

David William Gaston

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EXECUTIVE SUMMARY

Transformational leader with proven ability in executive leadership coaching, reorganizing, reallocating, developing, executing, and measuring strategic initiatives to significantly improve organizational and academic achievement, team building and organizational culture. Forward-thinking collaborator and problem-solver with a capacity to hire and organize outstanding, highly qualified leaders and teams to support growth and achievement. Expertise in developing and identifying key performance indicators for strategic, data-informed decision-making that drives purposeful and contextual solutions with sustainable results. Excellent communicator, presenter, and public speaker who believes in the value of engaging all stakeholders.

PROFESSIONAL EXPERIENCE

GASTON-SHAFFER, LLC, Williamsburg, VA

Feb. 2023 Present

Chief Operating Officer

- An integrated consulting team drawing expertise from two Virginia-based education, research, and measurement experts – Dr. David W. Gaston and Dr. Patricia Moore Shaffer.
- **Gaston-Shaffer** offers to schools, school districts and higher education institutions comprehensive strategic planning services, including community stakeholder consultation, planning facilitation, and performance measurement planning.
- Specialization in grant planning, writing, measurement, and program performance reviews for educational and local government units, as well as non-profit organizations.

GASTON EDUCATIONAL CONSULTING, LLC

July 2020-Present

An independent, Virginia-based educational and leadership consulting company

President and Chief Executive Officer

- Specialization in executive leadership coaching and training, strategic planning, organizational development, restructuring systems for improvement and turnaround work, curriculum and development, and board/leadership relations training
- Experience in community-based strategic planning processes utilizing custom surveys and protocols, focus group and interview data-gathering, and community-driven processes to build common vision, mission, core beliefs and values, and strategic goals and objectives
- Experienced in working with underrepresented communities and populations to ensure that the lens of Equity and Access is at the forefront of every planning process
- Leadership coaching and mentoring support services that currently supports over 70 individual school and school district leaders across the nation
- Native education support both locally in Virginia and Alaska to advocate and support tribes in developing strategic approaches and goals that align with federal grant support and equity and access needs for tribal members
- Title IX, human resources, and grievance hearing officer investigative and support services provided to school districts
- Curriculum and instruction support services that map and align standards, integrate technology and remediation support resources, high-quality assessments, and best practice instructional methodologies
- Grant writing development, preparation, and writing services to local government, education, and non-profit organizations

CHARLES CITY COUNTY PUBLIC SCHOOLS, Charles City, VA

2014 - 2020

Rural School Division in Virginia with approximately 650 students (PK-12), two schools and 120 Employees

Division Superintendent

- Responsible for all academic, executive and operational leadership for an organization with a \$10.2 million annual operating and a \$1.3 million Capital Improvement Plan budget. Serves and advises a five-member elected School Board through all aspects of budget, policy and governance
- Developed and led the strategic planning development process for 2018-23 five-year cycle, resulting in a new, visionary document with mission, vision, core values, objectives and 22 annual performance matrix indicators that monitor growth and progress over the five-year life span of the plan
- Produced sustainable growth and success that took the school division from an underperforming to fully accredited organization by the Commonwealth of Virginia for three consecutive years from 2016 – present through reorganization, collaboration and creative/innovative approaches to professional learning and development
- Initiated and completed implementation of a 1:1 laptop and technology initiative for all students in school division. Partnered with Microsoft as a pioneer user division in Virginia to complete designation as a Microsoft One-Note showcase school division
- *US News and World Report* ranked Charles City High School (CCHS) as a National Bronze Medal High School (top 17% in nation) and one of the top high schools in Virginia for three consecutive years. CCHS also recognized as a Governor's School of Excellence in 2016 for student academic achievement and performance and recipient of a two-year (2019-21), \$100,000 state Innovation Grant to redesign high school education by developing internship and externship experiences, business, career and technical education partnerships, skill cluster and transdisciplinary curriculum to connect core and technical education courses for relevance to students
- Charles City High School achieved dropout rate of zero percent and graduation rate of 100%

