

March 22, 2025

Selection Committee
Monroe County Public Schools

Dear Selection Committee,

Please accept this letter and resume as application for the position of Superintendent of Monroe County Public Schools. I currently serve as the Deputy Superintendent of Jeffco Public Schools in Denver, Colorado. However, over the past 30 years, I have successfully served as Superintendent, Deputy Superintendent, Principal, Chief Academic Officer, Content Specialist and Teacher at the elementary, middle and high school levels. At this point, you may be wondering why a Colorado leader is interested in leading Monroe County. I assure you this is not a mistake, or a random whim. I have traveled to Florida for just about every vacation and holiday over the last fifteen months. For years my husband and I have dreamed of living in the Florida Keys, and when the role of Superintendent became available, I saw it as an opportunity to get to do what I love in a place that I love. I understand and embrace the culture of the Keys, and would love to serve as Superintendent of Monroe County.

As both a Deputy Superintendent as well as Superintendent, I have been responsible for strategic and instructional leadership, financial and personnel management, and program development. As Deputy Superintendent, I work in collaboration with the Superintendent to develop and manage a \$1.2 billion budget for a district of 74,000 students, 150 schools and approximately 14,000 employees. We work collaboratively with the Board of Education to serve the vast community of Jefferson County. I also led the development and implementation of Jeffco Thrives 2025, our three year strategic plan. In Jeffco, I have provided vision and leadership for high school reimaged work, data culture, review of academic functions, healthy and equitable start times as well as the redevelopment of alternative education.

Over my eight years as Superintendent, I built a reputation for being a very involved, community oriented leader that collaborates and empowers others to succeed. In both Oregon and Colorado, I engaged my communities in collaborative design work through town halls and staff forums that resulted in the development of strategic plans for both communities. I worked hard to develop a highly successful Career and Technical Education program as well as an innovative STEM program. Further, I collaborated with my teaching staff and the community to design a plan for digital literacy and the support of 21st century teaching and learning through an innovation team model of professional learning for all educators K-12. I also led school leadership in the development of "Our Learners: Our Future," to ensure student learning experiences were relevant and students were developing the skills they needed to successfully navigate their future.

I am incredibly proud of many of my successes as a leader, including building and opening Hulstrom Options K-8 School in Adams 12, as it is one of the highest performing schools in the state of Colorado. Hulstrom specializes in serving gifted students and highly able students

seeking advanced academic programming. But I am also incredibly proud of my work serving our most at-risk students. I have worked to develop and implement programming aimed at increasing student success such as Advancement via Individual Determination (AVID), drop-out recovery programming, multi-tiered systems of support (MTSS), primary literacy interventions and family learning opportunities. I have engaged with families and community partners so that student experiences reflected our community's values and prepared our students for their future. The overall impact of this work was a significant reduction in achievement gaps between our overall performance and the performance of our at-risk students.

In conclusion, if you are looking for an innovative, collaborative leader who understands how to authentically engage and build trust with communities and who is committed to ensuring that every student has an extraordinary experience that prepares them for their future, you have found the appropriate candidate. Three and a half years ago I accepted the opportunity to return to the Denver metro area and serve as Deputy under Superintendent Dorland. During that time, we took on the challenge of declining enrollment by closing 21 schools over three years. We also reestablished a strong infrastructure through key safety investments, made strategic investments in high quality curriculum, stabilized the budget, established frameworks for teaching and learning and provided competitive wages for our employees through negotiations. We returned student achievement and growth to pre-pandemic levels and in many cases have exceeded those levels.

I have lived and served in both rural and urban communities that range in size from 2,000 to 74,000 students. While I am proud of the success I have had in large and small districts, I appreciate the size of Monroe County. Having served as superintendent in a similar sized district, I know how to work with my leadership team to build strong community connections, be present in schools, directly involved in ensuring we are providing extraordinary student experiences, and empowering staff to be their most efficacious. Thank you for taking the time to consider my letter and resume.

Respectfully,



Dr. Kym LeBlanc-Esparza

KYM LE BLANC-ESPARZA

30959 E. 151st Ave
Brighton, CO 80603
(303) 961-7416
email: kymleblancesparza@gmail.com

EDUCATION

Ed.D. Educational Leadership, Applied Statistics – University of Northern Colorado, Greeley, CO 2007
AASA/ USC National Urban Superintendent Academy Certification Program, 2015.
M.Ed, Education Administration & Curriculum, University of Texas, Permian Basin, Odessa, TX 1999
Endorsement, Gifted and Talented Education, University of Connecticut, Storrs, CT 1997
B.S. Elementary Education & Secondary Science, New Mexico State University, Las Cruces, NM 1989

PROFESSIONAL EXPERIENCE

Deputy Superintendent - Jeffco Public Schools. January 2022 - Present

- Serve as leader directly under the Superintendent for school district serving 74,000 students, over 14,000 staff and over 150 schools, including alternative education campuses, options schools and charter schools.
- Manage a district budget of approximately \$1.2 billion annually.
- Work in partnership with the superintendent to support the Board of Education.
- Developed a three-year strategic plan, Jeffco Thrives 2025, with both short- and long-range goals to guide district direction and decision making.
- Engage with community leaders and families in town hall conversations throughout each articulation area.
- Authored “Strengthening the Connection between School and Home” book for NASSP and NAESP Essentials for Principals series.
- Lead the Academic Leadership Team, which makes up half of the district cabinet and consists of the Chief of Schools, Chief Academic Officer, Chief of Student Success, Chief of Family Partnership and Community Engagement, and Chief of Human Resources.
- Oversee and guide district labor negotiations teams.
- Direct district initiatives such as High School Reimagined, Alternative Education Redesign, Healthy and Equitable Start Times and the Magic of Middle School.
- Worked in collaboration with cabinet team and the Board of Education to address declining enrollment through the closure of 21 schools over three years.
- Lead the development of a robust district data culture with the development of over 15 cross functional, state of the art district data dashboards and developed leadership professional development to support the effective use of data tools.
- Develop and lead strategic plan initiatives to address achievement gaps of historically underserved students, discipline disproportionality, and address the needs of at-risk students in school level transitions.

