
MARLA J SHEPPARD

Lees Summit, MO

PROFESSIONAL EXPERIENCES

Deputy Superintendent

July 2017-present

Kansas City Public Schools (Missouri)

KCPS has 14,500+ students. Demographics: 58% African American, 28% Hispanic, 9% White, and 6% other; 100% Free/Reduced Lunch; KCPS has been a “Provisionally Accredited” district since 2011. Deputy Superintendent duties include reporting directly to the Superintendent and being in charge in his absence, serving as a cultural steward for Central Office activities, having primary authority and accountability for the District’s School Leadership, Academic and Professional Development, and Equity & Innovations Departments. The Deputy Superintendent drives organizational effectiveness through the educational performance of the district, providing leadership, vision, and strategic direction for the District’s curriculum, instruction, professional development, assessment and school improvement initiatives, including the Missouri School Improvement Plan.

Responsible for all academics, innovations and school leadership including:

- Led District School Start Task Force during COVID-19, including all areas of the district: Facilities, Communications, Human Resources, Academics, Budget and Finance, and Virtual Academy
- Led the creation of innovative digital learning pathways for KCPS teachers utilizing digital modules for increased performance in a digital environment
- Led the creation of the instructional guidebook for school leaders during COVID-19.
- Led the creation of an Equity, Inclusion, and Innovations Department that worked to ensure our district-level actions aligned with Board Equity Policy 0.0.
- Led the creation of a district-level staffing model to have equitable distribution of staff between district schools and the district Virtual Academy.
- Kansas City Public Schools received its highest accountability score in 30 years in 2019 of 82.9% APR
- Kansas City Public Schools has outgrown the state in reading and math for two consecutive years (2.1 MPI points in ELA and 3.2 MPI points in Math, 2019)
- Instituted a new dropout recovery protocol to improve graduation rates, attendance rates, and lower dropout rates resulting in a 2.6% increase in the graduation rate and a 1.6% increase in proportional attendance rate
- Reorganized Department of English Language Learners (ELL) to include an equitable funding formula for each school to determine resources, increased focus on data for improved accountability resulting in a 5.5% gain in math and a 2.1% gain in reading
- Utilized the Richard Elmore *Instructional Core Framework* to drive our Theory of Action and department priorities

- Instituted Summer Teacher Institute with national speakers and a conference style summer workshop to increase professional development participation in KCPS; Saw 100% increase in voluntary attendance from year one to year two. Institute is now negotiated into teacher contract;
- Reorganized Special Education Department to create divisions based on experience and expertise to provide more accountability at all levels resulting in the district's first state audit at 100%.
- Instituted a new universal screener and adaptive learning tool to assist with intervention around skill deficiencies for students resulting in a decrease of 27% of students at-risk for tier III in math and a decrease of 28% students at-risk for tier III in reading
- Created a Start of Schools Standard Operating Procedure (SOP) that involved all departments allowing for a smooth school opening (Pre-COVID)
- Led the Development of a district walkthrough tool in collaboration with The New Teacher Project (TNTP), teachers, principals, and union leader to provide a narrow focus for schools (Focus, Rigor, and Student Understanding) resulting in 4500+ walkthroughs with feedback
- Instituted a Seal of Bi-literacy diploma for KCPS students; Number of students has grown by 68.6% increase in two years of implementation
- Implemented AVID in all KCPS secondary schools to encourage a college and career readiness school environment and exceeded our enrollment goal by 193% for 2019-20.
- Created Saturday AP sessions for non-traditional AP students to receive quarterly review on content and writing skills (number of students taking AP exam has increased by 100%) and percentage of students scoring 3,4, or 5 has increased by 466% in three years.
- Focused on IB alignment at our IB High School resulting in a 50.6% increase in students receiving the Full IB Diploma from SY 2017 to 2020 (72.2%)
- Expanded the AP and Dual Credit program across all high schools adding 10+ classes in KCPS including Human Geography as a 9th grade course across every high school
- Implemented Project Lead the Way in all district elementary schools by revising the computer teacher job description to create STEM exposure for all students.
- Reorganized CIPD into instructional support networks yielding more individualized support per school and implementation of Network Data Meetings monthly per school
- Instituted tiered staffing model based on 13 data points and provided equitable distribution of resources (academic and socio-emotional) based on school need resulting in a 19.2% decrease in discipline for 2018-19
- Lead College and Career Readiness Task Force resulting in creation of a Theory of Action and district strategic goals for college attendance and career readiness; career pathways were created at each high school
- Created intervention model for K-2 students in all tier two and tier three schools with all interventionists receiving National Reading Interventionist Certification training from Neuhaus resulting in 69.2% of the cohort receiving certification.

- Instituted an Aspiring Principal’s Institute to assist aspiring APs become principals within the district and an Executive Leadership Cohort for principals interested in district-level positions within the district

Assistant Superintendent
Fort Bend ISD

August 2013- June 2017
Sugarland, Texas

FBISD had 73,750 students. Demographics: 27.6% African American, 26.3% Hispanic, 25.6% Asian, 17.1% White, and 3% other; Oversaw 14 principals, 500+ teachers, and 13,000+ students; Responsible for all operations and functions of schools including:

