

Emails

Alberto Carvalho

**From:** [Alberto](#)  
**To:** [Lauter, Rachel](#)  
**Subject:** Resume and Bio  
**Date:** Monday, February 05, 2018 8:42:33 AM  
**Attachments:** [Resume Alberto M. Carvalho 2017.docx](#)  
[AMC Full Bio July 2017.docx](#)

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As requested.

# ALBERTO M. CARVALHO

Office Phone (305) 995-2940

## **PROFESSIONAL EXPERIENCE**

### 2008 – Present **Superintendent of Schools** – *Miami-Dade County Public Schools*

- Leads the nation's fourth largest school system, Miami-Dade County Public Schools, the 2014 College Board Advanced Placement Equity and Excellence District of the Year and winner of the 2012 Broad Prize for Urban Education; a diverse urban school district of over 350 schools, 400,000 PreK-Adult students, and 53,000 employees.
- Leads the Digital Convergence program, transforming the public school experience with digital content, assessment, technology, device deployment, and comprehensive professional development.
- Spearheads data-driven decision making across all schools to ensure improved student achievement as the District's instructional leader, resulting in a graduation rate exceeding 80%, with 94% of schools earning a performance grade of A, B, or C, and no F-rated schools.
- Manages district finances of \$5.1 billion, resulting in a balanced budget, increased reserves from \$4 million to \$114 million in less than two years, improved and maintained credit rating from negative to stable during a recessive economy statewide, increased district's long-term credit rating from S & P to AA for the first time in over two decades.
- Leads the implementation of a \$1.2 billion school construction bond program approved by referendum on November 6, 2012, with nearly 70 percent voter approval.
- Works with the elected nine-member School Board to define and implement a high-quality program of education for Miami-Dade County.
- Ensures broad-based community stakeholder engagement in district activities and policy development.
- Serves as Principal of *iPreparatory Academy K-12 School* (Concurrent with role of Superintendent of Schools)

### 2004 – 2008 **Associate Superintendent** – *Miami-Dade County Public Schools, Intergovernmental Affairs, Grants, Marketing and Community Services*

- Led school district to a record-breaking supplemental funding level of over \$400 million.
- Participated, as a member of Cabinet, in the development and execution of key initiatives designed to improve the effectiveness and efficiency of teaching and learning district-wide.
- Oversaw district-wide public relations.
- Briefed Board Members and Superintendent on potential impacts of pending policy discussions.
- Negotiated and implemented education compacts (inter-local agreements) with local municipalities.
- Responsible for the creation and launching of The Parent Academy.
- Responsible for the development of partnerships with business and community groups, as well as improving and expanding the district's internship, volunteer, and mentorship programs.
- Directed the implementation of NCLB Supplemental Educational Services (SES) to over 130 schools and ensures compliance with federal requirements.

*The duties above are in addition to those associated with the two previously held positions.*

**Alberto M. Carvalho**

2003- 2004 **Assistant Superintendent** – *Miami-Dade County Public Schools, Intergovernmental Affairs, and Grants Administration*

- Responsible for advocating for the school district's interests at the local, county, state, and federal levels of government as lead lobbyist for the district.
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- Interacted with elected officials and agency staff to ensure the success of the School Board's stated policy objectives.
- Established liaisons with state, federal, and local entities.
- Assisted in development of the strategic plan to increase and align partnerships with businesses, governments, and community-based organizations in support of the district strategic initiatives.
- Coordinated with various district departments, including the Office of Budget Management, to ensure the acquisition and alignment of entitlement and other supplemental funds appropriate to the school improvement initiatives.

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- Analyzed pending federal/state legislation, rules, and regulations that impact the procurement of supplemental funding and its use in accordance with the best interests of the district.
- Represented the Superintendent and School Board before national organizations including the National School Boards Association, Council of Great City Schools, and the Association for Supervision and Curriculum Development.

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- Established and staffed the district's first Office of Public Relations.
- Responsible for guiding internal and external communications for the district.
- Supervised news media relations, information services, community outreach and marketing.
- Represented the Superintendent as directed.
- Launched the district's first online newsroom ([www.dadeschoolsnews.net](http://www.dadeschoolsnews.net)).
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- Advised the Superintendent and Board Members on sensitive public relations issues.



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- Delivered presentations on whole school reform and school-to-careers at 19 conferences in 15 states.
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1990-1994 **Teacher, Science Department Chair** - Miami Jackson Senior High School - Miami, FL

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1992-1994 **Nova Southeastern University** (Miami, FL) Masters of Educational Leadership

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2017 – Present	Committee Member, National Academies of Science, Engineering, and Medicine
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2012 – Present	Florida Association of District School Superintendents - Area Director (Area VII)
2011 – Present	The Honorable Order of Kentucky Colonels
2011 - Present	Honorary Member, Rotary Club of Coral Gables
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2010 – 2012(1 <sup>st</sup> Term)	Chair, Governor's Race to the Top Working Group (Governor Appointee)
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2008 – Present	Member, The Homeless Trust Board of Directors
2006 – Present	Member, United Way of Miami Board of Trustees
2006 – Present	Member, Greater Miami Chamber of Commerce Board of Trustees
2008 – 2010	Member At-Large, National PTA Board (President's Appointee)
2008 – 2009	Member, Miami-Dade YMCA Vision Council
2007 – 2008	Member, Scholastic's National Board of Advisors
2004 – 2008	Member, Board of Directors, Florida Fund for Minority Teachers, Inc.
1990 – Present	Florida Educator's Certificate: Biology (6-12); Chemistry (6-12); Educational Leadership

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- 2011 Finalist, National Assessment Governing Board
- 2011 Finalist Florida Data Leader of the Year
- 2011 Miami-Dade Chamber of Commerce Distinguished Service Award
- 2011 Florida Art Education Association Superintendent of the Year
- 2011 Boy Scouts Hispanic Heritage Award
- 2011 Essie Silva Community Builder Award
- 2011 People United to Lead the Struggle for Equality (PULSE) Choice Award
- 2011 Named as one of the Top 10 Tech Savvy Superintendents in the US by *eSchool News*
- 2011 Selected to participate in the Anti-Defamation League Latino Leadership Mission to Israel
- 2010 Greater Miami "Visionary Leader of the Year"
- 2010 Finalist "District Data Leader of the Year"
- 2010 March of Dimes "Humanitarian of the Year"
- 2010 Posse Foundation "Posse Star"
- 2009 Named to "100 People Who Will Move Florida Forward" *Florida International Magazine*
- 2007 Named as "Best Educator" by *Miami Today*
- 2007 "Outstanding Educator Award" presented by Nova Southeastern University.
- 2005 Appointed by Governor Jeb Bush to the Board of Directors, Florida Fund for Minority Teachers, Inc.  
Reappointed by Governor Charlie Crist in 2007.
- 2004 "Pat Spengler Award" for outstanding leadership in education advocacy.
- Recommended for Presidential appointment as National School-to-Work Director (U.S. Secretary of Education's recommendation).
- Recognized by National School Public Relations Association.
- Recipient of "Gold Medal Award" from *Saludos Hispanos Magazine*.

