

Dr. Melanie M. Stefanowicz

Cape Coral, Florida | 305-394-7807 | melstef@me.com | [Website](#)

March 27, 2025

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

Re: Application for Superintendent of Monroe County School District

Dear Superintendent Search Committee,

It is with great enthusiasm that I submit my application for the position of Superintendent of Monroe County School District. As an experienced educational leader, I am eager to return to a district that has played a pivotal role in shaping my career. My tenure in Monroe County, where I served in multiple leadership roles, has instilled in me a deep appreciation for the district's values, its commitment to student success, and the unique, close-knit community that supports its schools. With a proven track record of transformative leadership, strategic innovation, and a passion for educational excellence, I am prepared to lead Monroe County Schools into its next era of achievement.

Throughout my career, I have successfully led educational initiatives at the local and state levels, focusing on student-centered outcomes, workforce alignment, and operational efficiency. As the Chief Executive Officer of the Early Learning Coalition of Southwest Florida, I oversee a \$72 million budget that supports more than 11,000 students across four counties, ensuring access to high-quality early learning opportunities. Prior to this role, as Associate Superintendent of Career and Technical Education at Orange County Public Schools, the eighth-largest district in the nation, I was responsible for advancing career pathways, STEM initiatives, and workforce development programs for over 206,000 students. I have also led secondary and postsecondary education efforts in Osceola County, expanding innovative career academies and launching new high schools specializing in biodesign, cybersecurity, and engineering.

My extensive background in educational leadership is complemented by my experience in Monroe County, where I served as Director of Adult, Alternative, and Career and Technical Education. In that role, I led district-wide expansions of career pathways, strengthened adult

education programs, and integrated innovative workforce solutions to enhance student opportunities. These experiences provided me with a profound understanding of Monroe County's unique educational landscape and have further solidified my commitment to fostering student success, community engagement, and academic excellence.

In times of crisis, I have demonstrated steady leadership and operational agility. Whether navigating pandemic-related disruptions or responding to the devastation of hurricanes such as Ian and Nicole, I have led reopening efforts for technical campuses and pre-k schools, developed virtual learning platforms for career and technical education programs, secured emergency relief funds, and ensured continuity of services for students and staff. I created and executed continuity of operations plans that prioritized safety, maintained academic progress, and minimized service disruptions. My crisis leadership has been grounded in communication, collaboration, and swift student-centered action.

As Superintendent, I will focus on maintaining a culture of trust, collaboration, and innovation while ensuring that every student in Monroe County has access to the highest-quality education. My leadership philosophy is grounded in transparency, strategic planning, and a dedication to student achievement. I am committed to building upon Monroe County's strong foundation while fostering a forward-thinking, innovative vision that prepares students for success from cradle to college and career.

On a personal note, my husband and I are excited about the opportunity to return to the Keys—a community we know and love. We are fully prepared for the transition and deeply committed to reestablishing our roots in Monroe County, both professionally and personally. His support of this opportunity is unwavering, and we are both enthusiastic about contributing to the future of the district and the community.

I welcome the opportunity to discuss further how my leadership experience and strategic vision align with the goals of Monroe County School District. Thank you for your time and consideration. I look forward to the opportunity to serve the students, educators, and families of Monroe County once again.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Melanie M. Stefanowicz', with a long horizontal line extending to the right.

Dr. Melanie M. Stefanowicz

Dr. Melanie M. Stefanowicz

Cape Coral, Florida | 305-394-7807 | melstef@me.com | [Website](#)

PROFESSIONAL PHILOSOPHY

Collaborative leader dedicated to developing strategic educational programs that align with the needs of students, parents, communities, the economy, and the workforce. Results-driven, reflective, and focused on building trust with all stakeholders through open communication, integrity, and transparency to personify the agency's vision for growth and excellence.

EDUCATION & CERTIFICATIONS

Education

- **Doctor of Education (Ed.D.), Educational Leadership**, American College of Education
- **Administration of Adult Education**, Florida Atlantic University
- **Educational Leadership**, Florida State University
- **Masters in the Art of Teaching**, Notre Dame of Maryland University
- **Bachelor of Arts, Theatre and Film Theory and Communications**, Goucher College

Certifications

- Educational Leadership (All Levels)
- Administration of Adult Education
- English/Language Arts (6-12)
- Exceptional Student Education (K-12)
- English for Speakers of Other Languages (K-12)

PROFESSIONAL EXPERIENCE

The Early Learning Coalition of Southwest Florida, Inc. (Coalition), March 2023–Present **Chief Executive Officer**

Chief Executive Officer of the 11th-largest Early Learning Coalition in the State of Florida, serving over 11,000 students across more than 350 private childcare and school district early learning centers, as well as family childcare homes. Serve as an ex-officio member of the Coalition Board of Directors and its associated committees, influencing governance and policy decisions. Responsible for managing a \$72 million budget to lead strategic innovation and operational functions, enhancing early childhood education across Collier, Glades, Hendry, and Lee Counties. Aligning programs with the organization's mission to positively impact children's futures through high-quality early learning opportunities.