- Provided leadership and coaching to two feeder patterns comprised of 2 high schools, 2 middle schools, 8 elementary schools, and 2 Disciplinary Alternative Education Programs (DAEP).
- 100% of schools received “Met Standard” TEA rating
- 38% of schools had at least one academic distinction
- Increased the percentage of students on STAAR that scored “Meets Grade Level” standards in reading by 3%, math by 5%, and science by 5% across the district
- Raised ACT scores by .5, with district scoring 2.1 points above the national average
- Implemented Literacy Program, called *Kangaroo Kamp*, for the most at-risk kindergarteners to receive extra summer support in literacy. Resulted in 78% of students increasing DRA scores by at least one level
- Implemented Jumpstart Summer Program for our most at-risk 8th graders to prepare them for 9th grade Math and Writing.
- Implemented a “9th Grade Transition Team” for our most at-risk middle-high school feeder pattern that consisted of looping the 8th grade administrative team to 9th grade to provide consistency and stronger relationships during this challenging transition.
- Instrumental in revising the district’s Grading Policy to provide more guidance for teachers to implement fair grading practices.
- Facilitated district wide professional development in principal meetings;
- Department of School Leadership Title I representative;
- Member of New School task Force, a council that is developing standards and procedures for opening new schools in FBISD;
- Oversaw implementation of E³ Alliance Literacy reform at our most at-risk middle schools;
- Oversaw implementation of district’s intervention model for failing schools, EDGE (Educators Dedicated to Growing Excellence), at Briargate ES resulting in school exiting *Improvement Needed* status (2017) and results are sustained
- FBISD was awarded the HEB District of the Year (Large District)
- High school principal in one of my feeder patterns was awarded the HEB Principal of the Year

Turnaround Principal
Jack Yates High School

June 2011- August 2013
Houston ISD, Houston, Texas

Yates High School was in stage 5 AYP and Academically Unacceptable per TEA rating. Demographics: 91% African American, 7.8% Hispanic, 1% other, 77% economically disadvantaged, 24% Special Education. Key contributions:

- Yates High School met AYP for the first time ever in 2011-2012 school year.
- Academic gains: Math (+22%), Science (+8%), Social Studies (+10%), and ELA (+7%)
- Attendance increased from 90.2% to 93.2% (+3%)
- 4-Year Completion rate increased by 9% to 86.9%
- Scholarship amounts increased to \$3.5 million, up from \$2 million
- Received “Met Standard” with a distinction in Mathematics in 2012-2013 school year.
- Decreased dropout rate from 3.2% to 2.1%
- Fostered a great relationship with the community and alumni
- Maximized the master schedule to create in-school interventions
- Increased students graduating on the “Recommended” plan from 88% to 90.4%.

Turnaround Principal
Fleming Middle School

January 2006 to June 2011
Houston ISD, Houston, Texas

Fleming Middle School was a failing school that became a TEA “Recognized” school; Demographics: 63% African American, 37% Hispanic, 93% economically disadvantaged, 21% Special Education. Key contributions:

- Met AYP each school year
- Fleming remained in the top 50% for middle schools in value-added composite data.
- Revamped the instructional program at Fleming using data through bi-weekly “data talks” resulting in the following increases: Math (+49%), Reading (+15%), Writing (+12%), Social Studies (+15%), Science (+50%)
- Increased attendance from 94.1% to 95.2%
- Created a school culture of continued professional growth for all staff resulting in increased teacher effectiveness.
- Created a 21st century technology school with state-of-the-art technology in classrooms throughout the building
- Created a college and career ready environment for students by exposing them to various colleges and universities inside and outside Texas and implementing College Week
- Implemented Academic pep rallies to promote academic excellence
- Created innovative master schedules that met the needs of ALL learners

Dean of Students
Paul Revere Middle School

August 2003 to January 2006
Houston ISD

Principal Intern
William Holland Middle School

August 2002 to August 2003
Houston ISD

Teacher
Lanier MS, Madison HS, and Welch MS

August 1995 to August 2002
Houston ISD

- Taught math and science
- Teach for America Faculty Advisor
- TEA Gold Performance Award for Algebra I scores

EDUCATION

B.S. Biomedical Science
Texas A & M University

May, 1995
College Station, Texas

M.Ed. Educational Leadership
University of Houston

August, 2003
Houston, Texas

Ed.D. Professional Leadership
University of Houston

August, 2015
Houston, Texas

PROFESSIONAL DEVELOPMENT

Superintendent Academy Participant, National Superintendent Institute (2015)
Chief Academic Officer Academy Participant, National Superintendent Institute (2016)
AASA Urban Superintendent Institute Participant (2020-21)

AWARDS AND HONORS

Houston ISD Secondary Principal of the Year (2011)
Wheatley Feeder Pattern Secondary Principal of the Year (2007 and 2010)
Missouri City Community Service Award (2017)
Chosen to serve on Commissioner's state advisory team for Equity and Principal Leadership (2020)

REFERENCES

Listed on an attached page

Marla Sheppard's References

Supervisors

Dr. Mark Bedell

Superintendent, Kansas City Public Schools

[REDACTED]

Dr. Charles Dupre

Superintendent, Fort Bend ISD (Former Supervisor)

[REDACTED]

Dr. Terry Grier

Former Superintendent, Houston ISD (Former Supervisor)

[REDACTED]

Mrs. Pattie Mansur

Board Chair, Kansas City Public Schools

[REDACTED]

Direct Reports

Dr. Darrin Slade

Assistant Superintendent, Kansas City Public Schools

[REDACTED]

Dr. Lloyd Jackson

Assistant Superintendent, Kansas City Public Schools



Principals

Ida Ford

Current Executive Director, Fort Bend ISD (Former Principal)



Dr. Tonya Curtis

Principal



Deanna Olson

Principal