Superintendent - Archuleta School District. June 2020 – January 2022

- Lead school district serving 2000 students, with over 250 staff and 5 schools including an alternative high school and a family school.
- Develop and manage a district budget of over \$50 million annually, which included local tax revenue, state school funding and federal grant funding.
- Work with the Board of Education to develop short- and long-range strategic plans to provide direction and guidance to district decision making.
- Build communication plans for district and community around reopening school and addressing COVID-19 in the district that includes outreach to staff, families and the community for their input and involvement in the process.
- Convene and facilitate leadership team in their development of reopening school plans around COVID-19.

Rocky Mountain States Director – Western Division – AVID Center. January 2019 – December 2020

- Support the reorganization of state assignments for the Western Division in order to provide better support to all states within the division.
- Lead outreach efforts into states with little to no AVID presence through national networks and superintendent collegial relationships.
- Provide support for a state level round-table discussion around 21st Century essential skills for college and career readiness with follow up networking through state level presentations and facilitated discussions with superintendents.
- Provide overall leadership to assigned state(s) to promote AVID's quality and growth.
- Assist with the preparation of strands and Site Team material; serve as strand observer and coach; facilitate Site Teams and strands.
- Assist with Summer Institute planning, coordination, implementation and other regional events.
- Direct development, implementation, growth, and expansion plans to enhance quality and increase the number of districts and sites.
- Lead cross-functional division and Headquarters teams in developing state site growth plans and utilize appropriate data sources to develop state tactical plans.
- Provide effective coaching, development, and support for District Directors and team members to build capacity to support the implementation of the AVID College Readiness System.

Interim Executive Director – Secondary Education and Career and Technical Education – Pueblo School District 60, Pueblo, Colorado. June 2018 – January 2019

- Supervise four comprehensive high schools, one alternative high school, an online school, one middle school and two K-8 schools.
- Serve on Superintendent's leadership cabinet.
- Mentor Executive Director of Exceptional Student Services and support the development of programs to meet exceptional student needs.
- Work with district assessment and IT teams to design and build a real-time progress monitoring tool and data dashboard to track student success on interim assessments, Colorado state assessments, PSAT, and SAT.
- Using Relay structures and protocols for observation feedback and weekly data meetings, coach leadership teams of school in performance improvement.
- Work with Pueblo Community College and Colorado State University Pueblo to provide programs such as MyLife, Ascent, Gateway to College and concurrent enrollment opportunities.
- Supervise and guide principals and leadership teams through the implementation of new graduation guidelines within the Laude system.
- Oversee alternative education programming at the secondary level including affective needs programs, adjudicated youth programs and gifted and talented program.
- Oversee district level content specialists for STEM, math, language arts, gifted and talented, CTE, the arts and physical education.
- Make presentations to the Board of Education on proposed policy changes as well as programs that pertain to secondary education.
- Oversee budget and staffing of secondary schools.
- Support schools in the annual development of Unified School Improvement Plans.
- Oversee hiring process for secondary principals and assistant principals
- Oversee the development of new online school to serve students in grades 6-12.
- Work to re-align and re-develop career and technical education pathways.
- Serve as AVID district director.

Superintendent – Newberg School District, Newberg, Oregon. June 2012- June 2018

- Lead school district serving 8000 students, over 500 staff with 11 schools including an alternative high school and a day treatment center school.
- Develop and manage a district budget of over \$86 million annually, which included local tax revenue, state school funding and federal grant funding.
- Work with Board of Education and Senior Staff to develop 5-year strategic plan to address achievement, community and family relationships, human resource development and strategic asset management through a focused theme of, "Preparing Students for the 21st Century-All Means All"

- Increased graduation rate by 13.9% over 5 years, exceeding the state average by 10%; increased on-time graduation rate of Economically Disadvantaged students by 11%
- Increased graduation rate of English Language Learners by 10.4% over three years
- Reduced drop-out rate by 50%
- Serve as Superintendent leader at state level with Confederation of Oregon School Administrators through Education Leadership Coalition
- Serve on Oregon Graduation and Post-Secondary Success Task Force
- Successfully negotiated contracts with both certified and classified unions
- Developed frameworks for teaching and learning, leadership performance standards and multi-tiered systems of learning to ensure success for all students
- Developed and led Female Leadership PLC including district and building leaders, community leaders such as President of City Council, Executive Director of Portland Community College, Provost of George Fox University and CEO of Chehalem Valley Chamber of Commerce
- Design, build and operate day treatment center school providing academic and mental health wrap-around services to students placed in group-home setting. Partner with DHS to develop programs serving emotionally disturbed and trauma impacted children relinquished to state custody.
- Serve on Providence Hospital Community Advisory Board
- Develop school based mental health center in partnership with Providence Hospital and George Fox University to serve mental health support needs for students in grades 6-12.
- Redesigned safety practices and procedures in collaboration with local law enforcement, county leadership and fire department officials including the design of a Crisis Response Manual and Training Protocol
- Completed \$28 million bond with construction projects, information technology infrastructure upgrades, HVAC system improvements and educational system improvements
- Developed Professional Learning Plan for district involving and integrating Innovation Teams, Mentoring and Digital Conversion to 21st century teaching and learning
- Served on Yamhill County Early Learning Hub Board to oversee program and grant awarded by the Oregon Department of Education.
- Developed systemic infrastructure for Board annual reporting of data and results
- Conducted county-wide At-Risk Summit to bring leaders, service providers, educators and parent leaders together focused on collaboration to ensure services are effectively serving at-risk students in the Newberg School District
- Conducted district-wide Community Action Poverty Simulation in order to develop knowledge base and understanding of our students who live in poverty and how to support them as learners.
- Developed teacher performance standards, evaluation process and handbook and classified employee performance standards, evaluation process and handbook through collaborative committee processes
- Establish ongoing relationships and actively advocate for P-20 education with state level legislators as well as Congressional leaders at federal level

