

CURRICULUM VITAE

Miguel Angel de los Santos, Ph.D.

BIOGRAPHICAL DATA

Address:	1111 Susan, Edinburg, TX 78539
Telephone:	Residence: (956) 380-3224
	Office: (956) 381-3478
	Cell: (956) 778-0949

EDUCATION

Ph.D., Educational Administration, The Superintendency Program, The University of Texas at Austin - May, 1980

M.Ed., Counseling and Guidance Southwest Texas State University, San Marcos, Texas - August, 1971

B.A., History and Spanish (Education) Pan American University, Edinburg, Texas - August, 1967

Diploma, Edinburg High School, Edinburg, Texas - May, 1963

LEADERSHIP EXPERIENCE

Interim Director, Doctoral Program in Educational Leadership, University of Texas-Pan American, Edinburg, Texas:
December, 2000 – August 2001.

Chair, Department of School Administration and Supervision, University of Texas-Pan American, December, 1997-August, 1999.

Associate Director, Center for Applied Research in Education (CARE), University of Texas- Pan American, September, 1997 – August, 1999.

Associate Director, Doctoral Program in Educational Leadership, University of Texas – Pan American, December, 1999- August, 2000.

Superintendent of Schools, Edinburg Consolidated Independent School District, Edinburg, Texas: August , 1991 - May , 1995.

Superintendent of Schools, San Benito Consolidated Independent School District, San Benito, Texas: August, 1989 - August, 1991

Deputy Superintendent for Campus Management, Houston Independent School District, Houston, Texas: March, 1987 - August, 1989

Superintendent of Schools, La Joya Independent School District, La Joya, Texas: July, 1979 - March, 1987

Executive Assistant to the Associate Commissioner for General Education, Texas Education Agency, Austin, Texas:
August, 1977 - July, 1979

Principal, Allison Elementary School, Austin Independent School District, Austin, Texas: March, 1975 - June, 1977

Interim Program Director, Hidalgo County Head Start Program, Edinburg, Texas:
March, 1997 - August, 1997

Municipal Securities Representative, Estrada Hinojosa & Co., Dallas, Texas: June, 1996 – Present.

President/CEO, The Lead Academy, Edinburg, Texas: August, 1995 – August, 1996

Consultant, Technical Assistance for School Desegregation and Administration, Texas Education Agency, Austin, Texas:
August, 1971 - March, 1975

SUMMARY OF LEADERSHIP EXPERIENCES

I. Interim Director, Doctoral Program in Educational Leadership

As interim director, I managed budget and program activities for the doctoral program and Hispanic Border Leadership Institute (HBLI) doctoral fellows. I also taught two courses and advised the students on program and degree plan matters.

II. Chair, Department of School Administration and Supervision

As Department Chair, I was responsible for the leadership and administration of all Department functions. These included budget, staffing, scheduling and maintaining good working relations with the faculty and a strong professional relationship with the Dean of the College.

III. Associate Director, Center for Applied Research in Education (CARE)

As Associate Director for CARE, I was responsible for the coordination of center activities with the UTPA community. In particular, I actively interfaced with school superintendents and other public school leaders. In this effort, I was also charged with the formulation and continuous work of the CARE/doctoral program advisory committee.

IV. Associate Director, Doctoral Program in Educational Leadership

In this position, I was responsible for the recruitment of students, the implementation of the curriculum (faculty assignments) the administration of the budget and continuous counseling activities with doctoral students.

V. Superintendent of Schools, Edinburg CISD

As Superintendent for the Edinburg CISD, I provided leadership and management for **2500 employees** and administered a **budget** in excess of **\$140,000,000**. I did this in the service of more than **18,600 public school students** and **over 2000 employees**. In that process I decentralized decision making and facilitated staff development for administrators, teachers, and other educators. I was also fully involved with the community in general and established strong collaboratives with the University of Texas-Pan American, the city of Edinburg, and other public entities. Following are some of the most significant accomplishments in the area of business management, during my term of employment.

- Provided the leadership and guidance in the development of district-wide and strategic plan of operation.
- Introduced and implemented simple clear and comprehensive agendas for all school board and administrative cabinet meetings.
- Planned, passed and executed the expenditures of a **\$35,000,000 bond issue** for facilities improvement, and new construction.
- Increased district **fund balance** from **\$3,000,000 to \$17,000,000** in three years.
- Maintained tax rate as second lowest in Region I and lowest among large school districts while increasing services to children, staff community.
- Constructed three elementary schools, remodeled three elementary schools and a junior high school and built a new junior high school.

VI. Superintendent of Schools, San Benito CISD

During my two year tenure as Superintendent of the San Benito Public Schools, I was able to **unite a board and community** which had for a number of years experienced uncertainty and instability with the Superintendence. While I served the school community, I realized the following accomplishments for the district.

