

THERESA AXFORD
Superintendent of Schools



Members of the Board

District # 3
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JOHN DICK

District # 5
DR. SUE WOLTANSKI

March 28, 2025

Dear Sir or Madam:
Superintendent Selection Committee

It is with great enthusiasm and commitment that I express interest in serving the students, teachers, and staff as the next Superintendent of the Monroe County School District. For the last 31 years I have had the wonderful privilege of teaching and leading students while fostering and cultivating relationships that span decades. As a former teacher, I have a passion and dedication for the 8,900 students in our diverse community, cultivating an unfolding of destiny in the lives of our youth. As the Executive Director of Student Support Services, Executive Director of Teaching and Learning, and the Director of Accountability and Assessment, I established a unifying perspective while encouraging district leadership by building relationships throughout the Keys. My vision for the district encourages collaboration throughout the Keys while communicating district expectations which includes significant leadership in teaching and learning. Furthermore, I envision professional learning growth by facilitating and listening to competing interests while building cohesion. My experience with high level decision-making to facilitate organizational growth is essential to compete both in the state and nation.

As a district and building administrative leader for the last 23 years, I have extensive experience in almost every facet of the district including finance, curriculum, accountability, administration, and organization building including employee relations, bargaining and negotiations. While serving as Executive Director, and Director of Accountability and Assessment, I participated in leading, managing, facilitating, and organizing academic leadership efforts from Key Largo to Key West. In addition, I have held positions in various aspects of leadership including Principal of three schools, Assistant Principal, Student Activities Director, Building Level Planning Team (BLPT) member and District Social Studies Teacher Leader.

In a district leadership capacity, I was the Chairperson for the 2024 COGNIA Accreditation which resulted in an impressive mark of distinction and also led the first MCSD Districtwide Southern Association of College and Schools (SACS) Accreditation in 2014. Furthermore, my greatest strengths are personnel leadership, communication, organization, consensus-building, and multi-tasking. I enjoy assisting and building others in a functioning team. I would appreciate the opportunity to collaborate and challenge our team to become a top ten rated district in the state. However, my first and foremost priority will always be serving the youth in our community.

Thank you for the opportunity to be an integral member of an excellent educational organization and team. My vision is to provide outstanding opportunities to our youth as they are the Magnum Opus, "The Great Work." Your time and consideration is greatly appreciated.

Sincerely,

Christina McPherson
Executive Director Student Support Services

Christina Ann McPherson

2011 Roosevelt Drive, Key West, FL | (305) 304-7974 | Christina.McPherson@keysschools.com

Profile

Experienced educator with 31 years of dedicated service, excelling in classroom teaching, administrative roles at the school and district level, negotiations, bargaining, budgeting, finance, and curriculum development. Skilled in strategic planning, advocacy, and developing innovative solutions for educational outcomes. Proven ability to establish and maintain strong relationships with community, students, parents, and colleagues, fostering a collaborative and supportive learning environment. Committed to continuous professional growth and passionate about inspiring lifelong learning for students in diverse educational settings.

Experience

EXECUTIVE DIRECTOR OF STUDENT SERVICES | 2023 - PRESENT

- Facilitates districtwide planning, organization, COGNIA Accreditation (Chair), and direction of student support services for approximately 8,900 students
- Manages, directs, organizes, and develops the District's School Counselors, Social Workers, Alternative Education, Adult Education, Virtual School Programs, Take Stock in Children, Head Start, and Voluntary Prekindergarten
- Manages, coordinates, and liaises with the seven District Charter Schools and Home School Students and establishes accountability measures to ensure effective support
- Facilitates regular meetings with school counselors to discuss student progress, address concerns, and develop collaborative strategies for student support, mental health, and well-being
- Coordinates and develops various types of screening programs related to student health as required by the Department of Education and Secretary of AHEC (Area Health Education Center)
- Receives and responds to inquiries, concerns, and complaints regarding the more sensitive or difficult issues
- Coordinates and manages the district summer school program (2011 – present) and extended learning opportunities
- Responsible for responding to emergencies and crises in schools, ensuring the safety and well-being of students and staff through effective crisis management and intervention strategies