**SELECTED FEATURED SPEAKER/PANELIST**

- 2017 Consortium for School Networking (CoSN) Annual Conference, Chicago, IL
- 2017 SXSWedu, Austin, TX
- 2017 New Teacher Center's 19<sup>th</sup> National Symposium, Burlingame, CA
- 2016 National School Boards Association's (NSBA) 49<sup>th</sup> Annual Council of Urban Boards of Education (CUBE) Conference, Miami, FL
- 2014 Florida Philanthropy Network Annual Conference, Orlando, FL
- 2014 Microsoft in Education, Washington, D.C.
- 2013 Education Braintrust Forum, Washington D.C.
- 2013 Public Relations Society of America, Miami, FL
- 2013 Annual Meeting of ACT, Inc., Iowa City, IA
- 2013 America's Promise Grad Nation Education Summit, Miami, FL
- 2013 Greater Twin Cities United Way Education Forum, Minneapolis/St. Paul, MN
- 2013 National Association for Bilingual Education (NABE) Conference – Lake Buena Vista, FL
- 2012 TESOL International Convention, Philadelphia, PA
- 2012 National Association of Secondary School Principals Annual Conference, Tampa, FL
- 2012 Building a Grad Nation Summit, Washington D.C.
- 2012 Education Nation Summit, New York, NY.
- 2011 Education Week Leadership Forum, Chicago, IL.
- 2011, 2012, 2013, 2014, 2016 Congressional Black Caucus, Washington D.C.
- 2011 United States House Committee for Education & the Workforce, Washington D.C.
- 2011 United Way Annual Million Dollar Round Table, Miami, FL.
- 2011 What is Working in Educational Leadership, Phi Delta Kappa International, Ft. Lauderdale, FL
- 2011 McGraw-Hill Research Foundation Innovation in Education Summit, New York, NY
- 2011 Anti-Defamation League (ADL) National Executive Committee Meeting
- 2011 United States Department of Education Webinar on School Turnaround.
- 2010, 2011, 2012, 2013 NBC Education Nation Summit, New York, NY
- 2010 South Florida Association of Financial Professional, Miami, FL
- 2010 Florida Race to the Top Presentation, Washington D.C.
- 2010 Harvard Kennedy School of Government, American Cities – Public Education: Keeping America Competitive, Cambridge, MA
- 2009 Leadership in Difficult Times, Keynote Speaker, Tallahassee, FL
- 2009 SmarterCities Conference, New York, NY
- 2009 ValueAct Capital Investor Conference, San Francisco, CA
- 2007 Scholastic en Latin America, San Juan, Puerto Rico
- 2007 United States Conference of Mayors Summit on At-Risk Youth, Miami, FL
- 2007 Jornadas de Inspeccion Educativa, Ministerio de Educacion y Ciencias, Madrid, Spain
- 2005 Educational Leadership Forum/Institute for Educational Leadership, Miami, FL
- 1998 School to Work Entrepreneurship Forum, Washington, D.C.
- 1998 New American High School – U.S. Department of Education, San Francisco, CA
- 1998 Leadership II Conference for Federal Initiatives in Workforce Education, Columbia, MO
- 1998 Fourth Annual Conference on School-to-Careers/Tech Prep., Orem, UT
- 1998 New Urban High Schools National Meeting, Kiawah, SC
- 1998 Capital Programs evaluation for Alcoa City Schools, Alcoa, TN
- 1998 Oahu Central District Education Officers Conference - Keynote Speaker, Honolulu, HI

**LANGUAGE SKILLS**

- Fluent in English, Spanish, and Portuguese, as well as conversational French.

**Alberto M. Carvalho, Superintendent of Miami-Dade County Public Schools (M-DCPS)**

Alberto Carvalho became Superintendent of the nation's fourth largest school system in September 2008. He is a nationally recognized expert on school reform and finance who successfully transformed his district's business operations and financial systems with the implementation of a streamlined Strategic Framework focused on a singular goal of student achievement. Miami-Dade County Public Schools is now widely considered the nation's highest-performing urban school system. It boasts a graduation rate that exceeds 80%, and 94% of its schools recently earned performance grades of A, B, or C. No schools received an F-rating, a historic first. The school system was also named as the 2014 College Board Advanced Placement Equity and Excellence District of the Year as well as the 2012 winner of the Broad Prize for Urban Education. On November 6, 2012, following four years of extraordinary District performance, Miami-Dade County voters confirmed their faith in their public schools and their Superintendent by passing a \$1.2 Billion Bond Referendum for school construction, renovation, and technology. M-DCPS is regularly recognized for excellence in financial management and reporting, attributes which helped yield the district's first long-term credit rating upgrade to AA from Standard & Poor's in over two decades.

Mr. Carvalho has received a multitude of accolades, including the 2016 Harold W. McGraw, Jr. Prize in Education as well as Superintendent of the Year designation from Magnet Schools of America. In 2014, he was named Florida's Superintendent of the Year, and in 2015 National Superintendent of the Year, he was twice recognized by the White House for his transformative work in Miami-Dade. In addition, he has been named one of "The Fantastic Five" educators making a difference in America by *Scholastic Administrator*. A versatile leader, Carvalho is the self-appointed principal of the award-winning iPrep Academy and has served as President of the Association of Latino Administrators and Superintendents. He has received the National Hispanic Heritage Education Award and the 2013 National Child Labor Committee Ron H. Brown Award; he has been acknowledged as Visionary Leader of the Year by the Greater Miami Chamber of Commerce and South Florida's Ultimate CEO; and he has been recognized for Leadership in Government by the Miami Chapter of the American Institute of Architects.

Born in Lisbon, Portugal, Mr. Carvalho comes from humble beginnings. One of six children, his parents instilled in him early the value of education, personal integrity, and a commitment to excellence. As a young man, still in his teens, he traveled to the United States alone. Once here he seized every opportunity for self-improvement. He earned a B.S. in Biology/Biomedical Sciences, Magna Cum Laude. Discovering a love of teaching, he moved into the field of education, first as a physics and calculus teacher, later as a school site administrator and a national advocate for secondary school reform. After earning a Master of Educational Leadership with Highest Honors, he quickly became Miami-Dade's chief advocate for education policy in both Washington, D.C. and the State's Capital, developing strong relationships with legislators and key education policy leaders. Mr. Carvalho became a key member of the District leadership team and close advisor to a number of Superintendents who

preceded him at the helm of Miami-Dade's schools. He developed relationships throughout the community and built bridges across cultural, religious, and economic divides to enlist a myriad of stakeholders in support of public education. Through his efforts and commitment to transforming schools into environments where all children can succeed, M-DCPS has implemented a number of innovations, many of which are now being replicated across the country.


A visionary educational leader, Carvalho recognized a need to transform the public educational landscape to meet the needs of the 21<sup>st</sup> century learner. Launching a program that has become known as the Digital Convergence, he was the architect of a fundamental evolution of the structure and environment of education in Miami-Dade using digital content in the form of digital text books, streaming media, and virtual labs alongside the deployment of over 150,000 PCs, tablets, and other devices not merely as an interface to the Internet, but as platforms for digital learning and student collaboration. Included in this transformation was the implementation of a "bring your own device" policy and 45 million square feet of WiFi connectivity in over 350 educational facilities through which students of today and tomorrow will access information, stimulate inquiry, and cultivate knowledge. As recognition for his leadership in this area he was named as a ConnectEd Superintendent by U.S. Department of Education and selected by the White House to introduce the President of the United States at the 2014 Future Ready Summit.

Further, Mr. Carvalho's strong commitment to equity has resulted in the exponential growth of Miami-Dade's school choice offerings to nearly 600 distinct programs.

Mr. Carvalho is often sought out to advise on key matters affecting K-12 education at both the state and national levels. In 2015, he was appointed to a four-year term on the National Assessment Governing Board by the U.S. Secretary of Education. Most recently, he was appointed to the National Academies of Science, Engineering, and Medicine and serves on a committee tasked with exploring key indicators of educational equity to help inform national policies.

Mr. Carvalho has been awarded a number of honorary degrees including a Doctorate of Public Service by Florida International University; Doctorate of Human Letters by both Barry University and Florida Memorial University; and a Doctorate of Pedagogy, Honoris Causa by Nova Southeastern University. He is a member of Florida's Council of 100 and the Honorable Order of Kentucky Colonels. He has been honored by the President of Portugal with the "Ordem de Mérito Civil" and by Mexico with the "Othli Award," the highest award for a civilian living outside of Mexico. Mr. Carvalho has been featured on major networks such as *CNN*, *NBC*, *PBS*, and *ABC* and in publications such as *The New York Times*, *Washington Post*, *District Administration Magazine*, and *The Christian Science Monitor*.