Orange County Public Schools (OCPS), June 2020–March 2023 **Associate Superintendent, Career and Technical Education**

Associate Superintendent of the 8th-largest school district in the country, serving over 207,000 students across 205 schools and 5 technical college campuses. Served as a member of the Superintendent's cabinet. Responsible for leading all postsecondary and adult education programs at Orange Technical College, as well as secondary career and technical education (CTE) programs, pre-apprenticeship, apprenticeship, and internship programs, and secondary science, technology, engineering, and math (STEM) programs. Managed a \$70M budget, ensuring fiscal responsibility, strategic resource allocation, and program sustainability. Led the district's financial and operational response during the COVID-19 crisis, securing and overseeing the distribution of emergency relief funds to sustain workforce education programs, transition to virtual learning, and support students and staff during unprecedented disruptions.

The School District of Osceola County (SDOC), August 2016–June 2020 **Executive Director of Secondary and Postsecondary Education**

Led all secondary and postsecondary career and technical education (CTE) and adult education programs in a 70,000-student district, overseeing an \$11M budget, three technical college campuses, and three adult education campuses. Spearheaded STEM expansion, including the launch of NeoCity Academy and Tohopekaliga High School, two state-of-the-art STEM schools specializing in biodesign, cybersecurity, engineering, and advanced manufacturing. Expanded CTE

pathways, increasing industry certification opportunities, and integrating workforce-aligned programs to prepare students for postsecondary success. Led the IMPACT dropout prevention initiative, strengthening interventions to improve retention and graduation rates. Served as a key advisor to cabinet leadership, shaping district-wide instructional strategies, data-driven decision-making, and facilities planning through participation in the Chief of Staff's Teaching and Learning Community, LEADS Data Committee, and Facilities and Construction Committee.

Monroe County School District, August 2005–August 2016

Director, Adult, Alternative, and Career and Technical Education, July 2012–August 2016

Responsible for leading career, technical, and adult education programs in a rural school district serving 11,000 students. Leadership included oversight of adult education, alternative education, and CTE programs. Led the district-wide expansion of CTE programs, increasing access for middle/K-8 students and integrating new career pathways. Led significant growth in industry certification attainment, equipping students with high-value credentials to enhance employability and postsecondary readiness; expanded adult education programs and introduced integrated education and training (IET) models that allowed adult learners to develop academically while working toward industry certifications. Managed a \$1.5M budget, ensuring fiscal responsibility, strategic resource allocation, and program sustainability while securing additional funding to drive program growth and innovation.

EXECUTIVE LEADERSHIP & ORGANIZATIONAL IMPACT

A comprehensive summary of leadership experiences across multiple roles showcasing expertise in strategic governance, education, crisis management, finance, operations, and community advocacy. Demonstrates a transformational and agile approach to driving systemic change, improving student outcomes, enhancing organizational efficiency, and ensuring long-term sustainability.

Strategic Leadership & Governance

- Provide visionary leadership in collaboration with district leadership and governing boards to develop, refine, and implement strategic plans aligned with desired student outcomes, budgets, staffing priorities, and community engagement efforts.
- Oversee the assessment and monitoring of strategic plan priorities to ensure accountability in meeting continuous improvement and student achievement goals.
- Develop and revise policies to maintain compliance with state, federal, and local regulations, including new grant requirements from the Florida Department of Education (FLDOE), including its Divisions of Public School, Early Learning, Career and Adult Education, Safe Schools, Accountability, and Finance.
- Foster strong, transparent relationships with internal and external stakeholders, ensuring open communication on financial, programmatic, and impact performance.
- Direct internal leadership teams, overseeing hiring, training, and retention to enhance organizational effectiveness.
- Establish and maintain collaboration, trust, and cohesion among colleagues, demonstrating commitment to the agencies' mission, goals, and culture.
- Manage and allocate multimillion-dollar budgets, ensuring fiscal responsibility and strategic resource deployment.
- Lead and/or support the re-affirmation/re-accreditation process required for schools and districts to remain accredited.

Educational Excellence & Student Achievement

- Design and implement innovative strategies to foster student growth in early learning, secondary, and postsecondary education, with a focus on language and literacy, STEM, and career readiness.
- Establish and lead collective impact partnerships, such as the Ready Together Alliance and Reimagining Our Schools initiative, to strengthen educational pathways from pre-K through postsecondary, increase kindergarten readiness, enhance K-12 achievement, and expand career and college readiness opportunities.
- Develop data-driven monitoring systems, leveraging Florida FAST and FLDOE-mandated graduation assessments, ASQ, CLASS assessments, and industry certification attainment to drive instructional improvements.
- Developed and implemented data quality initiatives to ensure high-quality state reporting practices to maximize FEFP and Workforce funding.
- Create a system of support harnessing the talent of agency leadership, resource teachers, school-based administrators, and classroom teachers to provide targeted instructional and management strategies based on child performance data to improve instruction and student outcomes.

