an investigation for child abuse by any agency or law enforcement?

No

If yes, give details.

* Have you ever been discharged from any branch of the military other than by honorable discharge?

No

If yes, give details.

An affirmative answer will not necessarily disqualify you from employment. Rather, except as otherwise required by Ohio law, all pertinent information will be considered on a case-by-case basis to determine whether the nature and time of the offense (or alleged offense) are manifestly inconsistent with the duties of the position sought.

FALSIFICATION OF THESE STATEMENTS SHALL BE GROUNDS FOR NON-HIRING OR IMMEDIATE DISCHARGE.

* I, Todd Nichols, attest that I have read and (please select one)

understand

these questions regarding my criminal record and employment history and further attest that all responses provided are true.

If you do NOT understand this document for any reason, please write an explanation below or discuss directly with the hiring officer.

Educational Service Center of Central Ohio Online Application

Nichols, Todd - AppNo: 18041

Date Submitted: 3/22/2011

Applicant's Acknowledgment and Agreement

With the understanding that falsification of any information furnished on this application is grounds for the rejection of this application or dismissal after my employment (if I am hired), I certify that all such information is true and complete to the best of my knowledge, and I hereby authorize agents of the employer and those acting in accordance with their direction to investigate same. I understand that any such investigation may include, but need not be limited to, an inquiry to the Ohio Bureau of Criminal Identification and Investigation (BCI) and the Federal Bureau of Investigation (FBI); I accordingly agree to cooperate promptly and fully during the application process in being fingerprinted and otherwise in completing and signing all forms required for any such inquiry, and I acknowledge that my failure to cooperate shall cause the rejection of my application. Further, I hereby give my permission to the BCI, and the FBI, as well as any and all other persons and entities who might have knowledge concerning information that I have provided on this form, to disclose to agents of the employer and those acting in accordance with their direction all pertinent information in their possession (except to the extent that I have expressly stated otherwise on this form), and I release those so requesting, receiving, and providing that information, and their respective agents and principals, from any and all liability in connection therewith to the full extent permitted by law, and I voluntarily authorize employer to contact any references whose names I have submitted. I voluntarily release employer and any persons providing information from any liability and claims relating to the use of information obtained.

I, Todd Nichols, agree to all of the terms above.

I agree

IT IS THE POLICY OF EACH CONSORTIUM MEMBER'S BOARD OF EDUCATION THAT THE BEST-QUALIFIED APPLICANT SHALL BE SELECTED FOR EACH POSITION WITHOUT REGARD TO RACE, COLOR, RELIGION, NATIONAL ORIGIN, DISABILITY, SEXUAL ORIENTATION, AGE, SEX OR MARTIAL STATUS.

Professional References

Reference 1 Name	Dr. Todd Hoadley	Phone Number	440-427-6000
District/Agency/Company	Olmsted Falls City	Position	Superintendent
Reference 2 Name	Dr. Mike Cline	Phone Number	419-774-5520
District/Agency/Company	Mid-Ohio ESC	Position	Superintendent
Reference 3 Name	Mr. Mike Eaglowski	Phone Number	937-259-6606
District/Agency/Company	Mad River Local	Position	Superintendent
Reference 4 Name	Mr. Jim Witt	Phone Number	419-661-6690
District/Agency/Company	Lake Local Schools	Position	Superintendent
Reference 5 Name	Mrs. Joyce Richards	Phone Number	937-372-6941
District/Agency/Company	Green County CTC	Position	Director

Dr. Todd M. Nichols



March 20, 2011

To Whom It May Concern,

This letter is in response to the posting for superintendent of Worthington City School District. The 2011-2012 school year begins my twenty-fourth in public education and nineteenth as a public school administrator. Throughout the nineteen years of administrative experience, multiple opportunities to lead at the building, district, regional, state and national levels have been afforded; each opportunity presented a valuable opportunity to learn and grow professionally and personally.