**From:** [Alberto Carvalho](#)  
**To:** [Mapp-Williams, Schuyler](#)  
**Subject:** Re: NYC Mayor's Office Vetting Process  
**Date:** Friday, February 09, 2018 2:45:44 PM  
**Attachments:** [Resume Alberto M. Carvalho 2017.docx](#)  
[AMC Full Bio July 2017.docx](#)



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Dear Schuyler,

Attached are the completed documents that you requested. Some of the answer spaces on the templates were not active making it impossible to enter the information. In some cases, the text, when typed, was entered vertically rather horizontally. I took the liberty of providing some supplemental information that may fill some of the blanks. Hopefully, during today's conversation, you can try to directly input the missing information on the inactive fields.

Thanks,

Alberto

On Tue, Feb 6, 2018 at 3:44 PM, Mapp-Williams, Schuyler <[SMapp-Williams@appointments.nyc.gov](mailto:SMapp-Williams@appointments.nyc.gov)> wrote:

Hi Alberto,

Just circling back to confirm that you received the paperwork and to see if you have any availability to speak for 10-15 minutes today.

Best,

Schuyler Mapp-Williams

Senior Counsel & Director of Vetting

Mayor's Office of Appointments

[253 Broadway, 5th Floor](#)

[New York, NY 10007](#)

(o): [212.748.0252](tel:212.748.0252)

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**From:** Mapp-Williams, Schuyler  
**Sent:** Monday, February 05, 2018 2:32 PM  
**To:** [REDACTED]  
**Subject:** NYC Mayor's Office Vetting Process

Dear Alberto,

I am writing to introduce you to the vetting process for the Mayor's Office of the City of New York. It is imperative that this process be kept confidential. While most of the information shared through this process will not be disqualifying, failure to keep this process confidential has the potential to be disqualifying.

I will be performing research into your professional and personal history and will conduct a vetting interview with you. Additionally, it would be helpful speak with you to go into further detail about the process, answer any questions you may have, and ask you a few preliminary questions to start our internal vet.

Do you have any availability this afternoon or tomorrow morning to speak? I need about 10-15 minutes.

**The Questionnaires:** Attached to this email is both the DOI Background Investigation Questionnaire and the Mayor's Office Supplemental Questionnaire. Please fill them out and return them to me as soon as possible. In the event there are sensitive things you would prefer to convey to me by phone, please call me to do so.

**Vetting Interview:** When we speak, we can coordinate on scheduling for this week. As you start thinking about your schedule, it would be helpful if you could set aside at least three hours for the interview.

Lastly, throughout this process and throughout all of our service to the City and, for those appointed, the Administration, our actions will be guided by what is best for the people of the City and we expect that all candidates will put those interests first as well. Electronic submission of all documents is preferred. Please free to email or call me with any questions or concerns you might have. I look forward to working with you! Please let me know if you have any questions or concerns.

Sincerely,

Schuyler Mapp-Williams

Senior Counsel & Director of Vetting

Mayor's Office of Appointments

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- 2011 Boy Scouts Hispanic Heritage Award
- 2011 Essie Silva Community Builder Award
- 2011 People United to Lead the Struggle for Equality (PULSE) Choice Award
- 2011 Named as one of the Top 10 Tech Savvy Superintendents in the US by *eSchool News*
- 2011 Selected to participate in the Anti-Defamation League Latino Leadership Mission to Israel
- 2010 Greater Miami "Visionary Leader of the Year"
- 2010 Finalist "District Data Leader of the Year"
- 2010 March of Dimes "Humanitarian of the Year"
- 2010 Posse Foundation "Posse Star"
- 2009 Named to "100 People Who Will Move Florida Forward" *Florida International Magazine*
- 2007 Named as "Best Educator" by *Miami Today*
- 2007 "Outstanding Educator Award" presented by Nova Southeastern University.
- 2005 Appointed by Governor Jeb Bush to the Board of Directors, Florida Fund for Minority Teachers, Inc.  
Reappointed by Governor Charlie Crist in 2007.
- 2004 "Pat Spengler Award" for outstanding leadership in education advocacy.
- Recommended for Presidential appointment as National School-to-Work Director (U.S. Secretary of Education's recommendation).
- Recognized by National School Public Relations Association.
- Recipient of "Gold Medal Award" from *Saludos Hispanos Magazine*.

**SELECTED FEATURED SPEAKER/PANELIST**

- 2017 Consortium for School Networking (CoSN) Annual Conference, Chicago, IL
- 2017 SXSWedu, Austin, TX
- 2017 New Teacher Center's 19<sup>th</sup> National Symposium, Burlingame, CA
- 2016 National School Boards Association's (NSBA) 49<sup>th</sup> Annual Council of Urban Boards of Education (CUBE) Conference, Miami, FL
- 2014 Florida Philanthropy Network Annual Conference, Orlando, FL
- 2014 Microsoft in Education, Washington, D.C.
- 2013 Education Braintrust Forum, Washington D.C.
- 2013 Public Relations Society of America, Miami, FL
- 2013 Annual Meeting of ACT, Inc., Iowa City, IA
- 2013 America's Promise Grad Nation Education Summit, Miami, FL
- 2013 Greater Twin Cities United Way Education Forum, Minneapolis/St. Paul, MN
- 2013 National Association for Bilingual Education (NABE) Conference – Lake Buena Vista, FL
- 2012 TESOL International Convention, Philadelphia, PA
- 2012 National Association of Secondary School Principals Annual Conference, Tampa, FL
- 2012 Building a Grad Nation Summit, Washington D.C.
- 2012 Education Nation Summit, New York, NY.
- 2011 Education Week Leadership Forum, Chicago, IL.
- 2011, 2012, 2013, 2014, 2016 Congressional Black Caucus, Washington D.C.
- 2011 United States House Committee for Education & the Workforce, Washington D.C.
- 2011 United Way Annual Million Dollar Round Table, Miami, FL.
- 2011 What is Working in Educational Leadership, Phi Delta Kappa International, Ft. Lauderdale, FL
- 2011 McGraw-Hill Research Foundation Innovation in Education Summit, New York, NY
- 2011 Anti-Defamation League (ADL) National Executive Committee Meeting
- 2011 United States Department of Education Webinar on School Turnaround.
- 2010, 2011, 2012, 2013 NBC Education Nation Summit, New York, NY
- 2010 South Florida Association of Financial Professional, Miami, FL
- 2010 Florida Race to the Top Presentation, Washington D.C.
- 2010 Harvard Kennedy School of Government, American Cities – Public Education: Keeping America Competitive, Cambridge, MA
- 2009 Leadership in Difficult Times, Keynote Speaker, Tallahassee, FL
- 2009 SmarterCities Conference, New York, NY
- 2009 ValueAct Capital Investor Conference, San Francisco, CA
- 2007 Scholastic en Latin America, San Juan, Puerto Rico
- 2007 United States Conference of Mayors Summit on At-Risk Youth, Miami, FL
- 2007 Jornadas de Inspeccion Educativa, Ministerio de Educacion y Ciencias, Madrid, Spain
- 2005 Educational Leadership Forum/Institute for Educational Leadership, Miami, FL
- 1998 School to Work Entrepreneurship Forum, Washington, D.C.
- 1998 New American High School – U.S. Department of Education, San Francisco, CA
- 1998 Leadership II Conference for Federal Initiatives in Workforce Education, Columbia, MO
- 1998 Fourth Annual Conference on School-to-Careers/Tech Prep., Orem, UT
- 1998 New Urban High Schools National Meeting, Kiawah, SC
- 1998 Capital Programs evaluation for Alcoa City Schools, Alcoa, TN
- 1998 Oahu Central District Education Officers Conference - Keynote Speaker, Honolulu, HI

**LANGUAGE SKILLS**

- Fluent in English, Spanish, and Portuguese, as well as conversational French.