- Expand dual enrollment opportunities and implement work-based learning programs to enhance career pathways from elementary through postsecondary education.
- Implemented work-based learning continuums spanning elementary through high school, focused on career awareness, career exploration, career preparation, and career training opportunities, including micro-credentialing opportunities.
- Strengthen exceptional student education (ESE) programs, ensuring inclusive instructional support for children and young adults with unique abilities.
- Enhance mental health services by partnering with health organizations to train early childhood providers on developmental support strategies.
- Implemented dual enrollment CTE programs in the Central Florida juvenile detention system, articulating to technical center programs throughout Florida.
- Pioneered innovative diploma pathways for overaged middle school students, transforming traditional education models to provide accelerated routes to graduation while equipping students with industry-recognized credentials and career-ready skills.

Human Capital Leadership & Talent Development

- Designed and implemented comprehensive professional development programs, enhancing instructional effectiveness and leadership capacity across all levels.
- Established a recruitment, retention, and succession planning system to build a high-performing, diverse workforce.
- Developed evaluation and accountability frameworks to ensure continuous improvement and performance alignment with district and organizational goals.
- Fostered a culture of collaboration and engagement, ensuring employees feel valued, supported, and empowered to contribute to student and organizational success.
- Implemented workforce development strategies that align human capital planning with student achievement and operational efficiency.
- Successfully collaborated with bargaining teams in two different school districts to reopen eight (8) Technical College campuses in Central Florida on May 4, 2020, and June 28, 2020, respectively, ensuring students nearing program completion could re-enter the workforce in essential industries including healthcare, supply chain and logistics, transportation, and construction—meeting critical local industry needs during a pivotal time

Crisis Leadership & Disaster Preparedness (COVID-19/Hurricanes Irma, Ian, Idalia, Debby, Helene & Milton)

- Develop and implement Continuity of Operations Plans (COOP) to sustain essential services during global emergencies and natural disasters and ensure compliance with emergency preparedness regulations.
- Communicate timely and transparently with government agencies, parents, business partners, and community organizations before, during, and after crises.
- Collaborate with emergency management teams to enhance disaster response coordination and resource allocation to reopen operations/campuses quickly and safely.
- Provide technical assistance and funding support to help campuses and childcare providers recover and resume operations post-emergency.
- Conduct training and preparedness exercises to minimize service disruptions in future emergencies.
- Developed robust continuity programs and plans to ensure continuous operation of services to students enrolled in postsecondary CTE programs located at school district technical college campuses after significant hurricane-related damages were sustained.
- Collaborated with facilities, contractors, insurance agents, and campus-based staff to assess damaged areas, relocate classroom and office spaces to areas safe to work, develop renovation plans, and timelines, and manage inventory loss and replacement.

Operations, Facilities, & Technology

- Streamline internal processes and financial workflows to improve operational efficiency, ensuring timely provider reimbursements and service delivery.
- Implement sound financial management and/or data collection and verification practices, transitioning financial and data collection systems to cloud-based platforms for greater transparency, accountability and reliability.
- Oversee facility maintenance, ensuring compliance with health, safety, and accessibility regulations, including COVID-19, ADA and DCF standards.

- Lead digital transformation efforts, modernizing IT infrastructure, migrating legacy systems to cloud-based platforms, and integrating multi-factor authentication for cybersecurity.
- Strengthen data protection protocols to safeguard sensitive information and ensure compliance with state and federal regulations.
- Lead full-scale computer refresh and upgrade efforts in all agencies.
- Supported the facilities department in designing educational facilities adequate to meet the needs of CTE and STEM programs, teachers, and students.
- Assisted with managing the FF&E process for all new school construction and renovation projects in conjunction with facilities and procurement and adhering to all board policies and district management directives.

Financial Stewardship & Sustainability

- Manage budgets exceeding \$70M+, including federal, state, and local funding sources such as ARPA, SR, and VPK funds. During the height of the pandemic, budgets exceeded \$140M.
- Ensure adherence to Generally Accepted Accounting Principles (GAAP) and state-mandated financial reporting requirements.
- Develop and implement fiscal monitoring systems to optimize budget allocation, ensuring alignment with strategic goals.
- Conduct risk assessments and implement financial safeguards, successfully completing Single Audits with no significant or material findings.
- Leverage technology to streamline financial reporting and improve real-time budget oversight.
- Created and implemented an approval and review process to ensure all funding initiatives were invested according to state statutes and school board and/or Coalition policies.

Community Engagement & Advocacy

- Develop and execute comprehensive outreach and marketing plans to increase awareness and enrollment in early learning programs, secondary and postsecondary CTE and STEM programs, and adult education programs, and foster engagement with families and providers.
- Advocate for early childhood education and CTE/adult education programs through media appearances, community forums, and legislative outreach.
- Lead organizational rebranding efforts, launching modernized websites and digital communication strategies to enhance stakeholder engagement.
- Build strategic public-private partnerships to expand funding opportunities and enhance program sustainability.
- Publish articles, guest commentaries, and policy recommendations to elevate public discourse on the importance of early education.
- Engaged in legislative advocacy efforts specifically related to K-12 FEFP funding, Workforce Funding, add-on weighted FTE initiatives, and tenets evolving from the REACH Act.
- Presented the Reimagining Our Schools initiative to the Senate Committee on Education Pre-K-12 in January 2023.