With respect to school finance, we successfully replaced an Emergency Levy with a 10.2 mill Substitute Levy for a Continuing period of time. As a result the district will have some growth capacity and will not have to return to the voters for the revenue generated from this fixed-amount levy. Currently, our 1600 student district operates on a \$15.1M general fund budget which is supplemented by \$3M in state and federal grants. In these economic times, our ratio of 25% local revenue, 55% state revenue, and 20% federal revenue presents significant challenges; so too, does the nature of competitive grant funding. We recognize the changes through which public education is progressing and are preparing for the significant face lift planned for public education and our district in specific.

In terms of organizational leadership, we led the community and county in several strategic planning processes. At the district level, we engaged over 300 community members to develop the traditional vision, mission and goals associated with a five-year strategic planning document. So that we keep our promise to keep it free of dust, we

assigned a board member and administrator to each goal area. Then, we receive a progress report at each regular board meeting. Additionally, we host an annual State of the Schools address at which the board member and administrator summarize our progress and identify next steps. At the county level, we engaged in a similar process to provide the 43,000 residents of Crawford County with a clear vision and mission and established four goal areas to help develop a better economic growth strategy. Lastly, at the building level, we have developed professional learning communities (PLCs) at Lake High School, Stebbins High School, and a systemic PLC process in Bucyrus. Proudly, the PLC process in Bucyrus has “created a school district from a district of schools.” Using this method, we honored each person’s dignity and dealt with the issues and were able to merge the personalities. Although this method takes time to implement, it is the process recommended for the Ohio Improvement Process (OIP) and is grounded in research and supported at all levels. Our systemic model is based on the Baldrige process and the DuFour model provide a cohesive framework used throughout the district to communicate, make decisions consistent with the vision, mission, and goals of the district, and to ultimately establish trust, understanding, and teamwork.

With regard to curriculum, instruction, and assessment, we developed a myriad of programs at Stebbins High School which led to an increase in graduation rate from 57% in 2001 to 90% for the class of 2008. In Bucyrus, we are collaboratively designing a comprehensive College and Career Ready Instructional Framework, which led to recent gains by a perennially underperforming cohort group (Class of 2013), on the Plan test demonstrate my depth of understanding and ability to lead in this area. We truly believe a living, breathing instructional framework will continue to lead to increased student achievement. Given demonstrated strength in curriculum design and leadership, I was invited to speak throughout the state with Bill Northrup from North Central Association (NCA) and at the Regional NCA Conference in Chicago, on high school reform. Since then, I have been afforded several other opportunities to present at the state and national levels on systemic leadership among other topics. Each experience has been enriching and established a network of relationships with high schools throughout the country.

While shared decision making is important, any high performing institution needs a leader, a visionary leader. I have found the best way to develop a personal vision is to be well read, use the data trends of the district, to be anticipatory, and to communicate often with colleagues throughout the district, county, state and nation. In terms of my vision for the Worthington City Schools, a high-performing district, I see an organization that is well connected from pre-kindergarten through graduation and beyond. Each person within the organization understands their connectivity to others and their role in the development of outstanding graduates. I see a community that is centered about the schools and is well connected to the advantages provided through partnerships in the community and abroad; each entity, as part of a team, working together in development of programs and policies that promote the highest level of citizenry through communication and education. I see a financially responsible school system that keeps its stakeholders up-to-date through constant communication and monitoring. Ultimately, I see an amazing opportunity to lead a premier school system in Ohio by way of honoring tradition and providing visionary leadership.

Lastly, my resume highlights evidence of community involvement throughout my career. Should I be selected for this position, my intentions are to become a community leader and continue my leadership roles at the regional, state, and national levels. My education and experience have prepared me well to serve as the Superintendent/CEO of the Worthington City School District. If given the opportunity to interview, I hope to further convey my interest in providing visionary leadership.

Sincerely,

Dr. Todd M. Nichols

Dr. Todd M. Nichols



Objective: To facilitate excellence in academic, curricular, co- and extra-curricular programs through research, data-analysis, motivation, and support for the students of the district.