Executive Director of K-12 Education – Adams 12 Five Star School District, Thornton, Colorado May 2010-May 2012

- Led and supervised principals of schools Pre-K-12 including comprehensive high schools, middle schools, elementary schools, magnet schools, and alternative education campuses within a district of 42,000 students, serving 56 schools.
- Led the restructuring process of one comprehensive high school, two middle schools and four elementary Title One schools.
- Designed and launched Pathways Alternative Education Program, a blended learning community to support drop-out prevention and increased district graduation rates.
- Served on Advisory Board of Front Range Community College Gateway to College Program.
- Design, develop and lead district day treatment school to serve at risk students from 5 comprehensive high schools and 8 comprehensive middle schools through mental health support and wrap around, trauma informed practices.
- Supervised all Federal Title Programs, Migrant, Head Start, Homeless and Pregnant and Parenting Teens programs.
- Led task force to review and evaluate district pre-school and head start programs. Developed Jump Start to Kinder program in collaboration with county and district pre-school program staff.
- Recruited, developed, hired and mentored new principals and assistant principals.

- Developed and implemented IB continuum K-12 in the Thornton High School feeder system.
- Supervised Intervention Services for district including truancy, suspension, expulsion, substance abuse prevention, alternative to suspension and expulsion programs, Discovery programming and PBS.
- Directed AVID program at District level.
- Supported the development of the STEM K-8 Magnet Lab School and K-5 Arts Integration School.
- Superintendent's committee to develop Pre-K-12 English Language Learner program plan for district.
- As a member of Senior Staff, collaborated to develop and manage district budget of \$296 million.
- Served as District Director of K-12 Mathematics and Science.
- Facilitative Leader with district 21st Century Graduate Project
- Served on District Policy and Planning Council.

Adjunct Faculty/Higher Education– University of Denver, Western State Colorado University, George Fox University & University of Southern California, 2009 – 2020

- Taught Principal preparation program courses in leadership, family and community engagement, law and finance, the principalship, change leadership, special populations- SPED, ELL, GT, building management, safety and security
- Served on Advisory Board at Front Range Community College and Gateway to College Program
- Work collaboratively with the Dean of the College of Education to design internships and mentoring for pre-service teacher candidates
- Developing induction program for first- and second-year teachers involving mentors and seminars to ensure successful transition into K-12 education
- Serve as guest lecturer & mentor for USC Rossier College of Education and AASA National Urban Superintendent Certification program

Principal & Director of Advanced Academic Services, Adams 12 Five Star School District, Thornton, Colorado. May 2002-May 2010

- Created and established K-8 magnet school in Adams 12 Five Star School District with a focus on advanced academic achievement and gifted education.
- Lead school through the growth process from a school of 225 students serving grades K-5 to a school of 775 students serving grades K-8
- Developed a screening process for pre-school students to determine academic needs that was adopted by Colorado Department of Education to identify early childhood gifted and talented students.
- Designed, planned and collaborated with architects and contractors to build 80,000 sq. foot K-8 school.
- Lead staff to develop and design School Improvement plan based on data analysis and in alignment with district strategic plan.
- Developed gifted and talented identification process and programming for deaf, hard of hearing, visually impaired and blind students.
- Served as administrative mentor in data analysis and goal setting for student achievement results.
- Directed Advanced Academic Services program including Pre-Advanced Placement, Advanced Placement, International Baccalaureate Program and gifted and talented education.
- Facilitate analysis and evaluation of Advanced Placement achievement results and developed professional development support for teachers of all AP content areas for district high schools.
- Serve on Gifted and Talented Sub-Committee of State Advisory Board.

Director of Advanced Academic Services, Math and Science. Boulder Valley School District. Boulder, Colorado. June 1999 – May 2002

- Facilitated the redesign of Talented and Gifted Identification model and Personalized Learning Plan design for district.
- Directed Advanced Academic Services program including Pre-Advanced Placement, Advanced Placement, International Baccalaureate Program and gifted and talented education.

RESULTS, HONORS AND AWARDS

Jeffco Public Schools – JCAA Excellence in Leadership Award 2024, Developed and presented Data Camp to over 200 administrators, Colorado Association of School Executives state conference presentation on Establishing a Districtwide Data Culture.

AVID – Co-Presented with Jason Glass, Superintendent of Jefferson County Schools and Mike Lynch, Executive Director of Westminster School District 50 at CASE on “Soft Skills and Executive Functioning Skills: What Students Need to Be Successful in College, Career and Life”, Co-Presented with Gordon Mosher at GlobalMindEd Conference on “How AVID prepares students to be College and Career Ready”, Collaborated with White Board on a round table discussion for Colorado leaders including legislators, state officials, Dr. Katy Anthes, Superintendents from around the state, AVID leaders and students on how we prepare our students to be College, Career and Life Ready.

Newberg School District – Increased graduation rate by 13.9% over five years; Increased alternative high school attendance rates from 71% to 92%; Reduced drop-out rate by 50%; 6 schools named Outstanding Schools by Oregon Department of Education; Nominated for AASA 2016 Women in Leadership Award; Co-chair sub-committee of AASA National Superintendent Certification review process; Member of AASA Collaborative; Mentor for USC & AASA Superintendent Academy Cohort 2016-2017; Oregon Association of School Executives Executive Subcommittee 2016; Ford Family Foundation grant recipient in partnership with George Fox University in support of professional development for staff around trauma informed practices and serving the social emotional needs of secondary students; “Our Month in Poverty Inspires Action” published in AASA School Administrator May 2016; Selected by EdLeader21 as Innovative District to open National Conference as IGNITE! Feature; Presented “How Newberg is Taking on the Achievement Gap” at state Confederation of Oregon School Administrators conference as well as Oregon School Board Association annual conference; Led the implementation of AVID in Newberg School District; member of OLN: Oregon Leadership Network; Awarded competitive grants in areas of Teacher Empowerment through Collaboration, Bilingual Education, Early Childhood Education, AVID, Equal Opportunity Schools, Developing programs for At-Risk Students to reach higher education, Science Technology Engineering and Math, and developing School-based Health Centers, and critical languages introducing Mandarin Chinese; Ranked in top 25 schools in Oregon and top 12% of schools nationally by U.S. World News Report; Nominated and selected for Navy Distinguished Visitor’s Program; Multiple state athletic championships; Booster Club named Volunteer Organization of the Year by the Chamber of Commerce; Robotics program qualified three teams for state and one qualified for World Championships; completed \$28 million dollars in renovations and additions to 11 district facilities including new STEM facilities in two middle schools and a new alternative high school; Commendation for budgeting and accounting practices by Pauly Jones Accounting and Auditing firm.

