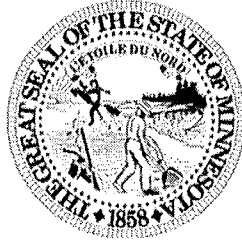


STATE OF MINNESOTA
Executive Department



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APR 17 2023

Governor Tim Walz

President of the Senate

NOTICE OF APPOINTMENT

Jinger Gustafson

Because of the special trust and confidence I have in your integrity, judgment, and ability, I have appointed you to the office of:

Higher Education Administrator Representative
Board of School Administrators

Effective: April 19, 2023

Expires: January 4, 2027

This appointment carries with it all rights, powers, duties, and emoluments granted by law and pertaining to this position until this appointment is superseded or annulled by me or other lawful authority or by any law of this State.

Signed and sealed April 14, 2023.



Handwritten signature of Tim Walz in black ink.

Tim Walz
Governor

Handwritten signature of Steve Simon in black ink.

Steve Simon
Secretary of State

Filed on April 14, 2023
Office of the Minnesota
Secretary of State,
Steve Simon

Reappointment

Jinger A. Gustafson
117 Portland Avenue #502 | Minneapolis, Minnesota 55401
612.817.4369 | jingergustafson@gmail.com

Higher Education Experience

HAMLIN UNIVERSITY – Saint Paul, Minnesota

2022 - Present

**Professor of Practice/Director of Administrative Licensure Program & Educational Specialist Degree
Hamline School of Education and Leadership**

Direct responsibilities include:

- Respond to inquiries about administrative licensure coursework and educational specialist degree
- Develop individualized plans of study for graduate students interested in elective credits, transfer and/or out-of-state administrative licensure candidates
- Work in coordination with academic head, admissions, and advising staff
- Serve as Hamline University representative on the Licensing Collaborative for Educational Administration (advisory group to the Minnesota Board of School Administrators)
- Participate in Hamline School of Education and Leadership informational sessions
- Primary scheduling for multiple adjunct faculty
- Management and reporting of cost center specific to program
- Lead summer and spring orientation for program adjuncts
- Attend at least one class session of each adjunct faculty each semester
- Review course evaluations with each adjunct faculty
- Teach in administrative licensure program and educational specialist degree
- Member of the Public Outreach and Communications Task Force

MINNESOTA STATE UNIVERSITY MANKATO – Edina Campus, Edina, Minnesota

2016 - 2022

Tenured, Associate Professor

Department of Educational Leadership

Direct responsibilities included:

- **Specialist Program with Administrative Licensure Program Coordinator**
 - Respond to inquiries about administrative licensure coursework
 - Develop individualized plans of study for out-of-state licensure candidates
 - Lead facilitator for Board of School Administrators five-year site review
 - Work in coordination with Educational Leadership Admissions Coordinator
 - Serve as Minnesota State University, Mankato representative on the Licensing Collaborative for Educational Administration (advisory group to the Minnesota Board of School Administrators)
- **Teaching**
 - Professional Development Colloquium I (Doctorate Program)
 - Focused Research Investigations I (Doctorate Program)
 - Doctorate Internships I & II (Doctorate Program)
 - Proposal and Dissertation Committee Chairperson (Doctorate Program)
 - Advanced School Administration and Finance (Specialist Program w/ Administrative Licensure)
 - Legal Issues in Administration (Specialist Program w/ Administrative Licensure)
 - Policy and Administration (Specialist Program w/ Administrative Licensure)
 - Introduction to School Administration (Specialist Program w/ Administrative Licensure)
 - Field Based Research (Specialist Program w/ Administrative Licensure)
 - Internship in Administration (1 & 2) (Specialist Program w/ Administrative Licensure)
 - Portfolio Review (Specialist Program w/ Administrative Licensure)
 - Ethics in Leadership (Master's Program)
- **Research Interests**
 - Organizational Ethics and Equity