Education: **Ed. D. Leadership Studies,**
August 2001
Bowling Green State University, Bowling Green, OH 43402
Dissertation: *An Investigation into the Perceptions of Students, Coaches, and Administrators in Regard to the Deterrent Effect of a Drug-testing Policy on Students' Choice to use, or not to use, Drugs.*

M.A. Educational Administration and Supervision,
March 1994
University of Toledo, Toledo, OH 43606

B.S. in Mathematics Education,
December 1988
Bowling Green State University, Bowling Green, OH 43402

Experience: **Bucyrus City Schools, Superintendent**
12/2007 – present
117 E. Mansfield Street, Bucyrus, OH 44820

- Responsible for the operation of a city school district serving approximately 1600 students;
- Supervise a classified and certified staff of 250 members;
- Led a successful levy campaign which replaced an Emergency Levy with a 10.2 mill Substitute Levy for a Continuing period of time;
- Assisted in the design, development of, and transition to a two-building system housing PK-5 and 6-12 grade levels in buildings totaling 260,000 square foot, nearly \$40M;
- Created a collaborative partnership through a Community Engagement process to develop a district-wide Continuous Improvement Plan;
- Responsible for the district's \$15M general fund budget and over \$3M in state and federal grants;
- Led by using a systemic professional learning community (PLC) approach to ensure alignment and sustainability of growth in student achievement;
- Facilitated the creation of a Positive Behavior Support (PBS) team designed to positively impact the culture and climate in the district;
- Aligned a systemic and comprehensive PK-12 curriculum, instruction, and assessment program using power standard identification, common formative short-cycle assessment development, and quality instruction definitions that

ensure curriculum alignment and facilitate discussion amongst team members;

- Developed a comprehensive PK-2 Early Literacy and mathematics program;
- Facilitated the transition to a full-scale inclusion model emphasizing team-teaching and differentiation of lessons and assessments;
- Created a 30/1300 Program to align the district's Gifted, Honors, Advanced Placement, and Dual Enrollment Program offerings to better serve the most academically gifted students.

Mad River Local Schools, *Walter E. Stebbins High School Principal*

8/2003 – 12/2007

801 Old Harshman Road, Riverside, OH 45431

- Responsible for the operation of a 9-12 comprehensive high school serving approximately 1150 students;
- Supervise a classified and certified staff of 118 members;
- Assisted in the design, development of, and transition to a 272,000 square foot, nearly \$40M building;
- Responsible for the high school budget;
- Led by using Baldrige Quality Tools as a *modus operandi*;
- Facilitated the development of the Freshman Academy Program wherein **all** engage in a college prep curriculum;
- Developed a Professional Learning Community (PLC) wherein every staff member is on one of the schools' three goal teams;
- Facilitated the creation of a Positive Behavior Support Team designed to positively impact the culture and climate in the high school;
- Developed an Advisor/Advisee program;
- Provided the vision for the expansion of the student organization *VOICES*;
- Led the development of short-cycle assessments that mirror common standardized tests to ensure curriculum alignment and facilitate discussion amongst team members;
- Facilitated the transition to a full-scale inclusion model emphasizing team-teaching and differentiation of lessons and assessments;
- Expanded the Honors and Advanced Placement offerings to better serve the most academically gifted students and to attract families who may be moving to the area;
- Instituted a College Fair for 10th through 12th grade students attended by more than 20 colleges and universities and all four branches of the military;
- Led the high school to *Effective* status as identified by the Ohio Department of Education;

Lake Local Schools, *High School Principal/EMIS Coordinator*

8/1997 – 8/2003

Post Office Box 151, Millbury, OH 43447

- Responsible for the operation of a 9-12 high school serving approximately 600 students, 39 certified staff members, and 12 classified staff members;
- Served as the district coordinator of the Educational Management Information System (EMIS);

- Developed a strong Academic Booster Organization;
- Created a *Flyer Club* community athletic group dedicated to the improvement of campus athletic facilities;
- Chaired the district Athletic Council and Drug-testing Committees;
- Developed policy within the frame of shared decision-making with an emphasis on data-based decisions;
- Participated in the design and implementation of successful operating, permanent improvement, and bond levy campaigns;
- Administered the high school budget in excess of \$100K;
- Assisted in the design and development of a middle school construction project.