Oregon Department of Education – Selected to State Assessment Committee to address ESSA implementation.

Adams 12 School District – Increase in graduation rate of 4.2% over 2 years. Pathways program enrollment of 480 students with the successful graduation of 146 students over the first 2 years; Thornton High School decrease of course failures by 30% with the implementation of Colorado Graduation Project Initiative; Hulstrom Options K-8 named #1 school in the state of Colorado.

John Irwin School of Excellence – 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013

Colorado Commissioner’s Award of Excellence for CSAP Growth – 2010, 2011, 2012

Texas Geological Society – Outstanding Science Educator of the Year 1997-98.

Colorado Department of Education – Selected to State Assessment Committee to address assessment of special populations including English Language Learners, Special Education, and Gifted and Talented, 2010; Selected to Gifted and Talented PLACE Certification Assessment Design Committee, 2006.

National Endowment for Humanities – School selected by First Lady, Laura Bush to participate in Preserve America Summit 2006.

Best Buy – National Technology in Education Grant winner of \$25,000 2007-2008, 2008-2009.

Lockheed Martin/NASA – “Seeds in Space” project participant 1999.

EDUCATIONAL TRAINING

- * AASA /University of Southern California National Urban Superintendent Certification Cohort
- * AASA Federal Advocacy for P-20 Education Lobbying Cohort
- * Harvard Principals’ Institute: Leadership for Results 2005
- * Project Management Organization
- * Relay GSE Principal Supervisor Program
- * Oregon School Board Association and Confederation of Oregon School Administrators Superintendent Cohort mentor program

- * Constructing Meaning ELL training
- * Trauma Informed Practices
- * International Baccalaureate Primary Years Program, Middle Years Program and Diploma Program- category 1, 2 and 3 training, Your District and IB-Developing a K-12 Continuum
- * AVID District Director Training
- * Breaking Ranks – Its Being Done! Effective Programs for High Poverty Schools
- * University of Connecticut – 3 summers GT masters/endorsement program
- * ELL - Ector County endorsement program
- * Cognitive Coaching
- * Member of American Delegation to visit Chinese Schools
- * Certified Trainer – NWREL Problem Solving/Five-Traits Mathematics
- * Great Explorations in Math and Science – Curriculum writer and trainer
- * Science for Students with Disabilities
- * ALICE – Alert, Lockdown, Inform, Counter, Evacuate Crisis Response trainer

PROFESSIONAL MEMBERSHIPS

Colorado Association of School Executives

Colorado Association of School Boards

Oregon School Board Association & National School Board Association

American Association of School Administrators

Confederation of Oregon School Administrators – Executive Leadership Council

Oregon Graduation and Post-Secondary Success Task Force

Chehalem Valley Chamber of Commerce – Board member

Providence Hospital – Community Advisory Board member

EdLeader 21 – National Superintendent Advisory Board

National Staff Development Council- Featured speaker for national conference in Denver

Colorado Staff Development Council – Former board member

National Association for Gifted Children – Professional Development Division, Chairman

National Science Teachers' Association- Selection committee and featured speaker

Association for Supervision and Curriculum Development

National Association of Elementary School Principals

National Association of Secondary School Principals

REFERENCES

Tracy Dorland, Superintendent, Jeffco Public Schools (303) 877-4403.

I have served on Tracy's cabinet at her Deputy Superintendent for the past three and a half years.

Stephanie Schooley, Past President of Board of Education, Jeffco Public Schools (720)273-4728.

Stephanie was the Board President while I served as Deputy Superintendent of Jeffco.

Paula Reed, Second Vice President of Board of Education, Jeffco Public Schools (303) 503-8358.

Paula has served on the Board of Education for my entire tenure as Deputy Superintendent.

Todd Thomas, Past-Chairman of the Board of Education, Newberg School District (503) 780-4880.

Todd and I worked together for six years.

SUPERINTENDENT

1829 Denver West Dr. Bldg. 27 | Golden, CO 80401 | www.jeffcopublicschools.org



March 21, 2025

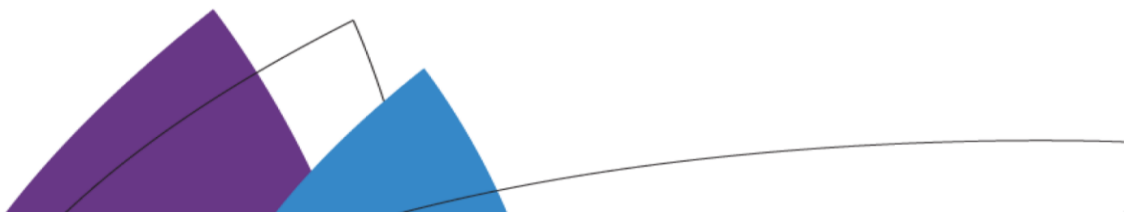
To Whom It May Concern,

It is with great enthusiasm that I write this letter of recommendation for Dr. Kym LeBlanc-Esparza. As the Superintendent of Jeffco Public Schools, I have had the privilege of working alongside Kym in her role as Deputy Superintendent, and I can say with absolute confidence that she is an exceptional leader who will be an asset to any school district.