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J Gustafson 11.06.2022

- **Presentations**

- 2021 Collaboration for Effective Educator Development, Accountability, and Reform (CEEDAR) Convening
 - Presentation regarding MN mini-grant process and engagement by faculty within and across Education Preparation Programs (EPPs).
- 2020 Minnesota Association for School Administrators/Minnesota Association for Special Education Administrators Spring Conference
 - *Commitment to Equity: A community-wide effort to educate and engage in courageous conversations about race.*
- 2019 Collaboration for Effective Educator Development, Accountability, and Reform (CEEDAR) Convening
 - Poster session outlining the work of the Minnesota Site Leadership Team (SLT) Technical Assistance Grant
- 2018 University Council for Educational Administration (UCEA) Convention
 - *Advancing Racially Conscious School Leaders in Higher Education: The Reason, The Focus, and The Action*
- 2018 National Summit for Courageous Conversations
 - *Advancing Racially Conscious School Leaders in Higher Education: The Reason, The Focus, and The Action*
- 2017 Women in Educational Leadership Conference
 - *Imaging Inequity: Top-job Gender Inequity in U.S. Public Schools*

- **Publications**

Gustafson, Rasmussen, & Raskin (2020). START with Race: Designing racially conscious principals. *AASA Journal of Scholarship & Practice*, 16(4), 8-23.

McGinnis, S.D. & Gustafson, J.A. (2020). Can choices be this simple: Survival or status? *ethikos*, 34(7), 7-8.

McGinnis, S.D. & Gustafson, J.A. (2020). Perfecting the recipe for your ethical culture assessment sauce. *Compliance and Ethics Professionals*, 44-46.

Cornelius, K. & Gustafson, J. (2021). Starting Self-Advocacy Early: collaborating with school administrators to improve relationships, *Teaching Exceptional Children* (January 2021).

- **Creative Activities**

- Two-part blog post on the Rethink Compliance blog using Maslow's Hierarchy of Needs to explore communicating and teaching strategies in the time of COVID-19.
 - *Everything Is Different Now: Communicating in the Time of COVID-19 (part one)*
 - <http://www.rethinkcomplianceco.com/blog/everything-is-different-now-communicating-in-the-time-of-covid-19>
- Blog post on the Rethink Compliance blog sharing strategies for measuring culture by applying the Knoster Model of Managing Complex Change.
 - *Perfecting the Recipe for Your Ethical Culture Assessment "Sauce"*
 - https://www.linkedin.com/posts/rethink-compliance_perfecting-the-recipe-for-your-ethical-culture-activity-6718918123312967680-hT7d

- **Leadership and Professional Development**

- Association of Title IX Administrators (ATIXA)
 - Title IX Coordinator One Certification
 - Title IX Coordinator Two Certification
- Governor appointment to Minnesota Board of School Administrators (BOSA) in January 2021
- Facilitator for racial equity professional development for Third District Court, Rochester Minnesota, and Alliance for Greater Equity (AGE), Owatonna, Minnesota
- Minnesota State Luoma Leadership Academy graduate (cohort 10)
- EDLD Department Chairperson (2018 – 2021)
- Co-facilitator for the Institute for Courageous Teacher Leadership, through the Center for Engaged Leadership, which creates space and time for teacher leaders to begin and/or continue their racial journey.

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- Coach for the Institute for Courageous Principal's, through the Center for Engaged Leadership, which brings administrators (school and central office) together for professional development surrounding racial literacy, racial consciousness, and racial equity.
- Co-facilitator for Owatonna Courageous Leaders and Educators (Owatonna Public Schools) and Owatonna Courageous Community Leaders

- College of Education Professional Partnership and Support Advisory Board Chairperson
- College of Education Policy, Procedure, and Review Board member
- Policy drafter for a new Grade Appeal Policy
- Site Leadership Team member for Collaboration for Effective Educator Development, Accountability, and Reform (CEEDAR) Technical Assistance Grant
- Specialist Program with Administrative Licensure Graduate Program Coordinator (2017 – 2019)