ADDITIONAL EXPERIENCE, 2003-2012

- Academic Data Coach and Testing Coordination, Monroe County Schools
- Resource Teacher/9th Grade Center Coordinator, Monroe County Schools
- Teacher, Monroe County Schools and Anne Arundel County Public Schools, Maryland

EDUCATIONAL COMMUNITY INVOLVEMENT

- Board Member, The Florida Association of Early Learning Coalitions
- Strategic Partner, Future Ready Collier
- Member, FutureMakers Coalition of Southwest Florida
- Past-President and Board Member, Adult and Community Educators of Florida
- Past Board Member, Florida Association of Career and Technical Educators
- Past Administrative Board Member, Skills USA
- Florida Department of Education Credentials of Value Working Committee Member
- Florida Department of Education Perkins V Policy Advisory Committee Member

March 15, 2025

Dear Members of the Monroe County School District Superintendent Search Committee:

I am honored to write this letter of recommendation for Dr. Melanie M. Stefanowicz, a distinguished educational leader with whom I had the privilege of collaborating during her tenure in Osceola and Orange Counties, Florida. Melanie embodies a steadfast commitment to student success and community engagement—qualities that make her an exemplary candidate for the Superintendent position in Monroe County.

I first met Melanie as she served as the Executive Director of Secondary and Postsecondary Education in Osceola County. There, she spearheaded transformational efforts in adult education, CTE, and STEM education. Under her leadership, the district established cutting-edge STEM schools and, what is now a rather infamous model, the NeoCity Academy. This helped pave the way for a nearly \$1B investment from the federal government and Florida legislature to expand advanced manufacturing and engineering technology education.

As Chancellor, I often relied on Melanie to execute on the Governor's vision to become number one in workforce education by 2030. Her strategic planning and advocacy directly contributed to increased enrollment in STEM programs and a dramatic rise in industry certifications earned by students.

For example, I know that as Associate Superintendent of Career and Technical Education (CTE) at Orange County Public Schools (OCPS), she was instrumental in the development of OCPS' Reimagining Our Schools initiative, which was designed to create innovative pathways for students by expanding access to high-quality CTE programs in middle schools and introducing career exploration in elementary schools. It offered a dual pathway to both a high school diploma and Career and Technical Education (CTE) certification. Recognizing the impact of her work, we invited Melanie to give multiple testimonies before the Governor's Office staff and the state legislature.

Melanie's extensive experience in educational leadership, her commitment to excellence, and her proven track record of implementing transformative initiatives make her an outstanding candidate for Superintendent of the Monroe County School District. Should you have any questions, please do not hesitate to contact me at 305-733-9898 (cell).

Sincerely,



Henry Mack

Former Senior Chancellor, Florida Department of Education
Presidential Nominee, Assistant Secretary of Labor



445 W. Amelia Street · Orlando, Florida 32801 · (407) 317-3200 · www.ocps.net

March 28, 2025

Dear Members of the Monroe County School Board,

I am honored to write this letter of recommendation in support of Dr. Melanie M. Stefanowicz for the Superintendent of Monroe County School District position. Having worked with Dr. Stefanowicz during her tenure at Orange County Public Schools (OCPS), I have witnessed firsthand her leadership, strategic vision, and unwavering dedication to student success. She is an exceptional educator and administrator whose innovative approach to education has transformed schools and expanded opportunities for students across Florida.

As Associate Superintendent for Career and Technical Education at OCPS, the eighth-largest school district in the nation, serving over 207,000 students, Dr. Stefanowicz was instrumental in expanding dual enrollment opportunities, creating career pathways aligned to industry needs, and increasing industry certification attainment rates. Under her leadership, the district saw a 16% increase in college and career acceleration, demonstrating her commitment to ensuring all students graduate prepared for success in college and the workforce. Her ability to foster collaboration among various stakeholders has led to systemic improvements that positively impact students.

Dr. Stefanowicz's ability to foster innovation and reimagine traditional educational models is one of her greatest strengths. She played a key role in OCPS's "Reimagining Our Schools" initiative, which sought to redesign and modernize educational delivery models, creating more flexible and career-connected pathways for students. Her leadership in this work ensured that students had greater access to high-quality career and technical education, STEM, and workforce-aligned programs that prepared them for success in emerging industries. Recognizing the significance of this initiative, Dr. Stefanowicz was invited to present the "Reimagining Our Schools" framework to the Florida Senate Pre-K-12 Education Committee, demonstrating her ability to influence policy at the state level and advocate for forward-thinking educational reforms.