**Alberto M. Carvalho, Superintendent of Miami-Dade County Public Schools (M-DCPS)**

Alberto Carvalho became Superintendent of the nation's fourth largest school system in September 2008. He is a nationally recognized expert on school reform and finance who successfully transformed his district's business operations and financial systems with the implementation of a streamlined Strategic Framework focused on a singular goal of student achievement. Miami-Dade County Public Schools is now widely considered the nation's highest-performing urban school system. It boasts a graduation rate that exceeds 80%, and 94% of its schools recently earned performance grades of A, B, or C. No schools received an F-rating, a historic first. The school system was also named as the 2014 College Board Advanced Placement Equity and Excellence District of the Year as well as the 2012 winner of the Broad Prize for Urban Education. On November 6, 2012, following four years of extraordinary District performance, Miami-Dade County voters confirmed their faith in their public schools and their Superintendent by passing a \$1.2 Billion Bond Referendum for school construction, renovation, and technology. M-DCPS is regularly recognized for excellence in financial management and reporting, attributes which helped yield the district's first long-term credit rating upgrade to AA from Standard & Poor's in over two decades.

Mr. Carvalho has received a multitude of accolades, including the 2016 Harold W. McGraw, Jr. Prize in Education as well as Superintendent of the Year designation from Magnet Schools of America. In 2014, he was named Florida's Superintendent of the Year, and in 2015 National Superintendent of the Year, he was twice recognized by the White House for his transformative work in Miami-Dade. In addition, he has been named one of "The Fantastic Five" educators making a difference in America by *Scholastic Administrator*. A versatile leader, Carvalho is the self-appointed principal of the award-winning iPrep Academy and has served as President of the Association of Latino Administrators and Superintendents. He has received the National Hispanic Heritage Education Award and the 2013 National Child Labor Committee Ron H. Brown Award; he has been acknowledged as Visionary Leader of the Year by the Greater Miami Chamber of Commerce and South Florida's Ultimate CEO; and he has been recognized for Leadership in Government by the Miami Chapter of the American Institute of Architects.

Born in Lisbon, Portugal, Mr. Carvalho comes from humble beginnings. One of six children, his parents instilled in him early the value of education, personal integrity, and a commitment to excellence. As a young man, still in his teens, he traveled to the United States alone. Once here he seized every opportunity for self-improvement. He earned a B.S. in Biology/Biomedical Sciences, Magna Cum Laude. Discovering a love of teaching, he moved into the field of education, first as a physics and calculus teacher, later as a school site administrator and a national advocate for secondary school reform. After earning a Master of Educational Leadership with Highest Honors, he quickly became Miami-Dade's chief advocate for education policy in both Washington, D.C. and the State's Capital, developing strong relationships with legislators and key education policy leaders. Mr. Carvalho became a key member of the District leadership team and close advisor to a number of Superintendents who

preceded him at the helm of Miami-Dade's schools. He developed relationships throughout the community and built bridges across cultural, religious, and economic divides to enlist a myriad of stakeholders in support of public education. Through his efforts and commitment to transforming schools into environments where all children can succeed, M-DCPS has implemented a number of innovations, many of which are now being replicated across the country.

A visionary educational leader, Carvalho recognized a need to transform the public educational landscape to meet the needs of the 21<sup>st</sup> century learner. Launching a program that has become known as the Digital Convergence, he was the architect of a fundamental evolution of the structure and environment of education in Miami-Dade using digital content in the form of digital text books, streaming media, and virtual labs alongside the deployment of over 150,000 PCs, tablets, and other devices not merely as an interface to the Internet, but as platforms for digital learning and student collaboration. Included in this transformation was the implementation of a "bring your own device" policy and 45 million square feet of WiFi connectivity in over 350 educational facilities through which students of today and tomorrow will access information, stimulate inquiry, and cultivate knowledge. As recognition for his leadership in this area he was named as a ConnectEd Superintendent by U.S. Department of Education and selected by the White House to introduce the President of the United States at the 2014 Future Ready Summit.

Further, Mr. Carvalho's strong commitment to equity has resulted in the exponential growth of Miami-Dade's school choice offerings to nearly 600 distinct programs.

Mr. Carvalho is often sought out to advise on key matters affecting K-12 education at both the state and national levels. In 2015, he was appointed to a four-year term on the National Assessment Governing Board by the U.S. Secretary of Education. Most recently, he was appointed to the National Academies of Science, Engineering, and Medicine and serves on a committee tasked with exploring key indicators of educational equity to help inform national policies.

Mr. Carvalho has been awarded a number of honorary degrees including a Doctorate of Public Service by Florida International University; Doctorate of Human Letters by both Barry University and Florida Memorial University; and a Doctorate of Pedagogy, Honoris Causa by Nova Southeastern University. He is a member of Florida's Council of 100 and the Honorable Order of Kentucky Colonels. He has been honored by the President of Portugal with the "Ordem de Mérito Civil" and by Mexico with the "Othli Award," the highest award for a civilian living outside of Mexico. Mr. Carvalho has been featured on major networks such as *CNN*, *NBC*, *PBS*, and *ABC* and in publications such as *The New York Times*, *Washington Post*, *District Administration Magazine*, and *The Christian Science Monitor*.

**From:** [Mapp-Williams, Schuyler](#)  
**To:** [REDACTED]  
**Subject:** Additional DOI Release Forms  
**Date:** Monday, February 12, 2018 1:53:00 PM  
**Attachments:** [2018 DOI Release Forms.pdf](#)

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Alberto,

Thank you so much again for the quick turnaround on the paperwork and for speaking with me last week! There are a few additional release forms and an affidavit that DOI needs to begin your investigation. Please see attached. Can you sign and return them to me as soon as possible? Thank you!

Best,

Schuyler

Schuyler Mapp-Williams  
Senior Counsel & Director of Vetting  
Mayor's Office of Appointments  
253 Broadway, 5th Floor  
New York, NY 10007  
(o): 212.748.0252





The City of New York  
Department of Investigation

80 MAIDEN LANE  
NEW YORK, NY 10038  
212-825-5900

**AUTHORIZATION TO RELEASE INFORMATION REQUESTED  
PURSUANT TO A BACKGROUND INVESTIGATION BY THE  
NEW YORK CITY DEPARTMENT OF INVESTIGATION**

I, \_\_\_\_\_, consent to a complete Background Investigation conducted by the New York City Department of Investigation as a condition of my appointment and/or service as an employee/officer of the City of New York.

I consent to and authorize the disclosure of all information the Department of Investigation deems relevant to the evaluation of my eligibility to hold a position of public trust. I authorize the disclosure of such information to the Department of Investigation, including but not limited to, files and records maintained by former and current employers, by educational institutions, by governmental bodies, by professional associations, by credit agencies, and by investigative, disciplinary or grievance bodies as such materials may relate to me.

I authorize the procurement of an investigative consumer report and understand that it may contain information about my background, mode of living, character and personal reputation.

I hereby waive any privilege of confidentiality with respect to the release of any such information to the Department of Investigation.

A photocopy of this authorization shall be considered effective and valid, as the original which shall remain on file at the Department of Investigation, for this and any future reports or updates that may be requested.

Further information may be made available upon written request within a reasonable period of time.

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Signature

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Notary Public



The City of New York  
Department of Investigation

**Fair Credit Reporting Act (FCRA) Compliance**

**I: Notification to Obtain Credit History**

Please be advised that the New York City Department of Investigation will obtain your personal credit history from a national credit repository (consumer credit bureau).

**II: Acknowledgment and Authorization to Obtain Credit History**

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Print Name: \_\_\_\_\_

AKA: \_\_\_\_\_

Signature: \_\_\_\_\_

SSN: \_\_\_\_\_

DOB: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_\_\_



## New York City Department of Investigation

80 Maiden Lane  
New York, New York 10038

### **FEDERAL AND NEW YORK STATE TAX DECLARATION**

Please review your tax return records and provide your filing information below. Candidates undergoing a background investigation are required to promptly file any outstanding tax return(s).

Have you filed your federal and New York State income tax returns by the due date, or within a properly obtained extension period, for each of the past five (5) years (2012, 2013, 2014, 2015 and 2016)?

Yes ☐ No ☐ If "Yes," sign and date below. If "No," complete the chart, sign and date below.

If you do not file your outstanding federal and/or New York State income tax returns, this Department will notify your agency that we will not approve your Terms and Conditions of Appointment.