E-12 Administrative Experience

EDUCATIONAL SERVICE CENTER, Anoka-Hennepin School District, Anoka, Minnesota
Associate Superintendent for Middle Schools

2011 - 2016

Direct leadership responsibilities included:

- Curriculum, Assessment, and Instruction

Responsible for staffing, budgeting, and programming for the following District departments:

- Birth-to-21 Special Education
- Quality Compensation
- Indian Education
- Secondary Education Curriculum
- PreK-12 Anti-Bullying and Anti-Harassment
- Title IX
- School Based Mental Health
- Achievement and Integration (Desegregation programming)

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- Direct management, in coordination with the District's Chief Financial Officer and in collaboration with the Superintendent, Associate Superintendents of Elementary and High School, Department Heads, Supervisors, and Principals, approximately 100 million + of the overall annual District budget covering the following funding streams:
 - Special Education = \$43 million (state aid), \$30 million (district expenditure), \$7 million (transportation)
 - Quality Compensation = \$10 million
 - Northwest Suburban Integration School District (Achievement Integration Minnesota) = \$5.4 million
 - Secondary Curriculum, Assessment, and Instruction = \$2.25 million
 - Safe and Drug Free Schools = \$750,000
 - Strategic Investments (Anti-Bullying and Anti-Harassment) = \$250,000 (one-time funding source)
 - Strategic Investments (Gateway to Technology – Project Lead the Way (6 middle schools) = \$470,000
 - Pentair Grant = \$250,000
 - Title III (ESL) = \$3 million

- District Leadership & Advisory:
 - Cabinet and Curriculum, Assessment and Instruction and Operations Leadership Team member
 - Chairperson: Anoka-Hennepin Anti-Bullying and Anti-Harassment Leadership Team, Desegregation Community Collaboration Council, World's Best Workforce Plan Committee, E – 14 Calendar Committee, and Secondary Operations and Leadership Team
 - Facilitator: Anoka-Hennepin, Faith Based, Community Partnership Steering Committee and Expanded Cabinet
 - Elementary, Middle, and High School Associate Superintendent Meetings with Superintendent (bi-weekly meetings) and three Associate Superintendents, Superintendent and Directors of Community Education and Elementary and Secondary Curriculum, Assessment, and Instruction (bi-weekly meetings)
 - Levy Referenda Leadership Team Member

OAK VIEW MIDDLE SCHOOL, Andover, Minnesota
Principal

2006 - 2011

- Leadership of 120+ staff and 1,300+ students in the most affluent and least diverse community in the district. The school was challenged with students and families living in or close to living in poverty and an increasing diverse population.

ROOSEVELT MIDDLE SCHOOL, Blaine, Minnesota
Assistant Principal

2003 - 2006

- Administrative oversight of 110+ staff and 1200+ students. The school was challenged specifically by over-identification of students for Special Education.

JOHN ADAMS MIDDLE SCHOOL, Rochester, Minnesota
Assistant Principal

2001 - 2003

- Administrative oversight 120+ staff and 1300+ students. The school was designated as the “newcomer school” for the district, where all new-to-country students attended, placing staff in a first point-of-contact role for families requiring additional services delivered by the school.

SCOTT HIGHLANDS MIDDLE SCHOOL, Apple Valley, Minnesota
Dean of Students; Athletic Director

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2000 - 2001

SCOTT HIGHLANDS MIDDLE SCHOOL, Apple Valley, Minnesota
Student Services Specialist, facilitating student counseling services

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1999 - 2000

Teaching Experience

SCOTT HIGHLANDS MIDDLE SCHOOL, Apple Valley, Minnesota
Physical Education and Health Teacher 6th, 7th, and 8th grades; Coach

President of the Senate

1993 - 1999

- Provided academic, social, emotional, and physical instruction in an individual and team-teaching environment.
- Coach: soccer, basketball, swimming, and softball