When I stepped into the role of Superintendent, I knew that having a seasoned leader as my Deputy would be invaluable. Kym's deep experience as a superintendent, her strategic mindset, and her ability to lead with both conviction and empathy have been instrumental in guiding Jeffco through some of its most critical initiatives over the past four years. She has served not only as a trusted thought partner to me but also as a leader in her own right—managing key divisions of our district and ensuring that we remain focused on delivering high-quality education to our more than 74,000 students.

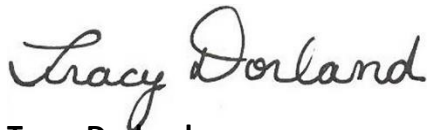
Kym currently oversees all academic-facing cabinet members, including the Chief of Student Success, Chief of Family and Community Partnerships, Chief of Schools, and Chief Academic Officer. In addition, she leads the Instructional Data Services Team and the Department of School Safety. Under her leadership, Jeffco has made significant strides in reimagining the high school experience, redefining the middle school model, and embedding a culture of data literacy and data-driven decision-making throughout the organization. Her ability to execute large-scale change while maintaining strong relationships with staff, families, and community members has been an incredible asset.

Beyond her academic, operational, and strategic expertise, Kym regularly engages with district Board members, school leaders, parents, and community members on complex and challenging issues. Her ability to navigate difficult conversations with clarity and care strengthens trust between the district and our stakeholders. She quite literally wrote the book on parent engagement—demonstrating her long-standing commitment to building strong school-community partnerships.



Kym is a seasoned leader whose depth of experience enables her to coach and develop both school and central office leaders, strengthening leadership capacity at all levels. Her ability to navigate complex challenges with confidence and clarity ensures that she can support a team in overcoming any obstacle. She has been invaluable to Jeffco, and I have no doubt she will bring the same level of excellence, integrity, and vision to her next role as Superintendent. Any district fortunate enough to have her at the helm will benefit immensely from her leadership. Please do not hesitate to contact me if you require further information. I highly recommend Dr. Kym LeBlanc-Esparza without reservation.

Sincerely,

A handwritten signature in black ink that reads "Tracy Dorland". The signature is written in a cursive, flowing style.

Tracy Dorland
Superintendent
Jeffco Public Schools

Paula Reed
689 S. Zinnia Ct.
Lakewood, CO 80228
March 19, 2025

Dear Selection Committee:

As a member of the Jefferson County Public Schools R-1 (Jeffco) Board of Directors, it has been my honor to work with our deputy superintendent, Dr. Kym LeBlanc-Esparza (Dr. Kym) for her entire tenure in Jeffco. This is one of those recommendation letters one hesitates to write only because it may mean the loss of an excellent leader for our district, while it has the potential to be a tremendous gain for yours.

“Student-focused” and “data-driven” are oft-used buzzwords in our industry, and though they may have become a bit threadbare in that use, they are true reflections of the work Dr. Kym has done in Jeffco. I am a retired teacher, and at my first real meeting with her, I peppered Dr. Kym with questions about how she actually planned to use student data in a meaningful way. She assured me that her vision did not mean punishing teachers as some means of improving outcomes, but rather making data easily accessible and searchable for school leadership via a user-friendly data dashboard. This had been an unmet goal for many years in our district. Dr. Kym and our current superintendent were the ones who got it done.

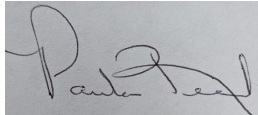
Since then, this data dashboard has been an inherent driver of instruction and the use of our district’s very tight financial assets. It has been used to determine which programs and resources we would double-down on and which were simply too ineffective to keep. It is a vital part of every monitoring report the board receives and is critical to our oversight of the district. It has taken time, but in the end, our use of this tool has led to meaningful increases in student achievement as measured in our district assessments.

Another significant undertaking that Dr. Kym has spearheaded is something Jeffco is calling “High School Reimagined.” In doing this work, she has collaborated with school leaders, educators, students, business partners, and families. It has meant significant changes to the way we approach students’ high school careers, and it includes the use of durable skills as outlined by America Succeeds, as well as restructuring how credits are earned, freeing up time in a student’s final high school years for internships, apprenticeships, and obtaining industry certifications. Dr. Kym’s leadership has been invaluable in this endeavor, and we have already begun pilot programs in various schools in the district.

As with many districts in the U.S., we have faced a significant decline in student population and therefore student enrollment, requiring difficult decisions about school closures. This and the overall unrest in our country at this time have led to turbulence in our communities. These have manifested in pushback on school closures, as well as on policies and curriculum. They have also contributed to conflicts within our schools. When appropriate, Dr. Kym has not shied away from these challenges. In my experience, she handles controversy with honesty, reason, calm, and empathy (as well as data—always data).

Her efforts across the board have resulted in excellent opportunities and outcomes for every kind of student, something that is important to our board, our schools, our community, and to Dr. Kym. It is with great confidence that I recommend her to you as a highly qualified, high-performing candidate to be your superintendent of schools.

Sincerely,

A handwritten signature in dark ink, appearing to read "Paula Reed", is shown within a rectangular frame.

Paula Reed
First Vice President
Jefferson County Public Schools R-1

Letter of Recommendation

Stephanie Schooley

Former President, Jeffco Board of Education

2065 Tabor Drive

Lakewood, CO 80215

720-273-4726

denooley@gmail.com

3/21/2025

To Whom It May Concern,

It is with great pleasure that I submit this letter of recommendation for Dr. Kym LeBlanc-Esparza. I served on the Board of Education for Jeffco Public Schools beginning in 2019 and became president of the board in 2021. It was a privilege to serve alongside Dr. Kym, to learn from her significant expertise, and to get to know her strengths as an educational leader. Above anything else I'll share, what stands out to me the most about Dr. Kym is her integrity in the work that she does. She believes strongly in creating evidence-based systems and structures that benefit all students and keeps students at the center of her work, always.