EXECUTIVE DIRECTOR OF TEACHING AND LEARNING | 2021-2023

- Responsible for supervising directors of the Curriculum/Instruction, Principals, Assistant Principals, Student Services, Exceptional Student Education, Federal programs, and grants
- Collaborated and facilitated monthly meetings with the ten public and seven charter school principals and assistant principals
- Organized weekly curriculum meetings to support and monitor student achievement and learning gaps
- Served as a member of the District's Executive Team with high levels of accountability and decision-making responsibilities including assisting and monitoring school improvement plans
- Coordinated the development, implementation, and coordination of professional learning activities related to improving the quality of teacher and paraprofessional performance including departments and schools

- Oversaw the preparation and administration of annual budgets in assigned areas of responsibility, ensuring the most effective and efficient use of district, private, and public funds
- Provided professional leadership in the development, implementation, and oversight of the District's policies and programs for all students

PRINCIPAL | 2013-2021

POINCIANA ELEMENTARY SCHOOL | 2013-2016

HORACE O'BRYANT SCHOOL | PK-8TH | 2016-2020

KEY WEST HIGH SCHOOL | 2020-2021

- Provided instructional leadership as a principal up to 1260 students and 130 team members
- Promoted a positive school culture with the use of school wide educational themes to foster a love of learning
- Observed and prepared performance and instructional evaluations for all school personnel
- Delivered professional learning/development to teachers to foster professional growth and highly effective instructional programs
- Prepared and administered the school's operating budget of \$12 million; development of the master schedule and staffing plan
- Provided leadership in the school improvement process, driving data-informed decision making
- Encouraged and promoted the PBIS program for outstanding student and staff recognition
- Maintained exceptional standards for student conduct and complied with the District Student Code of Conduct
- Participated, collaborated, and recruited membership in the SAC/PTO organizations
- Implemented the Advanced Placement (AP) Capstone program with College Board, a designation for only 2,000 schools worldwide

DIRECTOR OF ASSESSMENT AND ACCOUNTABILITY/INTERIM PRINCIPAL POINCIANA ELEMENTARY SCHOOL | 2013-2014

DIRECTOR OF ASSESSMENT AND ACCOUNTABILITY | 2011-2014

- Served as a member of the District's Executive Leadership Team with high levels of accountability and decision-making responsibilities including presentations at School Board Meetings
- Facilitated and led the first District Southern Association of Colleges and Schools (SACS) Accreditation process
- Coordinated and facilitated the development of the Student Progression Plan and District Strategic Plan
- Provided professional leadership in the development, implementation and oversight of the district's instruction and assessment programs
- Developed and implemented policies and procedures; established and monitored progress toward program goals and objectives
- Prepared and administered assigned budgets for ten schools and departments; approved expenditures and prepared related reports; associated with schools during the Full Time Equivalent (FTE) and budget allocation process
- Ensured program compliance with applicable policies and procedures, and state/federal regulations
- Supervised and coordinated all standardized state/national testing and analyzed data from such testing including School Board presentations
- Organized the Districtwide Academic Challenge Competitions

ASSISTANT PRINCIPAL | KEY WEST HIGH SCHOOL | 2002-2011

- Coordinated curriculum planning and master scheduling for 1400 students
- Organized the first Curriculum Night (Showcase) to highlight student course offerings and promote engagement
- Coordinated FCAT, AP, and, PSAT testing, ensuring state standards were met with fidelity
- Increased the number of AP offerings by four courses and increased enrollment for the 2009 school year by 60% (442 students) utilizing AP Potential
- Implemented the first school-wide read "The Alchemist," "The Perfect Storm," and Faculty Book Club
- Assisted in the planning and supervision of Summer School between 2001-2010
- Initiated mentor and student aide programs at local elementary schools and the Senior Citizen's Plaza