**Federal Return(s):** Your federal return(s) must be filed electronically, or in person at a local Internal Revenue Service (IRS) office (check IRS.gov for locations). If you file electronically, you must submit to this Department a copy of the first page and signature page from the return(s) and a filing confirmation receipt. If you file in person, you must submit to this Department a copy of the first page and signature page from the return(s) stamped as received by the IRS.

**New York State Return(s):** Your New York State return(s) must be filed electronically, or by mail. You must provide this Department with a copy of the first page and signature page from the return(s), an electronic filing confirmation receipt, or an official receipt from the United States Postal Service or an official receipt from an authorized shipping agent.

Please note, if you did not or were not required to file (e.g., dependent, unemployed, or earned less than the amount required for filing), explain in the chart below.

Tax Return	State(s) of Residence	State(s) Worked	For Late or Non-Filing(s):  Indicate Federal, State, or Both	Reason For Late or Non-Filing(s)	Date(s) of Late Filing(s)  Federal	Date(s) of Late Filing(s)  New York State
2012						
2013						
2014						
2015						
2016						

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

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\_\_\_\_\_  
(Signature) SSN: \_\_\_\_\_

\_\_\_\_\_  
(Print Name) Date: \_\_\_\_\_

Former Last Name(s): \_\_\_\_\_

Current Address: \_\_\_\_\_  
Street Address Apt City State Zip Code

Former Address: \_\_\_\_\_  
Street Address Apt City State Zip Code

### If You Filed Jointly With Your Spouse For Tax Years 2012 Through 2016

Spouse's Name: \_\_\_\_\_ SSN: \_\_\_\_\_

Former Spouse's Name: \_\_\_\_\_ SSN: \_\_\_\_\_

### To be completed by the Internal Revenue Service

2012

2013

2014

2015

2016

\_\_\_\_\_  
Verified by: (Print Name)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date / /

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Current Address: \_\_\_\_\_  
Street Address Apt City State Zip Code

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Street Address Apt City State Zip Code

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Spouse's Name: \_\_\_\_\_ SSN: \_\_\_\_\_

Former Spouse's Name: \_\_\_\_\_ SSN: \_\_\_\_\_

### To be completed by the New York State Department of Taxation and Finance

2012

2013

2014

2015

2016

\_\_\_\_\_  
Verified by: (Print Name)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date / /

**From:** [Lauter, Rachel](#)  
**To:** [REDACTED]  
**Subject:** releases  
**Date:** Thursday, February 15, 2018 1:28:00 PM  
**Attachments:** [2018 DOI Release Forms.pdf](#)

---

See attached.

Thanks,  
Rachel

Rachel Lauter  
Deputy Chief of Staff to the Mayor and  
Director of Appointments  
o: 212 341 5047  
c: 347 419 4364



The City of New York  
Department of Investigation

80 MAIDEN LANE  
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Print Name

\_\_\_\_\_  
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\_\_\_\_\_  
Notary Public



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\_\_\_\_\_

Date: \_\_\_\_\_





## New York City Department of Investigation

80 Maiden Lane  
New York, New York 10038

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2012						
2013						
2014						
2015						
2016						

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

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(Signature) SSN: \_\_\_\_\_

\_\_\_\_\_  
(Print Name) Date: \_\_\_\_\_

Former Last Name(s): \_\_\_\_\_

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Street Address Apt City State Zip Code

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Spouse's Name: \_\_\_\_\_ SSN: \_\_\_\_\_

Former Spouse's Name: \_\_\_\_\_ SSN: \_\_\_\_\_

### To be completed by the Internal Revenue Service

2012

2013

2014

2015

2016

\_\_\_\_\_  
Verified by: (Print Name)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date / /

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(Signature) SSN: \_\_\_\_\_

\_\_\_\_\_  
(Print Name) Date: \_\_\_\_\_

Former Last Name(s): \_\_\_\_\_

Current Address: \_\_\_\_\_  
Street Address Apt City State Zip Code

Former Address: \_\_\_\_\_  
Street Address Apt City State Zip Code

### If You Filed Jointly With Your Spouse For Tax Years 2012 Through 2016

Spouse's Name: \_\_\_\_\_ SSN: \_\_\_\_\_

Former Spouse's Name: \_\_\_\_\_ SSN: \_\_\_\_\_

### To be completed by the New York State Department of Taxation and Finance

2012

2013

2014

2015

2016

\_\_\_\_\_  
Verified by: (Print Name)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date / /

**From:** [Fuleihan, Dean](#)  
**To:** [REDACTED]  
**Date:** Sunday, February 18, 2018 7:34:53 PM

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## **Panel on Educational Policy (PEP) Membership**

Established in 2002 with Mayoral control of the NYC schools as a community representative body to provide advice and oversight on policy. The PEP meets monthly and significant amount of the agenda is on contracts and building utilization, as well as listening to general public comment. The PEP has had several controversial votes. One during the prior Administration dealing with a policy to retain students not performing at grade level. Bloomberg remove two of his appointments and then the measure was approved. And a few closures/consolidations and co-locations votes during our Administration.

## **Organization**

- 13 members and the Chancellor
- Eight voting members appointed by Mayor. Two of these members must be the parent of a child attending a public school within the city school district.
- Five voting members, one by each Borough Presidents that must be parents
- Chancellor is a non-voting member
- Members elect a chair
- Each member serves at pleasure of the appointing authority
- There are also students who serve as non-voting members on the panel
- Members, other than Chancellor, receive no compensation and may not have staff, offices or vehicles assigned to them. They are reimbursed for actual and necessary expenses.

## **Powers of the Panel on Educational Policy**

- PEP members exercise no executive power and perform no executive or administrative functions.
- They have no role in selection of Chancellor
- The PEP has the power to:
  - approve standards, policies, and objectives proposed by the chancellor directly related to educational achievement and student performance
  - approve all regulations proposed by the Chancellor or the City Board and any amendments made thereto
  - approve the educational facilities capital plan
  - approve the allocation of projected revenues among community districts and their schools, and to approve the aggregation of the community district budgets, with a proposed budget for administrative and operational expenditures of the city board and the chancellor
  - approve a procurement policy for the city district
  - approve proposals for all school closures or significant changes in school utilization
  - adopt a policy proposed by the chancellor that promotes the recruitment and

retention of a workforce at the city district, community district and school level that considers the diversity of the students attending the public schools within the city district

- approve any contract awarded by the city district or the community districts where the contract was let by a procurement method other than competitive sealed bidding, provides for technical, consultant or personal services and the value exceeds \$1 million annually

Text Messages

Rachel Lauter with Alberto Carvalho

iMessage  
Fri, Jan 19, 10:47 AM

Alberto- Rachel from Mayor de Blasio's office. What's your availability for a call Sunday or Monday AM?

Good morning Rachel. I will make time for a call on either day.

Sat, Jan 20, 4:11 PM

Great. Pls hold 11 am tomorrow morning. I will confirm shortly and let you know who will be participating.

Sat, Jan 20, 6:13 PM

Ok.

Sun, Jan 21, 9:28 AM

OK.

Sun, Jan 21, 9:28 AM

Confirmed. Dean Fuleihan, the first deputy mayor, and Karin Goldmark, the mayors sr ed advisor, will be calling.

Thank you.

Tue, Jan 23, 6:06 PM

As we plan for next steps, I wanted to get a sense of your availability. I gather you are in NYC this week? When are you here?

Tue, Jan 23, 7:25 PM

Hello. I'm actually in Tallahassee headed to Miami. I will be in the city tomorrow.

Ah- when do you leave NYC?



Ah- when do you leave NYC?

Scheduled to leave tomorrow at 7 PM. I can push it to a later flight, if available.

Tue, Jan 23, 11:25 PM

No worries- Mayor is in DC tomorrow. We will figure out a different time. I will connect you directly to his scheduler to make it happen.

Thank you. Goodnight.

Sun, Feb 4, 5:19 PM

Hi Alberto- glad to hear you had a good conversation with the mayor. Do you have a cv you can send me?