WILLIAMSBURG-JAMES CITY COUNTY PUBLIC SCHOOLS, Williamsburg, VA

2012 – 2014

Suburban School Division in Virginia with approximately 12,000 students (PK-12), 16 schools, 1750 Employees and a \$130 million annual budget

Senior Director of Accountability, Quality and Innovation (AQI)

Appointed by the division superintendent to plan and lead continuous improvement efforts across all departments and schools of division in this newly-created and innovative department that facilitated cooperative planning and school-based leadership and data teams with district administrators, teachers and non-instructional staff and community members.

- Collaborated with Technology Department to develop internal data warehouse/intranet for school division to securely store all student and division indicators of progress and achievement
- Managed, reviewed and approved all division research, evaluation and accountability/measurement functions
- Spearheaded and completed Process and Performance Management (PPM) Training as a division-wide initiative with data and school improvement teams to verify and clean 100% of the division's student data. Established process charts for all data entry procedures for student and division data.
- Data improvement and verification training resulted in increases in student performance indicators and scores, most notably an 8% improvement in graduation rates for students with special needs, a 4% decrease in the dropout rate among black students, and an increase in black and Hispanic math achievement of 8% and 4%, respectively, over a three year period

WILLIAMSBURG-JAMES CITY COUNTY PUBLIC SCHOOLS, Williamsburg, VA

2011-2012

Senior Director of Specialized Educational Services (SES)

Senior Administrative Director reporting directly to the Division Superintendent responsible for overseeing all student services across the school division, including special education, gifted and talented education, school psychology and social work, student disciplinary hearings and support services and school safety

- Led a staff of over 60 employees to deliver support services to students across the division with a \$62 million departmental budget.
- Collaborated with community resources and agencies, including court services, law enforcement, local community colleges and universities, literacy programs, United Way of Greater Williamsburg and local faith houses for student and family support
- Led efforts to bring division into full compliance with all special education regulations, homeless education requirements and federal foster care provisions
- Worked with student services staff to improve and upgrade threat assessments, student disciplinary procedures and suicide threat protocols for school division

Principal, Assistant Principal and International Baccalaureate (IB) Coordinator positions held in Williamsburg-James City County PS, Hampton City PS and York County PS at Elementary, Middle and High School levels (1998-2011)

International and National IB Consultant, Trainer and Site Visitor for 16 years in Canada, United States and the Caribbean, serving as International Representative for North America for Primary Years Programme to IB Headquarters in Cardiff, Wales and The Hague, Netherlands (1998 – 2014)

OLD DOMINION UNIVERSITY, Darden School of Education, Norfolk, VA 2006 – Present
Adjunct Assistant Professor, Educational Foundations and Leadership (EFL)

Provides engaging instruction, research, advising and program support. Instructs online graduate and doctoral level courses in Educational Law and Ethics, Community and School Relations, Leadership Foundations, Curriculum Design and Student Management and Behavior

EDUCATION

- GEORGETOWN UNIVERSITY – Washington, DC** 2023
School of Continuing Studies – Institute for Transformational Leadership – Executive Certificate in Leadership Coaching – International Coaching Federation (ICF) accredited coach training program (program completion December 2023)
- HARVARD UNIVERSITY – Cambridge, MA** 2009
Harvard Graduate School of Education Principals’ Center – Certificate in Leadership -- “Leadership: An Evolving Vision” -- 40.25 Instructional Hours
- THE COLLEGE OF WILLIAM AND MARY -- Williamsburg, VA** 2005
Doctor of Education (Ed.D.) -- Educational Policy, Planning and Leadership (EPPL)/General Administration (K-12)
Dissertation Topic: *Defining the Roles and Responsibilities of Public School Assistant Principals in Virginia*
- THE COLLEGE OF WILLIAM AND MARY-- Williamsburg, VA** 1990
Master of Arts in Education (M.A. Ed.) -- Secondary School Instruction (History/Social Studies 6-12)
- THE COLLEGE OF WILLIAM AND MARY – Williamsburg, VA** 1988
Bachelor of Arts (B.A.) -- Government/History