STUDENT ACTIVITIES DIRECTOR | KEY WEST HIGH SCHOOL | 1995-2002

- Organized and facilitated all student activities including but not limited to Homecoming, Operation Graduation, Spirit Night Parade, Grad Night, Graduation activities, pep rallies, Jr/Sr Field Day, Proms
- Monitored and observed all organizations and clubs
- Responsible for student activities finances, utilizing the district purchase order and deposit system
- Instructed grades 9-12 in Leadership, AP American Government, and Dual Enrollment Law Studies

SOCIAL STUDIES PLANNING TEAM MEMBER (BLPT) | KEY WEST HIGH SCHOOL | 1996-2002 DISTRICT TEACHER LEAD FOR SOCIAL STUDIES | 2000-2002

- Assessed, evaluated goals, programs, plans, and professional performance of the Social Studies department (lesson plan, observations)
- Selected and approved texts; wrote and edited course descriptions
- Mentored and monitored staff teachers and assisted in teacher scheduling and hiring
- Organized and coordinated Law Day and Government Day, driving students to develop civic engagement
- Facilitated communication and collaboration with the district staff regarding curriculum matters
- Implemented district curriculum decisions as a liaison between the school district and the faculty

Education

BACHELOR OF SCIENCE IN POLITICAL COMMUNICATION | 1990-1993 | FLORIDA STATE UNIVERSITY, TALLAHASSEE, FL - MAGNA CUM LAUDE

MASTERS EDUCATIONAL LEADERSHIP | 1995-1997 | UNIVERSITY OF SOUTH FLORIDA, TAMPA, FL

Recognitions

FLORIDA DEPARTMENT OF EDUCATION CLINICAL REDESIGN TEAM | 12 STATE-WIDE MEMBERS | 2014-2016

COMMISSIONER'S LEADERSHIP ACADEMY | 2014-2015

DISTRICT INSTRUCTIONAL LEADER OF THE YEAR | 2012-2013

DISTRICT ASSISTANT PRINCIPAL OF THE YEAR | 2010-2011 | 2005-2006

KEY WEST HIGH SCHOOL TEACHER OF THE YEAR | 1997-1998

CHAMBER TEACHER OF THE QUARTER | 1997-1998

Committees

- Keys Area Health Education Center (AHEC) Board, Secretary, 2021 – Present
- COGNIA Accreditation Committee Chair
- District Bargaining and Negotiations Committee
- Educational Performance Incentive Compensation (EPIC) Committee 2011 – Present
- Safety and Security Stakeholders Committee
- Monroe County Education Foundation Academic Affairs Committee
- Monroe Association of Governing Students (MAGS) 2023 – Present
- FLDOE State Assessment Taskforce
- Strategic Planning Committee 2011 – Present
- Symphony and Fine Arts in the Schools
- English Learners (EL) Task Force
- Aspiring Administrators Academy
- Health Insurance Committee and School Health Advisory Committee
- District Action Planning and Problem-Solving Team (DAPPS)
- District Alternative Education Placement Team (DAEPT)
- Student Progression Plan Committee – Previous Chair
- Student Code of Conduct Committee – Previous Chair
- Florida Association of School Administrators (FASA)
- Association for Supervision and Curriculum Development (ASCD)

References

Contact Information Available Upon Request

- Dr. Jonathan Carey
- Michael Cunningham
- Holly Hummell-Gorman
- Dr. Jesus Jara
- Clayton Lopez
- Bobby Menendez
- Dr. Edward Pitts
- Mark T. Porter
- Denise Santiago
- Ed Swift
- John Welsh

March 18, 2025

To whom it may concern,

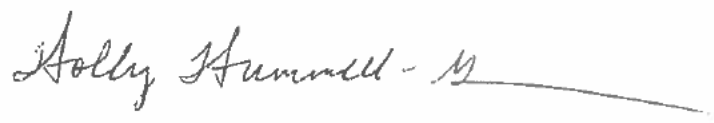
I am honored to have the opportunity to recommend Ms. Christina McPherson for the Superintendent of Monroe County Public Schools. I was pleased to work alongside Ms. McPherson for over twenty years on the Monroe County School District Bargaining Teams. Ms. McPherson was an outstanding member of the district team, and I was serving as the chief negotiator for the United Teachers of Monroe. She impressed the members of our team with her professionalism and admirable work ethic.