My email is  
[rlauter@cityhall.nyc.gov](mailto:rlauter@cityhall.nyc.gov)

Hello Rachel. I do. I will forward it to you later tonight or first thing tomorrow AM. I'm trying to hop on an earlier flight.

I enjoyed the conversation; candid, hard-hitting, and expansive.

Ok, great. And quick question- for how many and what years did you teach? And you taught calculus, physics and chemistry, correct?

I taught full time for 4 years; physics, chemistry (both high school and college), biology, and calculus. I have continued to teach even as superintendent but not on a full time basis. I am currently, also, the self-appointed principal of a school I designed called iPrep.

Right. Thanks. And what years did you teach full time?

Sun, Feb 4, 7:14 PM

I need to confirm but sometime between 89-90 and 93-94

Sounds good. Thanks. I'm sorry for the one off questions- will certainly have more!

No worries. I would've answered faster but I'm being bounced between gates bc of delayed/cancelled flights.

Mon, Feb 5, 10:05 AM

Sorry, I cannot speak right now. I will call you asap.

Tue, Feb 6, 10:05 AM

A few things: I'd like to set up a conversation with you and two

A few things: I'd like to set up a conversation with you and two of the senior ranking staff at the doe for this week. What's best for you? And, can you send me the names/contact info for approx 5 references- would love someone who has worked for you, and someone who you worked for. Need these individuals to be discreet/confidential.

Tue, Feb 6, 12:15 PM

Also, we would like to have you meet with the mayor again on Sunday.

Tue, Feb 6, 3:10 PM

Hello. Conversation with senior staff members can take place tomorrow at these times:

730 AM -9 AM

Anytime after 430 PM.

Reference information to follow.

Tue, Feb 6, 6:02 PM

Thanks. Any availability on Thursday?

You're welcome. Yes.

8 AM - 930 AM

3 PM - 5 PM

Tue, Feb 6, 9:04 PM

Ok- let's do it tomorrow at 5 pm

Also, the mayor wants to touch base briefly tonight

Are you available on your cell?

Sure

Always





Wed, Feb 7, 11:19 AM

Ok great. So, we will do a call at 5, and then let me know about your flight on Sunday. In addition (and apologies for how much time this is)- we definitely need to do your vetting interview before you meet with mayor.

The vetter is named Schuyler (sky-lar). Her phone is [REDACTED] [REDACTED] Please call her to set up the schedule for interviews. Thanks.

The call at 5 is with the Ed staff correct?

Correct



I will call the better now and schedule time.

"Vetter"

Thank you!

You're welcome

Contact w vetter done and time is scheduled.

Thank you

Wed, Feb 7, 3:17 PM

Dial in for the 5 pm: [REDACTED]  
[REDACTED]

Got it.

Wed, Feb 7, 4:51 PM

Hello. I will arrive in NY Sunday at 10 AM.

Ok-great- and when are you leaving? Possible to stay Monday am to get fingerprinted as part of our vetting process? If not, we can work something out

I leave at 700 AM.

Unfortunately, I have an important meeting that I cannot miss at 11.

Ok!

Fri, Feb 9, 9:37 AM

We will be in touch later today about final times for Sunday. Format will be more of a traditional interview and then a meal. And just confirming - your wife is still coming, yes?

Hello. Yes, Maria will be coming.



Fri, Feb 9, 12:06 PM

Great. Thanks.

You're welcome

Sun, Feb 11, 10:23 AM

Hello. I have not received time confirmation for today.

4 pm for interview, and then 7 pm for dinner.

Confirmed. Thank you

Sun, Feb 11, 3:34 PM

Great. You may have told Schuyler but doing a review of your background materials - When did you get your green card?

[REDACTED] I will have to check when I get back to

██████████ I will have to check when I get back to Miami. I thought it was included.

No worries. Thank you. I'll take a look.

Ok. Let me know.

Mon, Feb 12, 1:57 PM

Can you send me your references? Thanks.

Mon, Feb 12, 3:55 PM

Possible to get them ASAP?

Yes.

Making progress. Due to sensitivity and confidentiality, I am contacting each individually.

Got it. Yes, highly confidential.  
You can send to me piecemeal  
as well.

Ok

[REDACTED]

[REDACTED]

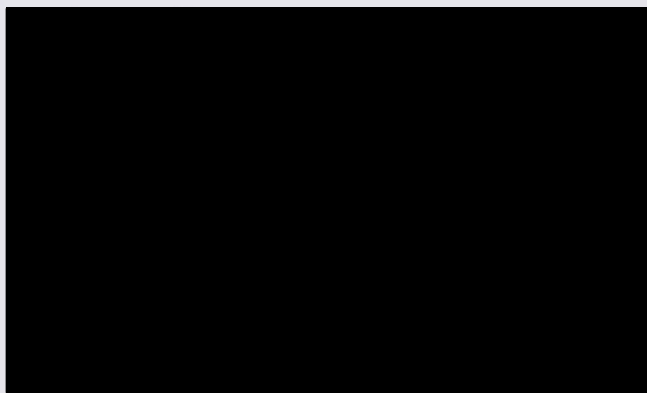
Here's the first

Thanks. And Mayor wanted me  
to tell you that he's asking for  
the list.

Got you

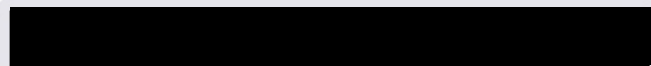
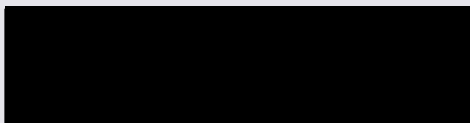
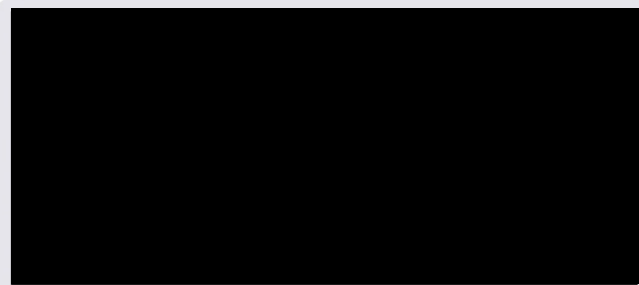
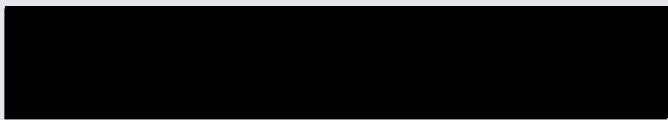
[REDACTED]

[REDACTED]



Got it. Thanks. Any others?

Coming



[REDACTED]

Author of a number of research books on race and equity in America.

Will be sending two more tonight or tomorrow; pending confidentiality conversation.

[REDACTED]

[REDACTED]

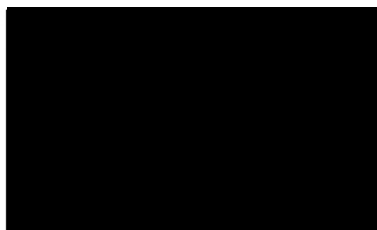
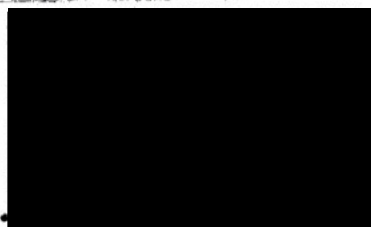
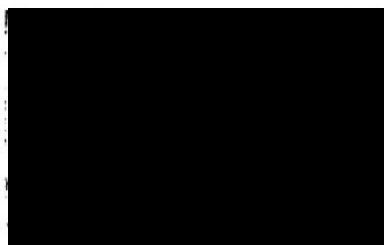
Thank you. And these all can

Thank you. And these all can keep a secret? You feel certain of that?

Absolutely.

I'll be sending one more.

Tue, Feb 13, 10:19 AM



I was able to track an old copy but it doesn't reflect the date. I am researching further.

Thank you!

Please ignore the 1980's  
haircut on driver's license

Haha!

Wed, Feb 14, 11:56 AM

Also, friendly reminder to send  
us your releases so we can  
proceed with our DOI process.  
Thank you!