Public Engagement Experience

ANOKA-HENNEPIN SCHOOL DISTRICT Associate Superintendent for Middle Schools

- School Board appointee, Anti-Bullying and Anti-Harassment Community Task Force. Bring forth concerns of students and parents related to harassment incidents and the district’s overall culture/climate; recommend strategies to prevent harassment and improve the educational climate; and develop and implement outreach strategies for parents and families aimed at building awareness around, addressing concerns related to, and gaining feedback regarding the district’s anti-harassment efforts
- Team member, Labor Management Committee. Served as a member of labor and management committee to address large-scale issues and/or concerns
- Leader, Faith-Based, Community Partnership Steering Committee and Team
- Indian Education Parent Advisory Committee/Johnson O’Malley Committee (Ad Hoc Member)
- Student meetings with Superintendent and Title IX/Equity Coordinator. Avenue to collect input and feedback on school climate and culture

Principal

- Leader, Levy Referenda Site Team. Development of a site-specific levy plan
- School Board appointee, Future Focus Team. Creating financial scenarios surrounding educational services in Anoka-Hennepin School District
- School Board appointee, Facility Use Task Force. Studied capacity of schools, enrollment projections, future program needs and staffing ratio, transportation costs and student support service costs to make recommendations toward the goal of the most efficient use of facilities and district resources
- Middle School Principal Representative, High School Credit Requirement and Schedule Committee. Provided options regarding high school schedule and credit requirements
- Participant, Middle School Schedule and Requirement Committee. Reviewed and proposed changes to the middle school schedule and requirements for middle school students

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District-Wide Internal Operations Experience
ANOKA-HENNEPIN SCHOOL DISTRICT 11

Associate Superintendent for Middle Schools

President of the Senate

- Curriculum, Assessment, and Instruction Committee. Superintendent, three school board members, associate superintendents, directors of curriculum, instruction, and assessment and community education meet on a monthly basis to discuss upcoming curriculum, assessment and instruction items that may be forwarded to the school board for action, status reports, and/or approval
- Teacher Meet and Confer. Opportunity for teachers to address the school board three times per year
- Principal Meet and Confer. Opportunity for principals to address the school board three times per year
- Principal Evaluation and Performance Appraisal System Revisions Committee. Alignment of state statute and current evaluation system for Anoka-Hennepin administrators
- Teacher Evaluation and Performance Appraisal System Revisions Committee. Alignment of state statute and current evaluation system for Anoka-Hennepin certified staff
- Quality Compensation Steering Committee. Five labor and five management staff convene to discuss and assist in the planning of the Quality Compensation program
- Technology Steering Committee. Organizational connectedness, guidance for others, thought laboratory
- Best Practices Committee. Examine available technologies which will promote and support best practice in curriculum, assessment, and instruction for engaging students, making school more relevant, and preparing students to be digital citizens
- Student Services Leadership Team. Monthly meetings to review practices, policies, and procedures
- Special Education Restrictive Procedures Oversight Committee. Review the use of restrictive procedures and related data to inform better practices
- Secondary Principals Association Board. Representative's meeting MS and HS Associate Superintendents

Principal

- Quality Compensation Planning Team. Preparing proposal for submission to Minnesota Department of Education
- Race to the Top. Member of A-H delegation to hear state proposal
- Performance Appraisal System. Reviewed and developed updated version of teacher evaluation processes used throughout Anoka-Hennepin School District
- Facebook Pilot Group. Planning and implementation of Facebook as a communication tool
- Curriculum Advisory Council. Collect and study available student achievement data and other information to set direction for curricular programming

Assistant Principal

- Curriculum Support Team. Organize/facilitate Social Studies Department Leader meetings and district staff development; collaborate with district level support person; attend curriculum support team meetings; and propose yearly budget to Director of Curriculum, Assessment, and Instruction
- Special Education Para Educators. Review of training processes used throughout school district