When I began my term as president, our board and district leadership pushed forward with a rather ambitious series of changes to address long-standing decisions that had been neglected or had emerged as priorities during the pandemic. These decisions, such as ones around district-wide school closures, resource adoption across content areas and aligned with state standards, implementation of data-driven monitoring reports to demonstrate progress toward policy goals, etc. – Dr. Kym played a central role in working collaboratively with members of the board of education, with functional units within Jeffco's administration, across schools, with students, and with members of the community. These decisions, and the conversations leading up to the decisions and/or implementation, were not easy and were not without conflict. Dr. Kym's approach was consistently balanced, empathetic, and data forward. She was present with

teachers, with community members, and with parents, and shared complex data and information in an accessible way. It's a challenging feat and Dr. Kym did it ably.

In addition to her ability to work collaboratively across stakeholder groups in the best interests of students, Dr. Kym also has a passion for innovation and forward thinking of what students will need for their futures. As Department Chair of Accounting and Business at Red Rocks Community College and a CTE-credentialed faculty member, it is a priority of mine to ensure pathway opportunities for all students and to rethink how we support real-world learning that allows students to explore their interests and aptitudes. Dr. Kym shares this passion, whether that looks like expanded apprenticeship opportunities, additional concurrent enrollment options for students, service learning opportunities, or community partnerships that bring professionals into schools. Dr. Kym is, at her core, a lifelong learner and a thought partner who is ready to co-create what's best for students.

Please feel free to reach out if you have any questions or clarifications.

Sincerely,

Stephanie Schooley, Department Chair
Red Rocks Community College

UNIVERSITY OF NORTHERN COLORADO

Registrar's Office
Greeley, Colorado 80639
(970) 351-2231
www.registrar.unco.edu

ACT/SAT Code 0502
FICE Code 001349

Page: 1

Record of: Kym Dawn LeBlanc

Date Issued: 15-JAN-2008

Student ID: [REDACTED]

Level: Graduate

Course Level: Graduate	SUBJ NO.	C	COURSE TITLE	CRSD GRD	PTS R
Institution information continued:					
Ehrs: 6.00 GPA-Hrs: 3.00 QPcs: 12.00 GPA: 4.00					
Spring 2002					
ELPS 661 GRANTS AND CONTRACTS 3.00 A 12.00					
SRM 602 STATISTICAL METHODS I 3.00 A 12.00					
Ehrs: 6.00 GPA-Hrs: 6.00 QPcs: 24.00 GPA: 4.00					
Summer 2002					
ELPS 747 LDRSH AT SCHOOL DISTRICT 3.00 A 12.00					
SRM 603 STATISTICAL METHODS II 3.00 A 12.00					
Ehrs: 6.00 GPA-Hrs: 6.00 QPcs: 24.00 GPA: 4.00					
Spring 2003					
SRM 611 ADV STAT DATA ANALYSIS 3.00 A 12.00					
SRM 670 EVALUATION MODELS/DESIGNS 3.00 A 12.00					
Ehrs: 6.00 GPA-Hrs: 6.00 QPcs: 24.00 GPA: 4.00					
Summer 2003					
ELPS 622 DIR STUDY-LEADSH OT PROGRAM 3.00 A 12.00					
ELPS 654 INSTR LEADERSHIP & SPVRSH 3.00 S 9.00					
Ehrs: 6.00 GPA-Hrs: 6.00 QPcs: 21.00 GPA: 3.50					
Fall 2003					
ELPS 797 DOCT PROPOSAL RESEARCH 4.00 S 0.00					
SRM 610 STATISTICAL METHODS III 3.00 S 9.00					
Ehrs: 7.00 GPA-Hrs: 3.00 QPcs: 9.00 GPA: 3.00					
Spring 2004					
ELPS 799 DOCTORAL DISSERTATION 4.00 S 0.00					
Ehrs: 4.00 GPA-Hrs: 0.00 QPcs: 0.00 GPA: 0.00					
Summer 2005					
ELPS 799 DOCTORAL DISSERTATION 1.00 S 0.00					
Ehrs: 1.00 GPA-Hrs: 0.00 QPcs: 0.00 GPA: 0.00					
Fall 2005					
ELPS 799 DOCTORAL DISSERTATION 1.00 S 0.00					
Ehrs: 1.00 GPA-Hrs: 0.00 QPcs: 0.00 GPA: 0.00					
***** CONTINUED ON PAGE 2 *****					
Comments:					
UNC converted to a semester system fall 1988.					
Beginning with fall 1976 term, all credits display					
as semester/semester equivalent credits.					
Transfer Credit					
UNIV/TEXAS/PERMIAN B					
ODESSA TX					
MA 99					
NEW MEXICO STATE UNI					
LAS CRUCES NM					
BSED 89					
Degrees Awarded Doctor of Education 14-DEC-2007					
Primary Degree					
Major : Educational Leadership					
Minor : Appld Statistics/Resrch Mthds					
Thesis/Dissertation/Proj title					
Doctoral Dissertation					
Principals' Perceptions of No Child Left Behind's Impact					
on the Education of Gifted and Talented Students					
SUBJ NO. C COURSE TITLE CRSD GRD PTS R					
INSTITUTION CREDIT:					
Fall 2000					
ELPS 606 INTERNSHIP 3.00 S 0.00					
ELPS 751 DOCTORAL CORE I 6.00 A 24.00					
Ehrs: 9.00 GPA-Hrs: 6.00 QPcs: 24.00 GPA: 4.00					
Spring 2001					
ELPS 655 SEM LEARNING IN ADULTED 3.00 A 12.00					
ELPS 752 DOCTORAL CORE II 6.00 A 24.00					
Ehrs: 9.00 GPA-Hrs: 9.00 QPcs: 36.00 GPA: 4.00					
Fall 2001					
ELPS 604 INTERNSHIP 3.00 S 0.00					
ELPS 754 RESEARCH IN ED LEADERSHIP 3.00 A 12.00					
***** CONTINUED ON NEXT COLUMN *****					

Kym LeBlanc
2507 22nd Dr
Longmont, CO 80503-8137

Nolan Otjenbruns
Nolan Otjenbruns, University Registrar



An official signature is white with a navy blue background. Reject document as official if the white signature is distorted, altered or photocopied. Raised seal not required. Authenticity test information on reverse.