Hi. I apologize. I'm in  
committee mtgs with my  
board. What releases?

I believe there are some forms  
Schuyler needs you to sign - I'll  
have her resend

I thought I had sent the  
notarized release signed by  
me. But I will go back and verifv



I thought I had sent the notarized release signed by me. But I will go back and verify ASAP.

Ok- yes- let me know

Thanks and apologies

No worries

Thu, Feb 15, 1:16 PM



Ok. Will get details.

I just reviewed my private email inbox and there's no recent communication from Schuyler.

Ok- I'll send directly

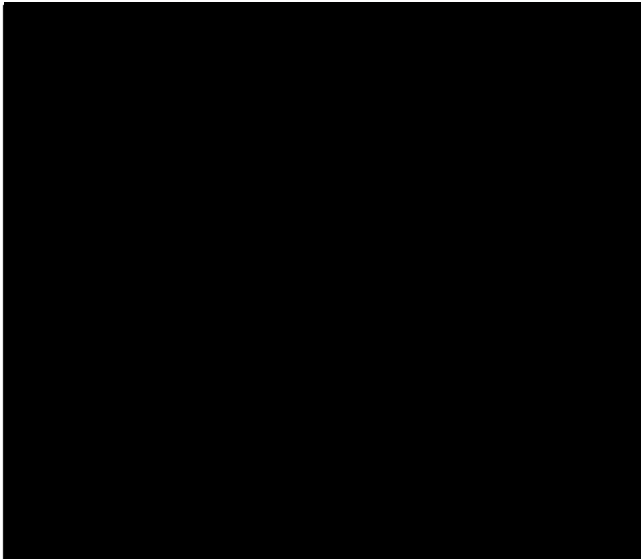
Sent to your gmail

Also I believe we found the letter

Thu, Feb 15, 3:32 PM

Let me know if you received the releases. And on marriages, don't need all details at all- just timeline. Thanks.

Getting it. Doing media now.



[REDACTED]

Getting info on previous one.

Thanks. [REDACTED]  
[REDACTED]

Green card issue date: [REDACTED]

[REDACTED]

Fri, Feb 16, 10:31 AM

[REDACTED]

All info sent. DOI release sent via email.

[REDACTED]

Thank you!

The mayor texted me yesterday that he was interested in a conversation via phone and asked me for availability. I provided it but didn't hear back. I'm flexible today.

I know he ended up doing a late evening press conference

You should reping him

Fri, Feb 23, 3:47 PM

Hello! I know you've been working with dean but I'm also going to continue to work with you on this rollout. One piece is that we'd like to do a video of you for after the announcement that introduces you to nyc- would be great if you could send me old photos of you as a kid, as a young adult, your

you for after the announcement that introduces you to nyc- would be great if you could send me old photos of you as a kid, as a young adult, your family, and as a teacher/ administrator

Fri, Feb 23, 5:09 PM

Of course. Down memory lane.

Exactly. Hope everything is going ok down there. Also, when will you be arriving in nyc?

I just spoke with Dean. There may be a wrinkle for Sunday. Addressing it as we speak.

I am excited and honored.

Ok, got it. Yes, very exciting!

Tue, Feb 27, 11:54 AM

Reminder to bring photos. I'm also going to try and get you transportation from the airport to Gracie.

Got it.

Tue, Feb 27, 2:20 PM

Can you send me flight details?  
Thanks!

TO: ALBERTO MONTEIRO CARVALHO / HIDE

## Alberto Carvalho 02/28/2018 trip details

Today at 2:31 PM

American Airlines 

[Reservations](#) | [AAdvantage Account](#) | [Fare Sales & Offers](#)

AA Record Locator: XXXXXXXXXX

Status: **Ticketed** - Feb 27, 2018

### Your Itinerary

Carrier	Flight Number	Departing		Arriving		Booking Code	Meals
		City	Date & Time	City	Time		
AMERICAN AIRLINES	1366	MIA Miami	Feb 28, 2018 12:25 PM	LGA New York	Feb 28, 2018 03:27 PM	L	Food for purchase
AMERICAN AIRLINES	1621	LGA New York	Mar 02, 2018 03:18 PM	MIA Miami	Mar 02, 2018 06:49 PM	G	Food for purchase

### Traveler Information

Passenger	Class	Seat Assignment
ALBERTO CARVALHO	Economy	7C

Alberto Carvalho 02/28/2018

## trip details

Today at 2:31 PM

American Airlines



Reservations | AAdvantage Account | Fare Sales & Offers

AA Record Locator: [REDACTED]

Status: **Ticketed** - Feb 27, 2018

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Passenger	Class	Seat Assignment
ALBERTO CARVALHO	Economy	7C
ALBERTO CARVALHO	Economy	15A

Traveling passengers may check in and obtain boarding passes for U.S. domestic electronic tickets within 24 hours of the flight time online at [AA.com](http://AA.com) by using [www.aa.com/checkin](http://www.aa.com/checkin) or at a Self-Service Check-In machine at the airport. Check-in options may be found at [www.aa.com/options](http://www.aa.com/options). For information regarding American Airlines

Thanks. Brian will pick you up.  
His cell is [REDACTED]

Ok

Wed, Feb 28, 12:21 PM

See you soon! We will walk through a calendar for you when you arrive at Gracie so you have a sense of what is

AA Record Locator: [REDACTED]

Status: **Ticketed** - Feb 27, 2018

#### Your Itinerary

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Thanks. Brian will pick you up.  
His cell is [REDACTED]

Ok

Wed, Feb 28, 12:21 PM

See you soon! We will walk through a calendar for you when you arrive at Gracie so you have a sense of what is going to happen. I understand you may have moved up your flight for Friday.

Delivered



Text Messages

FDM Fuleihan with Alberto Carvalho

Sat, Feb 17, 5:57 PM

Hello Dean. I am not in a position to speak freely and confidentially. I will reach out ASAP.

Understood. Anytime

Sat, Feb 17, 8:59 PM

Does later tonight or early tomorrow mornings work?

I'm sorry. I have not been able to find private time. Tomorrow morning probably best. I am up early.

Perfect. 8:30?

Perfect.

Sun, Feb 18, 8:30 AM

Sorry, I can't talk right now.



Sun, Feb 18, 8:30 AM

Sorry, I can't talk right now.

Calling you back in 2 minutes

Ok.

Sun, Feb 18, 9:40 AM

Thanks for the time.

Sun, Feb 18, 7:23 PM

I have follow up information for you on the PEP. Either a phone call or I can email.

Email to



Done. Please call me with additional questions.

Mon, Feb 19, 8:35 AM

Good morning. We will connect later today. I have a couple of





I am available all day. Please let me know when you have time.

I will be in my office in 20 minutes. It would be helpful if we could have a quick conversation this morning.

Tue, Feb 20, 12:01 AM

Are you available to continue our conversation?

Tue, Feb 20, 7:27 AM

Can we have a quick conversation morning? It will help set realistic timing.

Good morning. Yes we can. Will call in a bit.

Tue, Feb 20, 8:59 AM

Any sense of timing so I can be available



iMessage



Verizon LTE

2:57 PM

71%



Will 11 work?

Yes

Perfect

Tue, Feb 20, 11:11 AM

Break in convening coming up soon.

Ok

Any updates?

about to break. I'm sorry.  
Lieutenant gov pontificating.

Any luck

This may help. My schedule to assist you setting up a call. My preference is anytime before 1:30. Then after 5:00.





I'm going to try 115. This is complete insanity up here. Lots of pols, media, and staff. Itching for the conversation.

I know it's past 115. I have. A full 20 min for lunch now.

Possible?

Yes

In retrospect, I'd like to be the one to speak with the mayor about my decision. He's the one who made the offer.

I already reported on our conversation, your decision, timeline and additional requests. And that we would set up a call between the two of you for late tomorrow. Hopefully, this sets up that call. Any concerns?





No worries.

Thu, Feb 22, 7:29 AM

Good morning. Just want to confirm that we can set up a definite time today for the two of you.