ROCHESTER SCHOOL DISTRICT 535

Assistant Principal

- Principal Negotiations. Team of four administrators
- Child Study. Development of pre-referral intervention team to address special education referrals
- Secondary Curriculum Articulation and Mapping Process. Integrated Language Arts study committee, curriculum adoption, and textbook selection
- Administrative Peer Review. Development of district administration process
- Health Services Study. Staffing and responsibilities of district RNs, LPNs, and paraprofessionals

ROSEMOUNT, EAGAN, APPLE VALLEY DISTRICT 196

Teacher

- Peer Review. Elected to serve as a peer reviewer for teachers on performance evaluation
- Physical Education and Health Curriculum Writing. Represented the department from our building.

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Leadership Development

ANOKA-HENNEPIN SCHOOL DISTRICT 11

Associate Superintendent for Middle Schools

- Institute for Courageous Principals
- bushCONNECT Minneapolis
- District Management Council
- Multi-Tiered Systems of Support | Response to Intervention
- National Institute for School Leadership, Minnesota Principals Academy (MnPA)
- Stonewall National Education Project “Brick by Brick: Building Safe and Supportive Schools for LGBTQ Youth”
- World’s Best Workforce Legislation
- Broward County Public Schools “The Kids are Alright” Symposium
- Symposium of Women Educational Leaders
- Minnesota “Back to School” Superintendent’s Conference
- Standards Based Grading Training Workshop
- Hiring Process and Veteran’s Preference Training
- Anoka County Educational Roundtable

President of the Senate

Principal

- Education Leadership System (ELS) w/ Dennis Cheesebrow
- Professional Learning Communities (Coaches Academy, Assessment for Learning, Pyramid of Intervention)
- Seeking Educational Equity and Diversity (SEED)
- Understanding by Design (UbD)
- Sheltered Instruction Observation Protocol (SIOP)
- Anoka-Hennepin New Principal Work Sessions

Military Experience

Medical Specialist (E-5), Saint Paul, Minnesota

1996 - 1997

- Administered emergency medical treatment during training and performed flight physicals for Army National Guard personnel
 - Honorable Discharge

Medical Specialist (E-5), Fargo, North Dakota

1990 - 1995

- Administered emergency medical treatment during training and performed flight physicals for Army National Guard personnel

Presentations

Minnesota School Boards Association

Fall 2015

- *Creating a safe environment for all*

National School Boards Association

Spring 2015

- *Creating a safe environment for all: anti-bullying and anti-harassment, a systemic approach*
 - Southwest Independent School District, San Antonio, TX, is planning a site visit gather further information surrounding Anoka-Hennepin’s better practices

Association of Title IX Administrators Conference

Summer 2013

- *School Based Civil Rights Investigations: Implementing Systemic Protocols in a K-12 School District*

Minnesota Association for School Administrators

Spring 2013

- *Creating a safe environment for all: A systemic approach to anti-bullying and anti-harassment*

Anoka Hennepin School District 11 (Leadership Workshop)

Fall 2011 & 2013

- Anti-Bullying and Anti-Harassment Program Review
- Student Support and Mental Health Model Review

Anoka Hennepin School District 11 (School Board Meetings)

Fall 2011 – Spring 2016

Areas of responsibility presented to the School Board include:

- Middle School Collaborative Successes
- Anti-Bullying and Anti-Harassment Community Task Force Reports
- AH Anti-Bullying and Anti-Harassment Leadership Status Updates
- Quality Compensation Status Reports
- Student Support Model Status Reports
- Student Support Model Recommendations
- Mental Health Report and Recommendations
- Mental Health Report Recommendations: Implementation Status
- Indian Education: Year in Review
- AH Integration Plan and Budget Recommendations
- Calendar Committee Recommendations

Professional and Community Affiliations

Membership and participation with the following:

- Advisory Board, Great Lakes Equity Center
- Executive Committee Co-Chair, Northwest Hennepin Family Services Collaborative
 - Affordable Communities for Health (Brooklyn Center)
- Director, Anoka Hennepin Education Foundation
- Itasca Leadership Cohort
- Minnesota Association of Secondary School Principals
- Minnesota Association of School Administrators
- National Association of Secondary School Principals
- Association for Supervision and Curriculum Development
- Northwest Suburban Integration School District
- Anoka County Children and Family Council
- Saint Mary’s University (Minneapolis) - Administrative Licensure & Ed.D. Supervisor
- Saint Cloud State University - Dissertation Final Defense Committee
- CLIMB Theatre

Education

Saint Mary’s University, Minneapolis, Minnesota Superintendent Licensure	2009
Saint Mary’s University, Minneapolis, Minnesota Ed. D. in Leadership	2006
Saint Mary’s University, Minneapolis, Minnesota Administrative Licensure Program	2000
University of Saint Thomas, Saint Paul, Minnesota Master of Arts (Learning Technology)	1994
North Dakota State University, Fargo, North Dakota Bachelor of Science (Physical Education [K-12] & Coaching [7-12])	1992

Licensure (MN File Folder #344607)

District Superintendent
Principal K–12
Physical Education
Coaching

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APR 17 2023

Expiration 2027
Expiration 2027
Expiration 2027
Expiration 2027

President of the Senate

November 6, 2022

Dear Governor Walz,

Please accept this Letter of Interest as part of my application to be considered for a re-appointment to the Minnesota Board Of School Administrators in the role of Higher Ed Administrator Rep Educational Administration Program. My interest in this re-appointment stems from my belief that there are gaps in systems; not gaps in children.

Educational systems, organizations, units, and departments consist of people, processes, protocols, policy, and procedures. People should be first (as you will notice in the list) and the first people should be children. I have found the Board Of School Administrators enables an avenue to take care of the children by collaborating, creating, and confronting the processes, protocols, policy, and procedures that may inhibit the success for ALL children.

I am a seasoned, results oriented, educational problem-solver. I take a systems approach in all aspects of education. I am continually energized by opportunities, and I enjoy the teamwork it takes to put in place long-term solutions. I am a collaborative leader, who intently listens and responds to feedback and is not shy about taking innovative, never-before-tried approaches. Having served in several roles throughout the educational system, I believe my career progression and path enables me to tackle challenges with a unique point of view while delivering empathy, practicality and an "I have been there" approach.

I believe my role on the Board Of School Administrators will continue to require public engagement work, partnership collaboration, and community building. I continue to have successful experiences in these areas; whether it being with E-12 or graduate students, higher education staff and faculty, school boards, and community. I work from the understanding that with a best practice there are typically even better practices when generating solutions.

I want to continue to serve the broader educational community and I feel that my role on the Board Of School Administrators opens avenues towards that goal. Please find on my curriculum vita/resume my comprehensive work experience and accomplishments over several years. I look forward to hearing from you soon and thank you for the consideration to continue to serve in this important role on the Board Of School Administrators.

Thanks, and best,

Jinger A. Gustafson

Jinger A. Gustafson, Ed. D.

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Part I: Position Sought

Agency Name: Board Of School Administrators

Position: Higher Ed Administrator Rep

Part II: Applicant Information

Name: Dr Jinger A Gustafson

Phone: (612) 817-4369

County: Hennepin

Mn House District: 59B

US House District: 5

Recommended by the Appointing Authority: False

Part III: Appending Documentation

Cover Letter and Resume

Type	File Type
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Cover Letter	application/pdf
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Resume	application/pdf
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Additional Documents (.doc, .docx, .pdf, .txt)

Type	File Name
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No additional documents found.

Veteran: Yes

Part V: Signature

EVO PDF Tools Demo

Signature: Jinger A. Gustafson

Date: 11/6/2022 10:47:25 AM

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