UNIVERSITY OF NORTHERN COLORADO

Registrar's Office
Greeley, Colorado 80639
(970) 351-2231
www.registrar.unco.edu

ACT/SAT Code 0502
FICE Code 001349

Page: 2

Record of: Kym Dawn LeBlanc

Date Issued: 15-JAN-2008

Student ID: [REDACTED]

Level: Graduate

SUBJ	NO.	C	COURSE TITLE	CRD	GRD	PTS	R
Spring 2006							
ADMITTED TO DOCTORAL CANDIDACY 05/05/06							
ELPS	799		DOCTORAL DISSERTATION	1.00	S	0.00	
Shrs:	1.00	GPA-Hrs:	0.00	Qpts:	0.00	GPA:	0.00
Fall 2006							
ELPS	799	M	Doctoral Dissertation	3.00	S	0.00	
Shrs:	3.00	GPA-Hrs:	0.00	Qpts:	0.00	GPA:	0.00
Spring 2007							
ELPS	799	M	Doctoral Dissertation	1.00	S	0.00	
Shrs:	1.00	GPA-Hrs:	0.00	Qpts:	0.00	GPA:	0.00
Fall 2007							
ELPS	799	M	Doctoral Dissertation	1.00	S	0.00	
Shrs:	1.00	GPA-Hrs:	0.00	Qpts:	0.00	GPA:	0.00
***** TRANSCRIPT TOTALS *****							
		Earned Hrs	GPA Hrs	Points	GPA		
TOTAL INSTITUTION		67.00	45.00	174.00	3.87		
TOTAL TRANSFER		0.00	0.00	0.00	0.00		
OVERALL		67.00	45.00	174.00	3.87		
***** END OF TRANSCRIPT *****							

Nolan Otjenbruns

Nolan Otjenbruns, University Registrar



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**THE UNIVERSITY OF TEXAS OF THE PERMIAN BASIN
ODESSA, TEXAS 79762-8301**

Monacelli Kimberly L
1741 Polo Drive
Longmont, CO 80501

ID number: [REDACTED]
Sex: Female
Birthdate: 16-Jun-1967
Major: EDAD

TASP:
TASP Math:
TASP Reading:
TASP Writing:

Report date: 06-Jun-02

Page 1 of 1

Core Course	Description	Grade	Hours	Points	Core Course	Description	Grade	Hours	Points
Spring 1998					Cum Graduate: 36.00 36.00 141.00 36.00 3.92				
EDUC6304	ADV EDUC PSYC	A G	3.00	12.00	MASTER OF ARTS DEGREE				
EDUC6361	FISC & LGL ASPCTS	A G	3.00	12.00	WITH A MAJOR IN EDUCATION-ADMINISTRATION				
Attempt Earned Points Divisor GPA					DECEMBER 18, 1999				
Curr Graduate:	6.00	6.00	24.00	6.00 4.00	** END OF TRANSCRIPT **				
Cum Graduate:	6.00	6.00	24.00	6.00 4.00					
Spring 1999									
EDUC6360	SCH BASED ALLOCATN	A G	3.00	12.00					
EDUC6363	ADMN OF SPEC PROG	A G	3.00	12.00					
EDUC6369	SCH & HUM RESOURCE	A G	3.00	12.00					
Attempt Earned Points Divisor GPA									
Curr Graduate:	9.00	9.00	36.00	9.00 4.00					
Cum Graduate:	15.00	15.00	60.00	15.00 4.00					
Summer 1999									
EDUC6302	CULT DIVERSITY	B G	3.00	9.00					
EDUC6305	RSCH DESN ED&SOSCI	A- G	3.00	12.00					
EDUC6368	PRINCIPALSHIP	A G	3.00	12.00					
EDUC6370	PDAS/ST DEV INST	A G	3.00	12.00					
EDUC6372	ILT INSTITUTE	A G	3.00	12.00					
Attempt Earned Points Divisor GPA									
Curr Graduate:	15.00	15.00	57.00	15.00 3.80					
Cum Graduate:	30.00	30.00	117.00	30.00 3.90					
Fall 1999									
EDUC6330	THEORIES CUR & INST	A G	3.00	12.00					
EDUC6395	SEMINAR: ED ADMIN	A G	3.00	12.00					
Attempt Earned Points Divisor GPA									
Curr Graduate:	6.00	6.00	24.00	6.00 4.00					

means repeat of course

() means course credit not counted

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Margaret Whitehead

NAME: MONACELLI, KIMBERLY L
 ID: [REDACTED]
 AREA(S) OF STUDY: ELEMENTARY EDUCATION

Issued to Student

DATE: 06/12/02

NEW MEXICO STATE UNIVERSITY
 OFFICE OF THE REGISTRAR
 LAS CRUCES, NEW MEXICO 88003
 (505) 646-3411

OFFICIAL TRANSCRIPT 00108

	MS	HRS	GRD	RPT
NEW MEXICO STATE UNIVERSITY				
SPRING 1986				
MAIN CAMPUS				
B A 101		ORIENT TO B A/ECON	1.00	S
C S 110		COMPUTER LITERACY	3.00	A
ENGL111		FRESHMAN COMP I	4.00	B+
HIST202		INTR-RECENT AMER HIST	3.00	B
MATH115		INTERMEDIATE ALGEBRA	3.00	W
PSY 201		INTRDN-PSYCHOLOGY	3.00	A

