

Sara Rubinstein

11723 Nicklaus Circle
Tampa, FL 33624
912-346-4698
srubinst@gmail.com

PROFILE

Experienced independent school leader for whom education is a vocation and not a job, looking to lead an intentional community of forward thinking and engaged educators, students, and families.

EXPERIENCE

Interim Head of School, Assistant Head of School & Head of the Upper School, Carrollwood Day School, Tampa, FL 2017 to Present

- Stepped into the Interim Head role the week of preplanning for the 2020-2021 school year, taking on responsibility for the day to day operations of a 1000+ day school with 250 faculty and staff spread across two campuses.
- Quickly organized a Covid-19 Strategic Response plan to address all areas of school operations, including Health & Safety, Admissions, Teaching & Learning, Employee Relations, and more.
- Responsible for all back-to-school communications to create confidence in the continuity and strength of our program, despite an abrupt leadership transition and the challenges of opening during Covid-19.
- Continued conversations with key constituents with investment or potential investment in the ongoing Capital Campaign from week one of interim headship.
- Spearheaded our remote learning program from March 2020 to the present day, organizing programming for a fully remote program followed by a hybrid in person and remote attendance model prek_12.
- Served as second to the Head of School, assisting in addressing academic, strategic, and community concerns, as needed.
- Oversaw the day-to-day and strategic operations of the Upper School, including 350 students and 50+ faculty and staff, offering the IB MYP & DP programs
- Prioritized community connections and programming, creating opportunities for meaningful and confidence producing engagement with families and students.
- Oversaw school-wide curriculum review and development, ensuring cross-divisional alignment and perpetual study, responsiveness to market and community needs, and faculty development.
- Spearheaded development of remote learning strategy in collaboration with Division Heads, Department Chairs, IT, and the Innovation Office.

- Managed the Upper School Administrative Team, made up of Assistant Head, two Curriculum Coordinators, Director of Wellness, Learning Specialist, Director of College Counseling, and Athletic Director.
- Developed and implemented cross-divisional Curriculum Review process and cycle to supplement self studies and maintain curricular and pedagogical relevancy.
- Worked with assessment coordinators to use testing data to inform instructional decisions.
- Maintained an active role in admissions events and initiatives, including the development of the Patriot Eagle Merit Scholar program.
- Served as Mastery Transcript Site Coordinator, advancing competency based assessment initiatives in the middle and upper school
- Collaborated with Director of Wellness and student activists to advance equity, empathy, and inclusion initiatives throughout the school and in partnership with local and national organizations.
- Partnered with AD in growing our sports program through strategic hiring and community outreach.

Assistant Headmaster for Academic & Head of the Upper School, Saint Andrew's School, Boca Raton, FL 2014 to 2017

- Oversaw for the design, review, and implementation of a JK-12 college preparatory curriculum for a 1300+ student independent school.
- Led the Upper School's 70+ faculty and 600+ boarding and day students in fulfilling the school's mission to educate the whole child, mind, body, and spirit.
- Managed the Upper School Administrative Team, made up of two Grade Chairs, a Dean of Students, an Assistant Dean of Students, a Director of College Guidance, a Learning Specialist, and a Guidance Counselor.
- Co-managed the Director of Experiential Learning & community Service and the Director of Resident Life with the Headmaster.
- Served in a lead role of the Academic Affairs Committee to guide and approve curricular reviews and programmatic initiatives at the school
- Participated in the redesign and implementation of a new schedule, an immersion program, an expanded college guidance program, a sophomore capstone project, and a new Social and Emotional Wellness curriculum delivered through advisory.
- Worked with Centerbrook Architects to design the program and renovated buildings for our Vision 2020 initiatives, including an Entrepreneurial Center, a collaborative faculty workroom, a broadcasting facility, and more.
- Worked with a faculty committee to design a new faculty review process based on the bottom up definition of the traits of a Saint Andrew's teacher.
- Collaborated with marketing team on Vision 2020 materials for our capital campaign.

- Led the Department Chairs through the design and implementation of a curriculum mapping framework appropriate to our mission and culture.

Director of Studies & Head of Upper School/English Teacher, St. Andrew's School, Savannah, GA 2009 to 2014

- Responsible for the day-to-day management and direction of the division, grades nine through twelve, which includes 120 students, three administrators, and 20 full- and part-time faculty members.
- Worked with the senior administrative team to develop, implement, and assess school wide initiatives.
- Organized and implemented advisory programming, student discipline structure, faculty evaluation, and schedule of parent communications.
- Led our 21st Century Teaching and Learning Initiative to ground a one-to-one iPad technology initiative in meaningful, consistent curricular philosophy and practice through an in-house PD program.
- Participated in the expansion of our IB Full Diploma program, including the study and launch of an aggressive higher-level Math track
- Implemented a multi-level ESOL program to accommodate our growing International Population.
- Responsible for overseeing the creation, review, revision, delivery and assessment of preK - 12 curriculum.
- Designed and taught original college preparatory English courses for 10th through 12th grade, including IB English, American Literature, and Yearbook.