- Developed strong, positive faculty and staff morale with open and positive communications at all organizational levels.
- Created an atmosphere of trust and teamwork among administration, staff and community.
- Reorganized and redirected administrative staff for more effective and efficient district and campus management.
- Introduced "State of the Art" instructional and administrative technology for all campuses.
- Developed the Basic Skills Learning Center (coordinated with the local Private Industry Council) for recovering dropouts.
- Initiated and implemented successful parental involvement and drug education programs.
- Developed and administered a **\$31.5 million budget**.
- Planned, passed, and executed the expenditures of a **\$13,000,000 bond issue** for school facilities' improvement and construction.
- Initiated and implemented a Leadership Development Program for local teachers who aspired to be campus administrators.
- Implemented a "State of the Art" computerized Cafeteria Accounting System.
- Implemented Alternative Fuels (Natural Gas) for School Buses. The first district in the state to do diesel conversions to natural gas.

VII. Deputy Superintendent for Campus Management, Houston ISD

As one of only five deputies reporting directly to the General Superintendent of Schools, my major responsibility was to provide live administrative and instructional leadership to ensure effective and efficient management **of 233 school campuses in the Nation's sixth largest school district**. Additionally, I was responsible for the Departments of Pupil Services and Special Education. **More than 17,000 employees** reported to me through four levels of administrative bureaucracy.

The following are some of my contributions in the areas of administration, management, leadership and communications.

- Co-developed "Project Renewal," a proposal to the HISD community for a **\$629,000,000 Bond Election** to build and renew schools for the 1990's.
- Established a strong management team with **five Assistant Superintendents** and **fourteen District Superintendents** and numerous directors in my line of responsibility.
- Co-coordinated efforts to regain full accreditation from the Texas Education Agency after being reduced in status in July 1987. Accreditation was fully reinstated in one calendar year.
- Co-Chaired the City-Wide Advisory Committees for Management, Finance, and Personnel for the development of district-wide goals and objectives.
- Co-coordinated "Executive Class Day," a cooperative effort between the Houston Chamber of Commerce Education Committee and the HISD.
- Involved extensively with grassroots community and religious groups.
- Recommended hiring, reassignment, and termination of principals and other administrative staff.
- Worked actively and closely with the Divisions of Finance, Personnel, Maintenance and Operations, and Instruction.
- Worked closely and extensively with the departments and offices of Multilingual Education, Data Processing, Board Services, Public and Community Relations, Volunteers in Public Schools, Vocational Education, and School Attorneys.
- Developed close working relationships with principals and the leadership of the major administrative and teacher organizations.
- Worked directly and actively with the news media, particularly on the issues specific to campus management and/or the Hispanic community.
- Worked directly with the Houston Hispanic Forum in the planning and execution of Leadership Activities for Hispanic youth.

VIII. Superintendent of Schools, La Joya ISD

My major responsibility as superintendent was to provide the administrative and instructional leadership necessary to ensure student success and total school improvement. I accomplished the following in the areas of instruction, finance, construction, personnel, administration and communications.

- Provided the leadership for the implementation of the Outcomes Driven Development Model (ODDM). The ODDM model is based on successful and intentional school change management for improvement of school programs and student success through the empowerment of teachers, staff, and community. The basic model concept is still in effect after three succeeding administrations (23 years).
- Developed and successfully managed an increasing **budget from \$6,000,000 in 1979-80 to \$20,000,000 in 1986-87** to meet the needs dictated by rapid growth from **2,900 students in 1979 to 7,900 in 1986-87**.
- Increased Operating Budget Reserves from **\$250,000 in 1979 to \$2,500,000 in 1987**.
- Provided the leadership and directed the planning which led to the successful passage of a **\$16,290,000 bond issue** for a four-year building program.
- Planned and supervised the construction of four new elementary schools, a new gymnasium, a new stadium, numerous additions to the high school and junior high and the complete renovation of the junior high school and two elementary schools.
- Employed and supervised a rapidly **growing staff of 200 professional and 200 paraprofessional and auxiliary personnel in 1979 to 600 professional and 500 paraprofessional and auxiliary personnel in 1987**.
- Guided the district successfully through U.S. Office for Civil Rights audits and State Accreditation audits.
- Led the district successfully through an FBI and U.S. Department of Agriculture investigation in the school lunch program. No citations nor any irregularities resulted from the investigation.
- Founded Mariachi and Folkloric dance programs, as extracurricular activities for highly at risk Hispanic students. Both programs have attained international recognition.