As an Assistant Principal at Key West High School, Ms. McPherson demonstrated her willingness to collaborate with my team and I to work through a difficult faculty grievance regarding scheduling. We were able to resolve the matter ultimately with a win-win solution. Her familiarity with the instructional contract language enabled her to construct possible solutions which were suitable to both the administration and the employees.

Throughout the two decades that I have known her, Ms. McPherson has been the consummate professional. She is kind and constantly regards the significance of a strong working relationship through respect and trust. She consistently works to improve, not only her individual professional knowledge, but also the growth of others in the Monroe County School District.

I am confident she would commit herself to excellence should she be chosen to serve the students and staff of Monroe County Public Schools. Please feel free to contact me if you have any questions.

Sincerely,

A handwritten signature in cursive script that reads "Holly Hummell-Gorman". The signature is written in dark ink and is followed by a long, horizontal, slightly wavy line that extends to the right.

Holly Hummell-Gorman

FROM THE DESK OF

MARK T. PORTER

March 14, 2025

Monroe County Schools - Superintendent Search Committee

Dear Sir/Madame:

The purpose of this letter is to recommend Ms. Christina Ann McPherson as an outstanding candidate for the position of Superintendent of Schools for the Monroe County Schools. During my tenure as the Superintendent of Schools, from 2012 to 2020, Ms. McPherson was a member of the District Leadership Team and the Executive Leadership Team, serving in a variety of positions. All of which she performed with passion and excellence.

Whether serving in a classroom, building or district leadership position Christina always puts the interests of students first, building positive relationships with students and staff. Christina's breadth of experience in the Monroe County Schools provides her with a unique perspective as to the changing demographics of the student population. She has observed and embraced the increased diversity of the student body in the Monroe County Schools, while promoting academic excellence and high expectations for all students. In particular, Christina understands the importance of offering a breadth of opportunities to meet the needs of all students, including college preparatory classes as well as career and technical preparation.

Christina's years of service and residency in Monroe County also provide her with an outstanding network of professional relationships that will enable her to be effective from day one with other school district leaders, community and county leaders as well. She can truly hit the ground running. In addition, her varied experiences have also exposed her to all perspectives of the financial planning and budgeting process, from the classroom to the district-wide budgeting process. As well as her experience as a member of the negotiations/bargaining team. All of which prepare her well for the important leadership role of Superintendent of Schools.

Finally, and I would say most importantly, Ms. Christina McPherson brings the highest level of personal commitment and integrity to this important leadership position. She will hold herself and others to the highest ethical standards while implementing, in collaboration with the school board, the leadership vision for continued improvement in the Monroe County Schools.

Christina Ann McPherson is, in my opinion, an extremely well-qualified and excellent candidate for the position of Superintendent of the Monroe County Schools. I urge you to give her your strongest consideration. Please feel free to contact me if you have any further questions or concerns.

Respectfully,

Mark T. Porter

Mark T. Porter

Superintendent of Schools - MCSD, 2012 - 2020

CONTACT



HISTORIC TOURS OF AMERICA, INC.[®]
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Edwin O. Swift, III, President
Hope Casas, Executive Assistant

201 Front Street, Suite 224
Key West, Florida 33040
(305) 294-4142

Fax (305) 295-9070
Email: eswift@historictours.com
Email: hcasas@historictours.com

March 17, 2025

Monroe County Schools – Superintendent Search Committee
241 Trumbo Road
Key West, Fl. 33040

Dear Sir/Madame:

I would like to recommend Christina Ann McPherson as Superintendent of Schools for the Monroe County School system.

I know her to be a fair and hard-working individual. She is well prepared by her many years in the districts schools and school system. Her background in the system has provided her with the expertise and insight in budgeting in Monroe County.