SEM HRS: 14.00 SEM GPA: 3.462

	MS	HRS	GRD	RPT
FALL 1986				
MAIN CAMPUS				
BIOL190		PRINCIPLES OF BIOLOGY	3.00	C
BIOL190L		PRNPL-BIOL RECIT DEMO	1.00	W
C EP300		HUMAN RELATIONS TRNG	3.00	A
SP M190		INTRDN-ATHLETIC TRNG	3.00	B
SP M271		ANATOMY I	4.00	B
SP M272		CLINICAL PRACTICUM I	3.00	W

SEM HRS: 13.00 SEM GPA: 3.000

	MS	HRS	GRD	RPT
SPRING 1987				
MAIN CAMPUS				
CHEM101		GENERAL CHEMISTRY I	4.00	C
COMM265		INTPRSNL/PBLC COMMCTN	3.00	B
E T 106		TECHNICAL DRAWING I	3.00	C
ENGR101		INTRDN TO ENGINEERING	1.00	W
MATH135		MATH-TECH STUDENT I	3.00	C

SEM HRS: 13.00 SEM GPA: 2.231

	MS	HRS	GRD	RPT
FALL 1987				
MAIN CAMPUS				
C EP210		EDUCATIONAL PSY	3.00	B
EDUC101		FRESHMAN ORIENTATION	1.00	A
EMD 250		INTRDN TO EDUCATION	2.00	B
GOVT160		INTRNTL PLTCL ISSUES	3.00	B
HIST370		BORN FEMALE-AMER I	3.00	B-
MATH111		MATH FOR ELEM TCHR I	3.00	B
MUS 145		CLASS PIANO I	2.00	A

SEM HRS: 17.00 SEM GPA: 3.176

SPRING 1988

	MS	HRS	GRD	RPT
MAIN CAMPUS				
EDUC151		FRESHMAN FIELD EXPRC	2.00	S
EDUC450		EARLY CHILDHOOD EDUC	2.00	A
EDUC452		MATH CURRICULUM	2.00	A
EDUC453		LANG ARTS CURRICULUM	2.00	A-
GEOG201		SURVEY OF GEOGRAPHY	3.00	B
MATH112		MATH FOR ELEM TCHR II	3.00	A-
MUS 230		APPL MUS I	2.00	A
		SUBTITLE: PIANO		
SPED220		MNSTRMG EXCPTNL LRNRS	2.00	C

SEM HRS: 18.00 SEM GPA: 3.563

	MS	HRS	GRD	RPT
SUMMER I 1988				
MAIN CAMPUS				
EDUC451		SCIENCE CURRICULUM	2.00	B
GOVT353		NEW MEXICO POLITICS	3.00	W
RDG 360		RDG PRC/MTH/MTL/EL SC	3.00	B-

SEM HRS: 5.00 SEM GPA: 3.000

	MS	HRS	GRD	RPT
SUMMER II 1988				
MAIN CAMPUS				
EDUC454		SOCIAL STUDIES CRCLM	2.00	A
RDG 361		DIAG TCHG-RDG-EL SCH	3.00	A

SEM HRS: 5.00 SEM GPA: 4.000

	MS	HRS	GRD	RPT
FALL 1988				
MAIN CAMPUS				
EDUC230		INSTRUCTIONAL TCHNLGY	1.00	B
EDUC315		MULTICULTURAL EDUC	2.00	A
EDUC455		ART, MUSIC, PE CRCLM	2.00	A
ENGL301		ADVANCED COMPOSITION	3.00	A
ENGL363		LIT-CHLDN/YOUNG ADLT	3.00	A
ENGL408		SHAKESPEARE I	3.00	A-
HIST101		ROOTS-MODERN EUROPE	3.00	B

SEM HRS: 17.00 SEM GPA: 3.765

	MS	HRS	GRD	RPT
SPRING 1989				
MAIN CAMPUS				
C D 374		MANUAL CMNCNS	3.00	S
EDUC470		ELEM STUDENT TCHNG	12.00	A-

CONTINUED

NAME: MONACELLI, KIMBERLY L
ID: [REDACTED]
AREA(S) OF STUDY: ELEMENTARY EDUCATION

Issued to Student

DATE: 06/12/02

NEW MEXICO STATE UNIVERSITY
OFFICE OF THE REGISTRAR
LAS CRUCES, NEW MEXICO 88003
(505) 646-3411

OFFICIAL TRANSCRIPT 00108

SEM HRS: 15.00 SEM GPA: 4.000

MS HRS GRD RPT

SUMMER I 1989
MAIN CAMPUS

ENGL204 BUSINESS CMMNCTN
GEOG342 WINE REGIONS OF-WORLD
SOC 101 INTRDRY SOCIOLOGY

3.00 B+
3.00 A
3.00 A

SEM HRS: 9.00 SEM GPA: 3.667

SUMMER II 1989
MAIN CAMPUS

ART 101 ORIENTATION IN ART
HIST369 SPECIAL TOPICS

3.00 B
3.00 B-

SUBTITLE: EUROPE AFLAME: WARS AND
REVOLUTIONS

SEM HRS: 6.00 SEM GPA: 3.000

DEGREE(S) AWARDED SUMMER II 1989
BS IN EDUCATION
MAJOR: ELEMENTARY EDUCATION
TEACHING FIELD: LANGUAGE ARTS - K-8
TEACHING FIELD: SEC. EDUC.-SOCIAL STUDIES

DEGREE HRS: 132.00 DEGREE GPA: 3.349

CUM HRS: 132.00 CUM GPA: 3.349

END OF TRANSCRIPT



Colorado State Board of Education
Educator Certificate 17016962
Kym Dawn LeBlanc-Esparza



In accord with Colorado State Law and Rules of the Colorado State Board of Education is authorized to serve in the following areas:

Professional Principal License 275922

Valid: 07.11.2018 - 07.11.2025

Endorsed In:
Principal (Grades K-12)

Endorsement Issued:
04.20.2001

Professional Administrator License 24381311

Valid: 07.16.2021 - 07.16.2028

Endorsed In:
School Administrator (Grades K-12)

Endorsement Issued:
04.20.2012