

C. Todd Cummings, Ph.D.

PROFILE

EXPERIENCE: Deputy Superintendent who has enhanced District professional learning and staff development and improved HR, Finance, CTE and Adult Education, and Transportation processes that are based on analytics and metrics and in the process raised student achievement

LEADERSHIP: Team builder who fosters trust among diverse stakeholders by setting clear goals and demonstrating common interests.

- Strategic Planning
- Staff Evaluation
- Union Relations
- Compensation
- Policy
- Negotiation
- Compliance & Safety
- Professional Learning
- Restorative Practices

CERTIFICATE

- Licensed as a Superintendent in Illinois (1122011) and Indiana (10445323)
- SHRM - SCP
- 360 Assessment, Center for Creative Leadership
- FEMA: *Emergency Management Institute*

EXPERIENCE

SOUTH BEND SCHOOLS

South Bend, Indiana

2017-Present

DEPUTY SUPERINTENDENT (2018-Present)

Oversee HR, Finance, General Counsel, Transportation, CTE, and Adult Education for the state's third largest school system (18,000 students, 3,000 employees). Serve on the executive team that developed and adjusted strategic plans and an annual budget of \$90 million.

- Mayor and Superintendent Committee Member.
- Directed a finance team managing a budget of 90 million dollars and payroll for 3,000 employees.
- Directed transportation services using 223 busses to move 18,000 students.
- Directed all aspects of CTE and Adult Education for five high schools.
- Directed *Aspiring Leader Academy*.
- Directed all principal and assistant principal placement.

DIRECTOR OF HUMAN RESOURCES/CHRO [C-level responsibilities] (2017-2018)

Oversee HR for the state's third largest school system (18,000 students, 3,000 employees). Lead a team of 14 employees, including three Directors. Develop leadership throughout the system, including Principals at each school. Facilitate 360 degree evaluations and executive coaching for at the district level. Lead Human Capital response to *Focus 2018 Strategic Plan* which closed three buildings and displaced and rehired hundreds of teachers and non-certified staff Model compensation and lead negotiations with three unions (NEA, Teamsters, and AFSCME). Advise leaders on escalated HR issues. Represent the district at school and community events.

- Executive Cabinet Leader and superintendent designee
- Established HR functional teams, including Benefits/Total Awards, Employee Relations, HR Operations, Talent Acquisition, Human Capital [data/analytics], and District Performance.
- Developed *Aspiring Leader Academy*.

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FORT WAYNE COMMUNITY SCHOOLS

Fort Wayne, Indiana

2007-2017

MANAGER, SYSTEM OF SUPPORT EVALUATION & COMPENSATION [Sr. HR Manager] (2015-2017)

Human Resources Leadership: Developed HR-related policy for the largest school district in the state (4,000 employees). Wrote and updated rubrics for job classifications and job descriptions. Created models for salary compensation. Devised salary schedules for new executives, and review salary schedules for all employees. Posted openings on industry websites, and track results. Facilitated cooperation between department recruiters and local unit managers (principals). Advocated for diversity in all areas of hiring. Supported the HR Director with issues related to employee relations and discipline, including termination.

- Played a lead role on the Salary Negotiation Committee by promoting open communication with union leaders.
- Made key staffing decisions as part of the Teacher Termination team that conducted end-of-year evaluations and recommends dismissal.
- Improved gender equity through an analysis of compensation and recommended reforms.
- Organized a committee of transgender advocates to advise on policy for transgender students.

Project Management & Analytics: Planned and managed ad hoc projects to support senior administrators (executive level). Determined project specifications, goals, and deadlines. Advised other departments on issues related to analysis of qualitative data.

- Enhanced processes for senior leaders to obtain and handle highly confidential information and data.
- Improved data capture and analysis used for professional development of teachers. Mentored principals in how to communicate data as part of each teacher's professional development.

TEACHER INCENTIVE FUND (TIF) PROJECT DIRECTOR (2013-2015)

Selected to manage a \$50 million grant to implement a human capital management system and improve relations between teachers and principals. Established vision and policy based on deep data analysis.

- Negotiated and funded a salary increase for teachers in the district.
- Directed the district's largest budget outside of the general fund.
- Supported the Chief Academic Officer (CAO) in using analytics to enhance professional learning and development.

COORDINATOR ACADEMIC SERVICES (2007-2013)

Supported teachers throughout the district by providing resources and technology to improve performance.

- Administered a \$700,000 grant from PNC Bank.

THE ORCHARD SCHOOL

Indianapolis, Indiana

2002-2007

K-8 BUILDING DIRECTOR (PRINCIPAL) AND MIDDLE SCHOOL TEACHER

- At this progressive, non-sectarian school the year was divided into Winter and Summer and administrators were expected to also teach a class. I taught sixth grade ELA and principalled the K-8 summer program for nearly 600 students.
- Implemented one-to-one devices. Updated curriculum and provided teacher PD.

