

Dr. Susan Marino

6344 Tholozan Avenue, St. Louis, MO 63109 | 314.346.7441 | susan.marino.6344@gmail.com

Executive Director

An activator of effective professionals who guides all elements of an organization toward a positive and productive learning and working environment focused on excellence and equity; specialist in developing, evaluating, and refining systems and programs to support the mission.

Achievements/Recognition

- ✓ Founded Lafayette Preparatory Academy: highest performing charter school in Missouri (SY22).
 - ✓ Perfect evaluation ratings as a charter school sponsor/authorizer, by the Department of Elementary and Secondary Education (SY21).
 - ✓ Charter School leader of the Year – MCPSA, 2020
 - ✓ Lafayette Preparatory Academy was identified as Top 30% of elementary schools in Missouri – U.S. News, 2021.
 - ✓ Lafayette Preparatory Academy was identified as Top 20 Top growth EleMiddle Schools in ELA and Mathematics, Schoolwide Achievement, 2021.
 - ✓ Lafayette Preparatory Academy was identified as Top St. Louis Area School District for Improvement in English (#1) and Math (#2) – St. Louis Post-Dispatch, 2019.
- ✓ Built a 50.39% unrestricted fund balance from founding in 2013 to 2021.
- ✓ Founded and grew ACE Learning Centers to serve 651 students in 2005, with 90% of students persisting to graduation.

Core Competencies

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|-----------------------|----------------------------|-----------------------------|
| ✓ Vision Leadership | ✓ Executive Coaching | ✓ Organizational Management |
| ✓ School Evaluation | ✓ Instructional Leadership | ✓ Financial Management |
| ✓ Strategic Planning | ✓ Program Design | ✓ Legal Compliance |
| ✓ Data Analysis | ✓ Student Support | ✓ Policy & Governance |
| ✓ Community Relations | ✓ Human Resources | ✓ Facility Development |

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Education and Certificates

Doctor of Education, Educational Leadership <i>University of Missouri-St. Louis St. Louis, MO</i>	2021
Education Specialist, Educational Leadership <i>Webster University St. Louis, MO</i>	2016
Master of Arts Teaching, English <i>Lindenwood University St. Charles, MO</i>	2003
Bachelor of Arts, Literature <i>University of New Mexico Albuquerque, NM</i>	1998

Certificates

- Missouri Superintendent Certificate
- Missouri Principal Certificate K-8 and 7-12
- Missouri Teacher's Certificate: English 9-12 and Language Arts 5-9

Experience

Executive Director of Charter School Partnerships <i>University of Missouri-St. Louis St. Louis, MO</i>	2021-Present
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- **Program Design:** Create and direct all systems related to the evaluation, support, and compliance oversight of the university's six charter schools; manage all aspects of charter school sponsorship/authorization including the Charter School Office team.
- **Strategic Planning:** Collaborate with charter school boards and leaders to identify areas in need of improvement and support developing plans to address; collaborate with university leaders to determine the role of sponsorship in institutional strategic planning and goal setting.
- **Evaluation:** Evaluate and report on six schools' outcomes, compliance, and innovations; determine whether to and how to intervene in board and/or school operations including decisions regarding charter suspension, revocation, and/or non-renewal.
- **Financial Management and Oversight:** Manage the sponsorship budget; ensure charter schools comply with fiduciary provisions in statute and monitor the schools' financial

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performance; collaborate with charter school boards and leaders to identify areas in need of improvement and support developing plans to address.

- **School Support and Development:** Support teacher and school leader professional development, financial planning, human resource assistance, and other operations required to meet targets outlined in strategic plans and performance contracts; ensure compliance with state and federal statutes; as appropriate, connect University faculty and staff and other partners to each charter school to provide support.
- **Advocacy:** Collaborate with state and national sponsors/authorizers, other stakeholder organizations, legislators, and the State Board of Education to advocate for policies and practices that benefit students, schools, and the community.

Director of Operations

2021 – Present

St. Louis City League | St. Louis, MO

- **Non-Profit Business Operations:** Develop and implement all business structures and systems to support the realization of the vision of a new non-profit providing charter school middle school students access to athletics.
- **Vision Development:** Collaborate with the founding team to develop and realize the vision of a new non-profit.
- **Mentor:** Provide mentorship and guidance to a new entrepreneur executing her vision.