Being from Monroe County and familiar with its diverse constituency is an incredible advantage to smoothly transition into a new superintendent role. Her proven honesty and even temperament are exemplary.

Her appointment will serve the students of our schools and provides the bedrock to help build a better system and continue to give our students the best education possible.

Sincerely,

Edwin O. Swift, III President
Historic Tours of America, Inc.

OLD TOWN TROLLEY TOURS: Boston • Key West • Nashville • St. Augustine • San Diego • Savannah • Washington, DC
CONCH TOUR TRAIN • KEY WEST AQUARIUM • KEY WEST SHIPWRECK TREASURE MUSEUM • SAILS TO RAILS MUSEUM • YANKEE FREEDOM III
MALLORY SQUARE FESTIVAL MARKETPLACE • HARRY S. TRUMAN LITTLE WHITE HOUSE • AMERICAN PROHIBITION MUSEUM
SAN DIEGO SEALS • SAN DIEGO OLD TOWN MARKET • BOSTON TEA PARTY SHIPS & MUSEUM • DC DUCKS • GHOSTS & GRAVESTONES
POTTER'S WAX MUSEUM • OLD JAIL • OLDEST STORE MUSEUM EXPERIENCE • ARLINGTON NATIONAL CEMETERY TOURS



UNIVERSITY OF SOUTH FLORIDA

Office of the Registrar SVC 1034
Tampa, FL 33620-6950 813-974-2000

Do Not Release to Third Party Without Student Permission

01 OF 01	06/07/97	DATE PRINTED	
MCPHERSON, CHRISTINA ANN		FORMER SPATCH	
STUDENT NAME (LAST, FIRST, MIDDLE)			
07/29/72	FEMALE	HIGH SCHOOL LAST ATTENDED	LOCATION
BIRTH DATE GENDER			
TEST INFORMATION		BASIS OF ADMISSION	
		<input type="checkbox"/> HIGH SCHOOL <input type="checkbox"/> TRANSFER <input checked="" type="checkbox"/> OTHER	

COURSE TYPE
BLANK - INSTITUTIONAL CREDIT
A - ACT PROGRAM
O - OTHER EXTERNAL CREDIT
T - REPEATED - FIRST ATTEMPT
R - REPEATED - LAST ATTEMPT
Y - ADVANCED PLACEMENT
Z - CLEP

A - 4 GRADE POINTS - SUPERIOR
B - 3 GRADE POINTS - EXCELLENT
C - 2 GRADE POINTS - AVERAGE
D - 1 GRADE POINT - BELOW AVERAGE
F - 0 GRADE POINT - FAILURE

IF - 0 GRADE POINTS - INCOMPLETE GRADE CHANGED TO FAILURE
X - INCOMPLETE (COMPUTED AS F FOR UNDERGRADUATE STUDENTS)
- - WAIVER (NO CREDIT)
Z - CONTINUING REGISTRATION THESIS/DISSERTATION
W - INCOMPLETE GRADE CHANGED TO UNSATISFACTORY