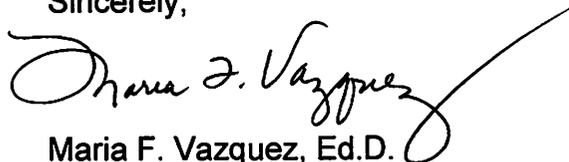
Her financial and operational expertise is equally impressive. She successfully managed a \$70 million budget, ensuring fiscal responsibility while prioritizing program expansion and student achievement. Dr. Stefanowicz also played a pivotal role in modernizing district operations, leading the transition to a new student information system and implementing technology upgrades across Orange Technical College and secondary career and technical education programs. She worked closely with facilities and procurement teams to design educational spaces that meet the needs of 21st-century

learning environments, ensuring that CTE and STEM programs had the infrastructure necessary to provide cutting-edge training for students.

Perhaps one of Dr. Stefanowicz's greatest strengths is her ability to engage with stakeholders at all levels. She has a deep understanding of district operations, finance, and human capital, and she works tirelessly to ensure that resources are equitably distributed to meet the needs of all students. Whether she is working with school boards, legislators, or local business leaders, she remains focused on her ultimate goal: providing the highest quality education to every student.

Dr. Stefanowicz is a visionary leader and innovator with the experience, strategic acumen, and passion necessary to lead the Monroe County School District into a new era of growth and excellence. I strongly and unequivocally recommend her for the role of Superintendent, and I am confident that her leadership will drive a lasting, positive change for students, educators, and the entire Monroe County community.

Sincerely,

A handwritten signature in black ink that reads "Maria F. Vazquez". The signature is fluid and cursive, with a long, sweeping flourish extending from the end of the name.

Maria F. Vazquez, Ed.D.
Superintendent, Orange County Public Schools



**Early
Learning
Coalition**
OF SOUTHWEST FLORIDA

**2675 Winkler Avenue, Suite 300
Ft. Myers, Florida 33901
PHONE (239) 935-6100
FAX (239) 935-6181
WEB ELCOFSWFL.ORG**

March 12, 2025

To Whom It May Concern,

It is with the utmost enthusiasm and respect that I write this letter of recommendation for Dr. Melanie Stefanowicz, the Chief Executive Officer of the Early Learning Coalition of Southwest Florida (ELC). As the Governor's Appointed Chair of the Board of Directors, I have had the privilege of working closely with Dr. Stefanowicz since my appointment in June 2024. Her remarkable leadership and unwavering commitment to our organization's mission have profoundly impacted the four uniquely different counties we serve: Lee, Collier, Hendry, and Glades.

Under Dr. Stefanowicz's visionary guidance, the ELC has made significant strides in enhancing our core programs, including Voluntary Pre-Kindergarten (VPK), School Readiness, and Child Care Resource and Referral. The VPK program, a free prekindergarten initiative for 4 and 5-year-olds residing in Florida, has seen increased enrollment and improved educational outcomes under her leadership. Similarly, the School Readiness Program, designed to prepare children for school and life by employing age-appropriate curricula and trained early childhood educators, has flourished, ensuring that the youngest members of our community receive the highest quality early education and care.

One of Dr. Stefanowicz's most notable achievements is her success in fostering a positive and enthusiastic culture within the Coalition. She has cultivated an environment where both staff and stakeholders are motivated and passionate about supporting the children and parents in our region. This positive culture is a testament to her exceptional leadership and her ability to inspire and unite those around her.

Moreover, Dr. Stefanowicz has demonstrated unparalleled resilience and resourcefulness. During a challenging eight-month period without a Chief Financial Officer, she maintained seamless operations, ensuring that our programs continued to run smoothly. Her adept management skills and strategic decision-making during this time were nothing short of extraordinary.

In addition to her operational expertise, Dr. Stefanowicz has spearheaded several critical initiatives that have enhanced our technological capabilities and overall efficiency. She successfully migrated our coalition from a poorly implemented MIP Fund Accounting System to a fully operational cloud-based version, working with CFO consultants to ensure a flawless transition. Furthermore, she led the migration of our



**Early
Learning
Coalition**
OF SOUTHWEST FLORIDA

**2675 Winkler Avenue, Suite 300
Ft. Myers, Florida 33901
PHONE (239) 935-6100
FAX (239) 935-6181
WEB ELCOFSWFL.ORG**

end users to Microsoft 365, retiring our on-premise servers and modernizing our infrastructure to better serve our community.

Dr. Stefanowicz's dedication to community outreach has also been exemplary. She has expanded our reach and strengthened our connections within the four counties, ensuring that our programs are accessible and beneficial to all who need them. Under her leadership, the ELC has continued to uphold its mission to enhance the quality of children's lives by providing families, early childhood educators, caregivers, and community partners with opportunities to positively impact the future.

Dr. Melanie Stefanowicz is an exceptional leader whose contributions to the Early Learning Coalition of Southwest Florida have been transformative. Her innovative vision, steadfast dedication, and unwavering commitment to excellence make her a remarkable asset to any organization. I wholeheartedly recommend Dr. Stefanowicz for Superintendent of the Monroe County School District.