**Eastwood Local Schools, *Assistant Principal/Athletic Director*
8/1993 – 8/1997**

4800 Sugar Ridge Road, Pemberville, OH 43450

- Administered discipline and attendance policies in a 9-12 high school with an enrollment of approximately 600 students;
- Served as the *District Attendance Officer* for approximately 1800 students;
- Acted as the *District Transportation Supervisor* in charge of 17 regular routes, 30 drivers, one mechanic, and a fleet of 21 buses;
- Performed evaluations for all teachers, coaches and drivers;
- Served as chairperson for students in grades 7-12 with Individualized Educational Plans (IEP);
- Coordinated Intervention Assistance Teams (IAT);
- Administered an athletic program comprised of 15 varsity sports and a budget in excess of \$80K;
- Developed a *Community Athletic Project (CAP)* with a budget in excess of \$70K designed to improve the district's athletic facilities.

**Eastwood Local Schools, *mathematics teacher*
8/1989 – 8/1993**

4800 Sugar Ridge Road, Pemberville, OH 43450

- Served on textbook selection committee;
- Advised Student Council, and the Junior Class who facilitated the Prom and *AfterProm* activities;
- Coached Cross Country, and Track and Field;
- Announced Boys' and Girls' Basketball Games.

Leadership:

Affiliated Professional Leadership Roles and Responsibilities

- Selected as the President North Central BASA (2010-present);
- Served on the board of directors for the Bay Area Gas Consortium (2007-present);
- Served as Vice-President of the Crawford County Economic Development Partnership (2007-present);
- Chaired a regional Education/Workforce Development committee (2007-2010);

- Served as President of the Crawford County Economic Development Partnership (beginning 2011);
- Participated on BASA Communications and Professional Development committee (2008-2009);
- Participated on BASA Report Card committee (2009-present);
- Participated on BASA High School Report Card sub-committee (2009-present);
- Participated on BASA State Teachers Retirement System (2010-present);
- Participated on the BGSU Master's/Doctoral Degree Advisory Committee;
- Participated on the MOESC strategic planning and advisory committees;
- Participated on the PCTC strategic planning committee;
- Facilitated dual enrollment program (DEP) discussion groups involving Wright State University faculty and Montgomery County administrators.

Presentations: BASA School Facilities Conference, March 2010, Columbus, OH, *When Old Becomes New – Lessons Learned from Renovating an 87 year-old School Building*

Crawford County Bar Association, December 2009, Bucyrus, OH, *A Common Theme: Student Achievement via Instructional Quality*

National Staff Development Council, December 2009, St. Louis, MO *Leadership and Sustainability using Systemic PLCs*

Battelle for Kids, June 2009, Columbus, OH, *Leadership and Sustainability using Systemic PLCs*

BASA School Facilities Conference, March 2009, Columbus, OH *The Benefits of Owner's Representation*

National Staff Development, December 2008, Washington, DC, *Using District Leadership Teams*

North Central Association, April 2005, Chicago, IL, *High Performing Schools: Rigor, Relevance, and Relationships*

Affiliations: Inducted into Mid-American Association of School Superintendents (MAASS)
 Buckeye Association of School Administrators (BASA)
 Ohio Association of Secondary School Principals (OASSA)
 National Association of Secondary School Principals (NASSP)
 Association of Supervision and Curriculum Development (ASCD)
 Ohio Association of Pupil Transportation (OAPT)
 Ohio Council of Teachers of Mathematics (OCTM)
 Omicron Delta Kappa – Leadership Honorary
 Phi Delta Kappa
 OHSAA Track Official
 Varsity BG Club
 Elk's National – Bucyrus Lodge

Bucyrus Rotary Club

References: Mr. Mike Eaglowski, Superintendent
Mad River Local Schools
937-259-6606

Mr. Jim Witt, Superintendent
Lake Local Schools
419-836-2552

Dr. Mike Cline, Superintendent
Mid-Ohio Educational Service Center
419-946-7070

Dr. Todd Hoadley, Superintendent
Olmstead Falls City Schools
440-427-6000

Dr. William Zelli, Superintendent
South Euclid-Lyndhurst Schools
216-691-2000

Ms. Necia Nicholas, Assistant Superintendent
Mad River Local Schools
937-259-6606

Mrs. Joyce Richards, Director of Secondary Education
Green County Career Center
937-372-6941

Others available upon request