Gm. We have one scheduled. Board meeting ended at 1145. I won't miss those.

Thank-you!

Thu, Feb 22, 4:43 PM

Sorry, I cannot speak right now. I will call you asap.

Just following up

Thu, Feb 22, 6:17 PM

Let me know if you have a couple of minutes later





Calling now

At the office. Call anytime

Fri, Feb 23, 7:57 AM

Let me a time today we can connect

Will be in car alone in about 30 min

Sorry, I can't talk right now.

2 minutes

Fri, Feb 23, 12:26 PM

Ready to talk?

Will call ASAP. Dealing with a threat right now.

Fri, Feb 23, 3:47 PM

Hope everything is ok







Active credible bomb  
evacuation

Will call ASAP. What a week

Are you available for a quick  
call?

Yes

I will be sitting with my attorney  
and the board attorney after a  
conversation with the chair  
Monday and hopefully have a  
separation agreement by  
Tuesday. It will also put one  
more between between last  
week's tragedy, the anxiety and  
fear it has created and the  
announcement.

Mayor or I will call soon. Just  
finishing a meeting

Sat, Feb 24, 9:42 AM





Sat, Feb 24, 9:42 AM

Can you connect with the Mayor this morning? I know he has an earlier call into you

Good morning. Yes. Will 1030 work?

In a vehicle with listeners now.

That works. Thank-you!

Just told the Mayor you will be calling at 10:30.

Perfect

Sun, Feb 25, 10:01 PM

Good evening Dean. My current base salary prior to \$12,000 expense account and the board's \$24,000 max contribution, under IRS reg, to a pretax retirement account is \$352,874.





Thank-you!

Mon, Feb 26, 9:37 PM

Let me know when we can talk

Hello. Will call within the hour

Thank-you!

Tue, Feb 27, 7:27 AM

Good morning Dean. Hectic day here. Governor just decided to drop by. I'd like confirmation of compensation package inclusive of base salary and contribution of IRS max to a pretax/retirement account.

Thank you

Also, I have over the past decade spoken at many events and am often offered honoraria. Obviously never





accepting it from entities that could pose a conflict; ie vendors. I am assuming that would not be a problem correct?

Do you have time for a very quick call

In a meeting now

Will call during break

Tue, Feb 27, 8:51 AM

We will confirm compensation and benefits. The Tax Deferred Annuity allows you to contribute up to IRS limits and the pension system guarantees 8.25% annual return. These funds can also be separately invested, but then there is no guarantee. And you also may contribute 6% to the Pension System with 10 year vesting. If you leave before 10 years then



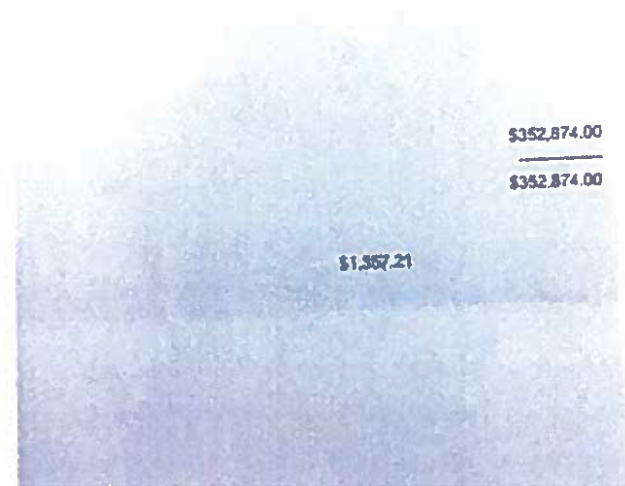


System with 10 year vesting. If you leave before 10 years then there is a 5% annual return on your contribution.

Is there a public record on current base pay that I can reference when we are asked?

Of course

Thank-you!







I am concerned about my understanding regarding the tax deferred annuity contribution. In Miami, the board. Makes that contribution. I had understood, based on our conversation, that that would be the case in NY. This is important.

No, we provide the guarantee rate of return. Give me a call

We cannot provide the contribution

I apologize for any confusion, but all of these factors went into our offer of \$345,000 and now matching your current base pay

Will you please let me know if you



understanding regarding the tax deferred annuity contribution. In Miami, the board. Makes that contribution. I had understood, based on our conversation, that that would be the case in NY. This is important.

No, we provide the guarantee rate of return. Give me a call

We cannot provide the contribution

I apologize for any confusion, but all of these factors went into our offer of \$345,000 and now matching your current base pay

Will call at break time of my meeting

Thank-you!





[REDACTED]

This one has caught totally off guard. I understood the expense account was not feasible but understood tax-deferred contribution to be fine.

No we never do this, the difference is that we guarantee the rate of return at Education

Call me as soon as you can so we can talk

Tue, Feb 27, 11:18 AM

Do you have time to talk

Give me a few more minutes. I must've grossly misunderstood the previous conversation.

Tue, Feb 27, 1:17 PM

Let me know when we can follow up on press discussion







With your permission, I would like to add Eric Phillips, our press secretary to a joint text. Any concerns?

No worries

Wed, Feb 28, 8:11 AM

Good morning! Just checking to see if you need anything.

Good morning. Thanknyou. A couple of final questions. One I asked earlier but received no response.

Also, I have over the past decade spoken at many events and am often offered honoraria. Obviously, never accepting it from entities that could pose a conflict; ie vendors. I am assuming that would not be a problem correct?





Secondly, a colleague who had a conversation with the mayor about the position conveyed to me that during her conversation the issue of mayoral control of schools was up in a year after a two-year renewal. Possible implications?

Mayoral control has been renewed 4 times since 2002 and effectively no one wants to go back to the earlier system. Mayoral control will continue. It does require our showing success, answering questions, providing reports to Albany and it often becomes part of a larger State legislative package.

On honorarium, I have discussed with City Counsel and separately am now checked with DOE Counsel. Will have an answer this





checked with DOE Counsel.  
Will have an answer this  
morning

Thanks.

Wed, Feb 28, 1:19 PM

Hello. We'd to speak urgently.

Need

Ok

Calling

Just called

Please call

Sorry, I cannot speak right now.  
I will call you asap.

Ok. Can you text me the  
problem?





First, possible baker act case with with verified gun in high school. Perimeter about to be lifted. Missed first flight. Second, unhappy with the fact that NY media is calling my board members prior to me being able to speak with them. Will call as soon as I can.

We are not receiving any press calls other than Carmen leaving stories. But I am continuing to check and they will continue to call districts. Assuming that everything is ok, when can you arrive?

And Do you know who is calling?

Let me check w my com

Thank-you! Because we are not getting any calls. Just





Thank-you! Because we are not getting any calls. Just another reason to make our announcement. What flight can you make?

Is everything ok at the school

Are you able to make the 4:30 or 5:00?

We are now getting press calls  
We should talk

I know you have a lot happening, but Please step out for a minute and call the Mayor  
Thank-you!

And did have someone call me

Calling mayor in 5 min. Have been able to break away

Thank-you!





Did you have someone call me

And did you connect with the Mayor

Yes I did. Tabitha

On the phone w him now

Wed, Feb 28, 7:19 PM

Time to talk?

Stalked by media. Perfectly poised for tomorrow's meeting. With the board chair and attorney now. Sorting out the play tomorrow.

Good, we still need you in the City after the Board meeting for a press conference first thing Friday.

Delivered

Of course.



Text Messages

FDM Fuleihan & Eric Phillips with  
Alberto Carvalho



Eric



iMessage  
Tue, Feb 27, 6:18 PM

Alberto, adding Eric Phillips,  
our press secretary to assist in  
coordination over the next two  
days.



Hello Eric.

Eric Phillips

Hello, Alberto. Looking forward  
to working with you. I'm going  
to put together a sketch of how  
I recommend this unroll,  
including an outline of a  
statement your team can use  
with Miami media on Thursday.  
I'm sure you'll have thoughts  
and edits, but it'll at least get  
us thinking on the same page  
on timing and language so we  
can cover all our NY and FL  
bases.

EP