WESTERN SCHOOL CORPORATION

Russiaville, Indiana

1997-2002

MIDDLE SCHOOL TEACHER

- Taught eighth grade ELA and coached various sports.

EDUCATION

HARVARD UNIVERSITY

Certificate: Strategic Data Project (SDP) 2015

- Capstone: *Increasing the Reliability and Validity of Teacher Evaluation*

INDIANA STATE UNIVERSITY

Ph.D., Education Leadership, Administration, & Foundations 2008

INDIANA UNIVERSITY

M.S., Educational Administration 2005

LIBERTY UNIVERSITY

B.A., Political Science 1991

PRESENTATIONS

International

Cummings, C. T. (2008, May). *The fan letters of Ryan White: The stigma of disclosure*. Presentation at the annual conference of The International Congress of Qualitative Inquiry, Champaign-Urbana, IL.

National

Cummings, C.T., Spells, K. (2019, February) *Restructuring in Difficult Times: Collaboration for Student Success*. Presentation at the annual conference of the AASA: The Superintendent's Association, Los Angeles, CA.

Cain, L., Cummings, C.T., MacQueen, K.C., Psencik, K. (2015, December). *Inter-rater Reliability in a Learning System*. Presentation at the annual conference of Learning Forward. Washington, D.C.

Cain, L., Cummings, C.T., Mullin, L. (2014, November). *Best Practice in Professional Development: Professional Educators Initiative*. Presentation at the annual conference of the Mid-Western Educational Research Association (MWER). Evanston, IL.

Cummings, C. T. (2011, April). *Lessons from the sympathy notes of Jeanne White-Ginder*. Presentation at the annual conference of the Rural Center for AIDS/STD Prevention. Bloomington, IN.

Cummings, C. T. (2010, January). *The Future is Now and We're Planning for It*. Presentation at the annual conference of the Center for Work at the University of Wisconsin-Madison, Madison, WI.

Butler, A., Cummings, C. T. (2009, October). *Building Collaboration between Fine Arts Organizations and Public Schools*. Presentation at the annual conference of the National Middle School Association (NMSA), Indianapolis, IN.

Cummings, C. T. (2009, April). *Students with HIV/AIDS in the classroom: Lessons from the fan letters of Ryan White and the sympathy notes of Jeanne White-Ginder*. Presentation at the annual conference of the Rural Center for AIDS/STD Prevention. Bloomington, IN.

Cummings, C. T. (2009, November). *Educating students with HIV/AIDS: Lessons from Ryan and Jeanne White's letter's*. Presentation at the annual conference of the National Middle School Association (NMSA). Indianapolis, IN.

Cummings, C. T. (2008, February). *The fan letters of Ryan White: Implications for Prevention*. Presentation at the annual conference of the Indiana University School of Public Health. Indianapolis, IN.

Cummings, C. T. (2008, February). *The fan letters of Ryan White: Implications for the classroom*. Presentation at the annual conference of the Indiana Middle Level Education Association (IMLEA), Indianapolis, IN.

Butler, A. & Cummings, C. T. (2008, November). *Building Collaboration between Fine Arts Organizations and Public Schools*. Presentation at the annual conference of the Art Education Association of Indiana (AEAI), French Lick, IN.

SELECT ARTICLES Cummings, C. T (2016). Rediscovering Ryan White in the Classroom. *Journal for the Liberal Arts and Sciences*, 19(2).

Psencik, K., Cummings, C.T., and Gerardot, L. (2015). Do You See What I See? District Designs Learning Plan to Develop a Clear Vision of Effective Instruction. *JSD: The Learning Forward Journal*, 36(6).

Psencik, K., Brown, F., Cain, L., Coleman, R., and Cummings, C.T. (2014). Champions of Learning. *JSD: The Learning Forward Journal*, 35(5).

Cummings, C. T. & Gruenert, S. (2011). The Fan Letters of Ryan White: A Method to Promoting Prevention. *The Health Education Monograph Series*, 28(2).

Cummings, C. T. & Gruenert, S. (2010). Losing Ryan: A Case Study in the Sympathy Notes of Jeanne White-Ginder. *Journal for the Liberal Arts and Sciences*, 14(3).

Cummings, C. T. & Gruenert, S. (2009). When a Student Discloses HIV: What Ryan White's Fan Letters Teach Us about Counteracting Stigma. *Journal for the Liberal Arts and Sciences*, 13(2).

AWARDS

Arts United *Margaret Ann Keegan Award* (Outstanding Arts Educator), 2011
Snyder Dissertation Award, 2008
Edgar Lee Morphet Research Scholarship, 2007
O'Donnell Grant, 2007
Japan Fulbright Scholar, 2005