PROFESIONAL AND COMMUNITY LEADERSHIP

- Literacy for Life Adult Education Program Board of Directors (2020-2022), Secretary (2022-23)
- University of Virginia Curry School of Education PK-12 Advisory Council (2018- present)
- College of William and Mary School of Education Development Board (2017- present)
- College of William and Mary Cohen Career Center Advisory Board (2017-2021)
- Heritage Humane Society of Greater Williamsburg, Board of Directors (2016- 2018)
- Dancing with the Williamsburg Stars (2016) – Community Participant/Contestant
- Dreamcatchers Therapeutic Riding Center – Board of Directors (2012-2015)
- United Way of Greater Williamsburg Annual Campaign Cabinet Education/Government Committee Chair (2006-2013)
- Bruton Parish Church, Williamsburg, VA:
 - Usher
 - Mission Committee

PUBLICATIONS

“The Transformational Leader: Managing Organizational Trauma Through Seasons of Change” (Chapter Contribution to title work *Role of Leadership in Facilitating Healing and Renewal in Times of Organizational Trauma and Change* – IGI Global, Hershey, PA, June 2021.

“District’s Parental Engagement Soars with New ‘Glow and Grow’ Practice,” eSchool News Daily Tech News and Innovation,
April 6, 2017, [Available online: <http://www.eschoolnews.com/2017/04/06/districts-parental-engagement/>]

“Building a Professional Development Program to Support Your Literacy Program: An Essential for Success” (Chapter Contribution to title work *Principal’s Guide to Literacy Instruction*—Guilford Press, NYC, 2009)

“Preparing Future Leadership: The Role of the Assistant Principal in the 21st Century,” *The Virginia Principal (VAESP)*, 26(1), September 2005, 8-13.

PROFESSIONAL AFFILIATIONS

- Small and Rural School Divisions Coalition (2017- 2020)
 - Vice President (2018-2020)
 - Executive Committee Region I Superintendent’s Study Group Representative
- Bridging Communities Governor’s School STEM Academy and Vocational/Technical Education Center
 - Presiding Superintendent (2018-2020)
 - Advisory Board to Board of Control (2014- 2020)
- Virginia Association of State Superintendents (VASS) (2014- 2020)
 - Legislative Committee – Region I Study Group Representative (2016- 2020)
- The College of William and Mary, Williamsburg, VA, Adjunct Instructor (2008)
- Hampton University – Department of Political Science and History, Adjunct Professor of Geography (2001-2002)
- Reviewer – *Journal of Research in International Education (JRIE)*
- National Association of Secondary School Principals (NASSP)
- Virginia Association of Secondary School Principals (VASSP)
- Association for Supervision and Curriculum Development (ASCD)
- Kappa Delta Pi
- Honorary Lifetime Membership Award – Virginia PTA (2004)

PROFESSIONAL HONORS AND RECOGNITIONS

- Vernon Geddy Award from WHRO (Regional Public Broadcasting Service [PBS]) for Technology Integration Excellence for Berkeley Middle School (July 2009)
- Superintendent’s Starfish Award for Contributions to the Learning and Practice of Education. (June 2005)
- Hampton Council of PTAs/PTSAs – Parent Involvement Principal of Excellence Award (May 2003)
- Consortium for Interactive Instruction (CII) – Old Dominion University/WHRO Public Television --Excellence in Technology Award for Elementary Principals (May 2003)
- Hampton Citizens’ Unity Commission Unity Award (February 2003)
- Southern Association of Colleges and Schools (SACS) Review Committee Member (1997-2014)
- Who’s Who in American Teachers 1996-97/1997-98
- Fellowship in Hampton Roads Institute for the Advanced Study of Teaching -- Old Dominion University, Darden School of Education, Norfolk, VA 1995-96

REFERENCES

Active Licensures, Certifications and Professional References available upon request