Sincerely,

Kae Moore
Chair of the Board of Directors
Governor's Appointee
Early Learning Coalition of Southwest Florida

How to Authenticate This Official Transcript

This official transcript has been delivered to the recipient, and is intended solely for use by that recipient. It is not permissible to replicate this document or forward it to any person or organization other than the identified recipient. Release of this record or disclosure of its contents to any third party without written consent of the record owner is prohibited.

Printed Transcript:

If you have received this transcript as a printed document, you may verify the authenticity by testing the security features noted on the document.

Electronic Transcript:

If receiving electronically, this official transcript has been digitally signed and therefore contains special characteristics. This document will reveal a digital certificate that has been applied to the transcript, and for optimal results, we recommend that this document is viewed with the latest version of Adobe® Acrobat or Adobe® Reader. This digital certificate will appear in a pop-up screen or status bar on the document, display a blue ribbon, and declare that the document was certified by Parchment, with a valid certificate issued by GlobalSign CA for Adobe®. This document certification can be validated by clicking on the Signature Properties of the document.



The Blue Ribbon Symbol: The blue ribbon is your assurance that the digital certificate is valid, the document is authentic, and the contents of the transcript have not been altered.



Invalid: If the transcript does not display a valid certification and signature message, reject this transcript immediately. An invalid digital certificate display means either the digital signature is not authentic, or the document has been altered. The digital signature can also be revoked by the transcript office if there is cause, and digital signatures can expire. A document with an invalid digital signature display should be rejected.



Author Unknown: Lastly, one other possible message, Author Unknown, can have two possible meanings: The certificate is a self-signed certificate or has been issued by an unknown or untrusted certificate authority and therefore has not been trusted, or the revocation check could not complete. If you receive this message make sure you are properly connected to the internet. If you have a connection and you still cannot validate the digital certificate on-line, reject this document.

The current version of Adobe® Reader is free of charge, and available for immediate download at <http://www.adobe.com>.

ABOUT PARCHMENT: Parchment is an academic credential management company, specializing in delivery of official electronic credentials. As a trusted intermediary, all documents delivered via Parchment are verified and secure.

Learn more about Parchment at www.parchment.com



Date: 3/27/2025

American College of Education

101 West Ohio Street Suite 1200
Indianapolis, IN 46204

www.ace.edu

Student: Melanie Stefanowicz **Student ID:** [REDACTED] **DOB:** 11/27 **Original Start Date:** 4/8/2019 **Student GPA:** 4.00

Program: Ed.D. in Leadership

Enrollment #: ST20125019

Status: Graduate

Start Date: 4/08/2019

Grad Date: 12/18/2022

Term: OPEN **Open Term**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
RES6500#	Dissertation Workspace	0.00	0.00	0.00	P
		0.00	0.00	0.00	

Term GPA: 0.00

Cum GPA: 0.00

Term: 19APR08 **April 8, 2019** **4/08/2019 - 5/12/2019**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6001	Introduction to Advanced Studies	1.00	1.00	4.00	A
		1.00	1.00	4.00	

Term GPA: 4.00

Cum GPA: 4.00

Term: 19MAY20 **May 20, 2019** **5/20/2019 - 6/23/2019**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6011	Leadership as a Reflective Practice	1.00	1.00	4.00	A
RES6041	Scholarly Writing and Research Strategies	1.00	1.00	4.00	A
		2.00	2.00	8.00	

Term GPA: 4.00

Cum GPA: 4.00

Term: 19JUL0810 **July 08, 2019 10 Week** **7/08/2019 - 9/15/2019**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6323	Organizational Behavior and Culture	3.00	3.00	12.00	A
RES6013	Research Methods	3.00	3.00	12.00	A
		6.00	6.00	24.00	

Term GPA: 4.00

Cum GPA: 4.00

Term: 19SEP3010 **September 30, 2019 10 Week** **9/30/2019 - 12/08/2019**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6113	Ethical Leadership and Social Justice	3.00	3.00	12.00	A
RES6003	Applied Statistics	3.00	3.00	12.00	A
		6.00	6.00	24.00	

Term GPA: 4.00

Cum GPA: 4.00

Term: 20JAN0610 **January 06, 2020 10 Week** **1/06/2020 - 3/15/2020**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6133	Models of Leadership and Coaching	3.00	3.00	12.00	A
RES6023	Quantitative Research Designs	3.00	3.00	12.00	A
		6.00	6.00	24.00	

Term GPA: 4.00

Cum GPA: 4.00

Term: 20SEP28 **September 28, 2020** **9/28/2020 - 11/01/2020**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6021	Doctoral Leadership Seminar I	1.00	1.00	4.00	A
		1.00	1.00	4.00	