English Teacher & Residential Faculty, Cranbrook Kingswood Upper School, Bloomfield Hills, MI 2003 to 2007

- Designed and taught English courses around a core curriculum at the 10th, 11th, and 12th grade levels in diverse, mixed-skill-level, single- and mixed- gender classroom settings.
- Supervised and counseled residents of the girls' dormitory as a member of the residential staff.
- Head Coach JV Field Hockey (2003), Assistant Coach JV Softball (2004, 2005).

Student Teacher, Mumford High School, Detroit, MI 2002 to 2003

- Engaged in a full-year student teaching program combined with Masters in Education work with a social justice emphasis.
- Completed action research focused on student perceptions of racial equity in the school curriculum.

**Composition & Literature Instructor/TA, University of Michigan, Ann Arbor, MI
1998 to 2001**

- Designed and taught semester-long curricula in composition and literature and acted as a TA for Shakespeare lecture courses.

Co-Instructor of Women's Studies, University of Buffalo, Amherst, NY 1996 to 1997

- Co-taught a Women's Poetry Workshop and an Introduction to Women Studies course as an undergraduate.

OTHER PROFESSIONAL EXPERIENCE

Publicist, Press Box Publicity, Clarence Center, NY 2007 to 2009

- Grew a family business into a top-tier publicity firm
- Wrote press releases and press materials for distribution to print, broadcast, and online media for a company specializing in promoting titles for publishers and authors.
- Created and maintained company website.
- Developed database of media contacts and potential clients and projects.

EDUCATION

University of Michigan, Ann Arbor MI MA with Certification in Secondary Education, 2003

- 4.0 GPA

University of Michigan, Ann Arbor MI MA in English Language & Literature, 2001

- 4.0+ GPA
- ABD in English Language & Literature; passed PhD qualifying exams in 2000

University of Buffalo, Amherst, NY BA in Honors English and Women's Studies, 1997

- Received "Outstanding Graduating Senior Award" from both departments.
- Phi Beta Kappa

PROFESSIONAL PRESENTATIONS & PUBLICATIONS

- "Empowering Student Diversity Leaders Towards Authentic Cultural Shifts", FCIS Annual Conference, November 2020.

- “Changing Spaces: When Separation Enables Inclusion”, Contributor to NAIS 2025 & Beyond Initiative with Kelly Waldron, [NAIS Looking Ahead: School Innovation and New School Models](#), June 2020
- “I’m a Tampa Bay Principal: Here’s How Coronavirus School Closings Affects My Students”, Tampa Bay Times, March, 2020 <https://www.tampabay.com/opinion/2020/03/16/im-a-tampa-principal-heres-how-coronavirus-school-closings-affect-my-students-column/>
- “NAIS Speed Innovating Session: Assessment Innovation at CDS.” February 2020, NAIS Annual Conference.
- “Building Bridges: Administrator & Student Partnerships,” Florida Character.org Conference, 2018
- “Designing Intelligent Schools.” MISBO Fall Conference, 2016.
- “Playlists, On-Demand Education, and Independent Schools: Case Studies in Consumer Education.” NAIS Annual Conference, February, 2016 (workshop accepted but did not run)
- “Reconciling Tradition & Innovation: There’s An App for That.” NAIS Annual Conference, February, 2015.
- “Reconciling Tradition & Innovation: There’s An App for That.” GISA Annual Conference, November, 2012.
- “Community, Embodiment, and Quaker Women’s Preaching.” Presented at “On Religious Grounds: From Discipline to Disciplinarity in Medieval and Renaissance Studies,” University of Michigan, Ann Arbor, MI, 2000.
- “Miraculous Deliverance: Anne Greene vs. Dr. Petty and Mr. Crook.” Presented at “Forms of Persuasion: The Fourth International Literature and History Conference,” University of Reading, England, 1997.

HONORS & AWARDS

- Invited to be one of 12 school leaders participating in the 2019-2020 NAIS Strategy Lab Sandbox
- Received “The Miro Family Award for Faculty Excellence” at Cranbrook Kingswood, 2005.
- Received “Mellon Dissertation Candidacy Fellowship” in 2000, as well as departmental and university support throughout my Ph.D. studies.
- Received “Recognition for Outstanding Teaching” in 1999 based on the evaluation of my students at the University of Michigan.
- Member Phi Beta Kappa and Gold Key National Honor Society.
- Received “1997 Outstanding Graduating Senior” award from both the English and Women’s Studies’ departments at SUNY Buffalo.

RECENT PROFESSIONAL DEVELOPMENT & AFFILIATIONS

- FCIS Prospective Heads Institute, I, II, & III
- NAIS Strategy Lab participant
- EMA Conference, 2020
- NAIS, annually
- Mastery Transcript Consortium Site Director Training, 2019
- Member of ASCD, Association for Supervision and Curriculum Development