Founding Head of School / Executive Director

2012 – 2021

Lafayette Preparatory Academy | St. Louis, MO

- **Program Design:** Activate the community to effectively execute a strategic plan directed toward student success and community benefit; develop every aspect of the program toward meeting the vision and established goals; foster positive, productive relationships with all stakeholders; develop an exciting and collaborative team culture; write and disseminate regular communications to all stakeholders; develop and monitor systems for staff, student, and school records; attract, evaluate, and retain high-performing staff; develop and monitor work practices, systems, and methods; train and direct the work of volunteers.
- **Instructional Leadership:** Develop and implement a rigorous professional development plan for leaders, teachers and support staff; develop and maintain a school environment focused on student achievement and personal development; develop leaders' and teachers' abilities to utilize inquiry-based and problem-based instruction to guide students to deeper, more meaningful understandings of content and skills; dedicate significant resources to provide students a positive, supportive learning environment

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supporting their unique needs and talents; manage the collection and analysis of data to determine the direction of teachers and school resources.

- **Financial Operations:** Develop and monitor budgets, fiscal policies, financial statements, and bank reconciliations; monitor revenue from the state; manage all expenditures and payroll; negotiate and monitor agreements with vendors; participate in annual financial audits.
- **School Operations:** Coordinate food services, data systems, school schedules, student enrollment and recruitment, legal services, and the school facility toward school goals; manage facility and expansion projects; ensure compliance with health and safety laws, charter contracts, state/federal education mandates, state workplace regulations, and teaching requirements; develop and maintain all policies and procedures.

Language Arts Teacher Grades 7-12

2005 - 2012

Festus R-VI School District | Festus, MO

Area Supervisor

2001 - 2005

ACE Learning Centers | St. Louis, MO

- **Professional Development:** Hire, supervise, guide, and train school leaders and teachers in up to seven alternative schools; focus on educator's abilities to guide student mastery of skills and concepts, as well as anger management, character education, classroom management, and varied teaching strategies.
- **Systems Development:** In collaboration, design and implement operational and instructional systems of a new alternative program, providing services in four districts; develop policies and procedures to meet the needs of all partner districts.
- **Partnership Coordination:** Coordinate services with four school districts; support gaining accreditation with NCA; support relationships between students, teachers, parents, and the districts.
- **Curriculum Development:** Initiate and implement curriculum for multiple schools with varied needs.

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Professional Activities

- Mentor to Charter School Founder** 2022-Present
- Provide guidance and coaching to a charter school founder, expected to open a new school in Fall 2023.
- MO School Improvement Plan (MSIP) 6 Advisory Committee** 2021-Present
- Provide Department of Elementary and Secondary Education feedback on state-level performance metrics, continuous improvement metrics, and report development.
- Adjunct Professor, Graduate Studies** 2021-Present
- Management of Organizational Systems
- Special Education Advisory Panel, DESE** 2017-2020
- Provide policy guidance to the State Education Agency (SEA) on special education and related services.
- Weighted Lottery Task Force** 2016-2018
- Collaborate with charter leaders, state legislators and community partners to develop and pass SB 743 which allows for charter schools to give an enrollment preference to students who qualify for free or reduced lunch.
- Joint Committee on Facility Access** 2016-2017
- Collaborate with district leaders, state legislators, and community partners to develop solutions to the lack of appropriate facilities and capital available for charter schools.
- Other Committees and Activities**
- Real Estate Committee – Chair 2012-2021
 - Finance Committee 2012-2021
 - Development Committee 2012-2021
 - Community Outreach Committee 2012-2018
 - Strategic Planning Team - Chair 2015; 2018
 - High Schools That Work Leadership Team 2010-2012
 - PLC Facilitator 2008 - 2009

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Professional Presentations

- *Which School- and Community-Level Characteristics Lead to Charter School Success?*
<https://irl.umsl.edu/cgi/viewcontent.cgi?article=2068&context=dissertation>
- “Bringing LPA Home”, MCPSA Conference 2018, Independent Charter School Symposium 2019
- “Moving Beyond Either/Or: Making the Case for Diverse Charter Schools”, MCPSA Conference 2017, Independent Charter School Symposium 2019
- “Effective Media Communication”, MCPSA Conference 2016
- “Effective Interviewing and Job Search Techniques for First Year Teachers”, Webster University 2016, 2017