Term GPA: 4.00

Cum GPA: 4.00

** Indicates Retaken Course
R* Indicates Retaken Override

Indicates Pass/Fail Course
+ Indicates Associated Course

Shelley P. Gardner Shelley P. Gardner
Registrar

Date: 3/27/2025

Page 2 of 3

American College of Education

101 West Ohio Street Suite 1200
Indianapolis, IN 46204

www.ace.edu

Student: Melanie Stefanowicz **Student ID:** [REDACTED] **DOB:** 11/27 **Original Start Date:** 4/8/2019 **Student GPA:** 4.00

Term: 20SEP2810 **September 28, 2020 10 Week** **9/28/2020 - 12/06/2020**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6163	Management of Human Capital	3.00	3.00	12.00	A
RES6033	Qualitative Research Designs	3.00	3.00	12.00	A
		6.00	6.00	24.00	

Term GPA: 4.00

Cum GPA: 4.00

SAP Met

Term: 21JUL1210 **July 12, 2021 10 Week** **7/12/2021 - 9/19/2021**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
ORG6263	Policy and Governance	3.00	3.00	12.00	A
RES6521#	Research Methodology	1.00	1.00	0.00	P
		4.00	4.00	12.00	

Term GPA: 4.00

Cum GPA: 4.00

SAP Met

Term: 21JAN1110 **January 11, 2021 10 Week** **1/11/2021 - 3/21/2021**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6123	Management of Financial Resources	3.00	3.00	12.00	A
RES6512#	Research Concept Paper	2.00	2.00	0.00	P
		5.00	5.00	12.00	

Term GPA: 4.00

Cum GPA: 4.00

SAP Met

Term: 21OCT0410 **October 04, 2021 10 Week** **10/04/2021 - 12/12/2021**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
ORG6223	Communications and Advocacy for Leaders	3.00	3.00	12.00	A
RES6541#	Finalizing the Dissertation Proposal	1.00	1.00	0.00	P
		4.00	4.00	12.00	

Term GPA: 4.00

Cum GPA: 4.00

SAP Met

Term: 21APR1210 **April 12, 2021 10 Week** **4/12/2021 - 6/20/2021**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
ORG6243	Grant Writing for Leaders	3.00	3.00	12.00	A
RES6531#	Literature Review	1.00	1.00	0.00	P
		4.00	4.00	12.00	

Term GPA: 4.00

Cum GPA: 4.00

SAP Met

Term: 22JAN1010 **January 10, 2022 10 Week** **1/10/2022 - 3/20/2022**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
ORG6213	Emerging Technology in Organizations	3.00	3.00	12.00	A
RES6551#	Analyzing the Dissertation Research	1.00	0.00	0.00	NP **
		4.00	3.00	12.00	

Term GPA: 4.00

Cum GPA: 4.00

SAP Met

** Indicates Retaken Course
R* Indicates Retaken Override

Indicates Pass/Fail Course
+ Indicates Associated Course

Shelley P. Gardner Shelley P. Gardner
Registrar

Date: 3/27/2025

Page 3 of 3

American College of Education101 West Ohio Street Suite 1200
Indianapolis, IN 46204www.ace.edu**Student:** Melanie Stefanowicz **Student ID:** ██████████ **DOB:** 11/27 **Original Start Date:** 4/8/2019 **Student GPA:** 4.00**Term:** 22APR1110 **April 11, 2022 10 Week** **4/11/2022 - 6/19/2022**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
ORG6203	Partnerships and Community	3.00	3.00	12.00	A
RES6551#	Analyzing the Dissertation Research	1.00	1.00	0.00	P
		4.00	4.00	12.00	

Term GPA: 4.00**Cum GPA:** 4.00**SAP Met****Term:** 22JUL1110 **July 11, 2022 10 Week** **7/11/2022 - 9/18/2022**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6173	Global Perspectives	3.00	3.00	12.00	A
RES6561#	Interpreting the Dissertation Research	1.00	1.00	0.00	P
		4.00	4.00	12.00	

Term GPA: 4.00**Cum GPA:** 4.00**SAP Met****Term:** 22OCT0310 **October 3, 2022 10 Week** **10/03/2022 - 12/11/2022**

Course Code	Course Description	Credits Attempted	Credits Earned	Quality Points	Grade
LEAD6143	Strategic Operations Planning and Innovation	3.00	3.00	12.00	A
ORG6253	Capstone in Educational and Community Organizations	3.00	3.00	12.00	A
RES6302#	Defending the Dissertation	2.00	2.00	0.00	P
		8.00	8.00	24.00	

Term GPA: 4.00**Cum GPA:** 4.00**SAP Met**

Ed.D. in Leadership

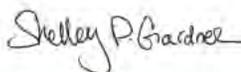
GPA: 4.00 65.00 64.00

Concentration(s): Educational and Community Organizations

Honors: Distinguished Graduate

Credential Awarded: Doctor of Education - Ed.D. in Leadership**Date Awarded:** 12/18/2022**Date Cleared:** 1/04/2023

*** End of Transcript ***

** Indicates Retaken Course
R* Indicates Retaken Override# Indicates Pass/Fail Course
+ Indicates Associated Course

 Shelley P. Gardner
Registrar

AMERICAN COLLEGE OF EDUCATION

Office of Registration and Records

101 West Ohio Street, Suite 1200

Indianapolis, Indiana 46204

registrar@ace.edu

ACADEMIC CALENDAR / CREDITS

American College of Education operates on 5 week terms, 8 terms per year for Master/Bachelor level programs and 10 week terms, 4 terms per year for Doctorate level program/certificates.