N - AUDIT
M - MISSING GRADE/NO GRADE
W - WITHDREW
S - SATISFACTORY
U - UNSATISFACTORY
I - INCOMPLETE

COURSE				SEMESTER CREDITS				COURSE				SEMESTER CREDITS			
PREFIX & NUMBER	SECTION	TITLE	TYPE	GRADE	COURSE CREDIT	CREDIT EARNED	CREDIT FOR GPA	PREFIX & NUMBER	SECTION	TITLE	TYPE	GRADE	COURSE CREDIT	CREDIT EARNED	CREDIT FOR GPA
ENROLLED AS NON-DEGREE SEEKING STUDENT															
SUMMER TERM 05/15/95-08/11/95															
EDG 6627	701	FNDTS OFC&I	A	300	300	300		EDG 6627	701	FNDTS OFC&I	A	300	300	300	
EDS 6050	701	PRIN EDUC SUPRV	A	300	300	300		EDS 6050	701	PRIN EDUC SUPRV	A	300	300	300	
ENTERED GRADUATE PROGRAM															
MAJOR: EDUCATIONAL LEADERSHIP															
FALL TERM 08/28/95-12/19/95															
EDA 6192	701	EDUC LEADERSHIP	A	300	300	300		EDA 6192	701	EDUC LEADERSHIP	A	300	300	300	
EME 6425	703	MICROS SCH MGMT	A	300	300	300		EME 6425	703	MICROS SCH MGMT	A	300	300	300	
SPRING TERM 01/08/96-05/02/96															
EDF 6432	701	FNDTS MEASRMNT	B	300	300	300		EDF 6432	701	FNDTS MEASRMNT	B	300	300	300	
ESE 6215	701	SCH CURR SEC	A	300	300	300		ESE 6215	701	SCH CURR SEC	A	300	300	300	
SUMMER TERM 05/13/96-08/09/96															
EDA 6242	701	SCHOOL FINANCE	A	300	300	300		EDA 6242	701	SCHOOL FINANCE	A	300	300	300	
FALL TERM 08/26/96-12/17/96															
EDA 6061	701	PRIN EDUC ADMIN	A	300	300	300		EDA 6061	701	PRIN EDUC ADMIN	A	300	300	300	
EDA 6232	701	SCHOOL LAW	B	300	300	300		EDA 6232	701	SCHOOL LAW	B	300	300	300	
EDF 6215	702	PRINCIPLE LEARN	A	400	400	400		EDF 6215	702	PRINCIPLE LEARN	A	400	400	400	
EDG 6695	701	PROB C&I SEC	A	300	300	300		EDG 6695	701	PROB C&I SEC	A	300	300	300	

SPRING TERM 01/06/97-04/30/97 6M CAS 300 300 300
EDA 6910 701 DIRECT RESEARCH S 300 300 300
EDA 6931 701 CASE ST SCH ADM B 300 300 300
THE USF COLLEGE OF EDUCATION IS ACCREDITED BY THE
NATIONAL COUNCIL FOR ACCREDITATION OF TEACHER
EDUCATION (NCATE) FOR BASIC AND ADVANCED PROGRAMS.

MASTER OF EDUCATION DEGREE AWARDED
APRIL 30 1997
PROGRAM: EDUCATIONAL LEADERSHIP
COMPLETED A FLORIDA COUNCIL ON EDUCATIONAL
MANAGEMENT APPROVED PROGRAM IN EDUCATIONAL
LEADERSHIP
CR-ATT CR-ERN CR-GPA GRD-PTS GPA
USF 34.00 34.00 31.00 115.00 3.709
OVRALL 34.00 34.00 31.00 115.00 3.709

LATEST COLLEGE: EDUCATION
LATEST MAJOR: EDUCATIONAL LEADERSHIP

END OF TRANSCRIPT

In Good Standing And Eligible To Return, Unless Otherwise Indicated.
The Above Statement Does Not Necessarily Apply To Continuing Education Enrollees.

OFFICIAL SIGNATURE APPEARS BELOW IN WHITE TYPE

Angela DeBose, Registrar

State of Florida Department of Education

EDUCATOR CERTIFICATE

This Certifies That

CHRISTINA ANN MC PHERSON MRS.

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

PROFESSIONAL
PROFESSIONAL

POLITICAL SCIENCE
SCHOOL PRINCIPAL

GRADES 6-12
ALL LEVELS

07/01/2016 - 06/30/2026
07/01/2016 - 06/30/2026

Department of Education Number 734681

Paul O. Burns
Deputy Chancellor for Educator Quality

1374362

Richard Corcoran
Commissioner of Education

Issued: April 13, 2021




*This Certificate of Achievement is
to acknowledge that*

Christina McPherson

has successfully completed all requirements of the
Commissioner's Leadership Academy

Issued this 16th day of June, 2015



Pam Stewart, Commissioner



Hershel Lyons, Chancellor