Until January 01, 2013, the College operated under the quarter credit system. As of January 2013, the College began offering semester credit programs and courses to all new incoming students, all re-entering students and all students changing their program. Semester credits for all other students began June 03, 2013. Beginning June 2013, all quarter credits were converted to semester credits. All cumulative totals for students who have attended under both types of credit are expressed in semester credits. All credits on this transcript have been converted to semester credits using this formula: quarter credits were converted to semester credits by dividing the number of quarter credits by 1.5 (for example, 36 quarter credits ÷ 1.5 = 24 semester credits).

ACCREDITATION

American College of Education is accredited by the Higher Learning Commission, 230 South LaSalle Street, Suite 7-500, Chicago, Illinois 60604, telephone: (800) 621-7440. For specific program information, please refer to the Catalog (available at www.ace.edu).

RELEASE OF INFORMATION

This educational record is subject to the Family Educational Rights and Privacy Act of 1974, as amended. It is furnished for official use only and MAY NOT be released to, or accessed by, outside agencies or third parties without the written consent of the student concerned.

COURSE NUMBERING SYSTEM

3000-4999	Baccalaureate Level Courses
500-599	Graduate Level Courses
5000-5999	Graduate Level Courses
6000-6999	Doctorate Level Courses

GRADING SYSTEM

Grade	Description	Grade Point Value
A	Excellent	4.0
B	Good	3.0
C	Average	2.0
D	Poor	1.0
F	Failure	0.0
W	Withdrawn	N/A
P*	Pass	N/A
NP*	Non-Pass	N/A
TR*	Transfer Credit	N/A
I**	Incomplete	N/A
CR*	Credit/Complete	N/A
PR*	Progress	N/A

*Grade is not included in grade point average computation.
** "I" (Incomplete) grades that are not resolved according to the Incomplete Grade policy in the Catalog (available at www.ace.edu) are changed to "F" (Failure) grades. "I" grades are not included in the grade point average computation.

TRANSFER CREDIT

American College of Education awards transfer credit in accordance with the Transfer Credit policy in the Catalog. Transfer credits are notated on the transcript with a grade or "TR" and the name of the institution where the coursework was completed. Transferred credits are counted toward the total program completion credits required for graduation, but are not calculated into the cumulative grade point average.

Extended Learning "XL" Courses: XL courses encompass a variety of extended learning offerings including continuing education, professional development and other non-traditional credit and noncredit courses and learning experiences provided by ACE affiliated partners and other institutes, consortia, and organizations.

LE Courses: Graduate-level continuing education

ACADEMIC STANDING

Students who do not meet the standards for Satisfactory Academic Progress as outlined in the Catalog will fall out of good standing. A cumulative grade point average of 3.0 ("B") or higher for graduate and RN to MSN or a cumulative grade point average of 2.0 ("C") or higher for undergraduate and academic progress within the established incremental maximum timeframe indicate that a student is in good academic standing at American College of Education. See the Satisfactory Academic Progress policy in the Catalog for more information (available at www.ace.edu).

DEGREE REQUIREMENTS

To earn a degree at American College of Education, students must be in good standing, earn a minimum of a 3.0 cumulative grade point average for graduate, and 2.0 cumulative grade point average for undergraduate to complete the program within a maximum timeframe of completion. Program-specific graduation requirements are listed in the Catalog (available at www.ace.edu).

AUTHENTICATION OF THE RECORD

American College of Education's official transcripts are printed on security paper and do not require a raised seal.

Any questions regarding the validity of the information you are receiving should be directed to: Office of Registration & Records, American College of Education, 101 West Ohio Street, Suite 1200, Indianapolis, IN 46204, Tel: (800) 280-0307; registrar@ace.edu.

State of Florida Department of Education

EDUCATOR CERTIFICATE

This Certifies That

MELANIE M STEFANOWICZ

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

PROFESSIONAL
PROFESSIONAL
PROFESSIONAL
PROFESSIONAL

EXCEPTIONAL STUDENT EDUCATION
EDUCATIONAL LEADERSHIP
ADMINISTRATION OF ADULT EDUCATION
ENGLISH
ENGLISH FOR SPEAKERS OF OTHER
LANGUAGES

GRADES K-12
ALL LEVELS
ADULT
GRADES 6-12
GRADES K-12

07/01/2015 - 06/30/2025
07/01/2015 - 06/30/2025
07/01/2015 - 06/30/2025
07/01/2015 - 06/30/2025
07/01/2015 - 06/30/2025

Department of Education Number 995070

Paul O. Burns
Deputy Chancellor for Educator Quality

858512

Richard Corcoran
Commissioner of Education

Issued: March 24, 2020