IX. Executive Assistant to the Associate Commissioner for General Education, Texas Education Agency

As Executive Assistant to the Associate Commissioner for General Education, I was responsible for the following activities:

- Planning and directing the grant proposal rating process for the distribution of \$8.5 million to local education agencies under Title IV-C of the Elementary and Secondary Education Act (ESEA).
- Reviewing budgets for the three divisions in the Office of General Education and serving as liaison between the Associate Commissioner and the division Directors for the administration of the budget.
- Coordinating the development of the State Plan for Title IV of ESEA activities in the State of Texas.
- Establishing a close working relationship with all Divisions within the Texas Education Agency. Concurrent with my TEA assignment, I was a Superintendence Fellow at the University of Texas at Austin studying full-time in the pursuit of my Ph.D. in Educational Administration.

X. Principal, Austin Independent School District

As principal of Allison Elementary School, I provided the leadership for an effective and efficient instructional program. I managed and supervised 93 faculty and staff members and a K - 5th grade student population of 1000 (largest Title I and Bilingual Programs in the Austin ISD).

XI. Consultant, Texas Education Agency

As a consultant in the Office of Technical Assistance for School Desegregation and Administration, I was primarily involved in the implementation of Civil Action 5281, U.S. District, Eastern Division of Texas, Tyler Division, United States of America vs. the State of Texas, ET. al., July 12, 1971. In the process of implementing Civil Action 5281, I visited several hundred Texas school districts to monitor compliance with the Court Order in the areas of student assignment, extra-curricular activities, staff hiring, firing, promotion practices, changes in school boundaries and compensatory and other program offerings for minority students.

XII. Founder/President/CEO, the Lead Academy, Inc.

In October, 1995, I founded the Lead Academy, Inc. The Academy was a privatized approach "to provide educational services to youth who have been expelled from public school." During the 1995-96 school year, the Academy served over 100 youth ages 13-18 as an alternative setting to regular public schooling. Each of the students served were either expelled (long term) or suspended (six weeks) from the Edinburg Public Schools for disciplinary reasons. The Academy was successful in helping many of its students re-

enter the regular education programs. Unfortunately, due to insufficient funding, the Academy was closed in August, 1996.

XIII. Interim Program Director, Hidalgo County Head Start Program

In this position, I **administered a \$13,000,000 Federally Funded Program** serving over 2000, 3-5 year old children. These children attended schools in 30 centers located throughout Hidalgo County. I served as an appointee of the County Judge in full agreement with University President.

XIV. Municipal Securities Representative (Registered March, 1998).

In this consulting position with Estrada Hinojosa and Company, in a period of six years, I have served nineteen school districts as Financial Advisor in successful bond elections and the issuance of school bonds. The school districts are San Benito CISD, Los Fresnos CISD, Mercedes ISD, Donna ISD, Brooks County ISD, Rio Grande City CISD, Roma ISD, Monte Alto ISD, La Sara ISD, Presidio ISD, Eagle Pass ISD, Pharr-San Juan-Alamo ISD, Edinburg CISD, Hidalgo ISD, Edcouch-Elsa ISD, Mission CISD, Weslaco ISD, La Joya ISD, Raymondville ISD, and Progreso ISD. Additionally I have served as financial consultant to other municipal entities, i.e. the County of Hidalgo, the City of Pharr, South Texas Community College, and the City of San Juan.

GRANT PROPOSALS (1995-96)

TEXAS Open Enrollment Charter School

On April 15, 1996, I submitted a proposal to the Texas Education Agency for Open Enrollment Charter School status for the Lead Academy, Inc. As one of only twenty (20) Charter Schools in Texas, the Academy would expand into dropout recovery in addition to serving expelled or suspended students ages 14-21. Again, although a private venture, my base for continued research on highly at-risk students would be extended for as many as five years. I felt strongly that this area of alternative education would be “cutting edge” in the field for years to come. The proposal was 26th in order of submission to TEA and only the first 20 were funded. Consequently, I abandoned this initiative.

Twenty-First (21st) Century Community Learning Centers

As a consultant for the Region I Education Service Center, I coordinated the involvement of seven school districts in the Rio Grande Valley Empowerment Zone in writing a proposal for funding, submitted to the U.S. Department of Education. The proposal was submitted in July, 1995. Unfortunately the proposal was not funded.

Project Lead (Funded June 3, 1996)

This proposal was submitted to the **Hidalgo County Office of Employment and Training** on May 7, 1996 under the **Summer Youth Employment and Training** Program. The project proposed to serve 30 low socio economic, highly at-risk students in an eight-week summer program. In addition to the academic skills, development in Math and English Language Arts, Project Lead provided students with basic occupational studies, school-to-work (shadowing) field experiences and a strong parental involvement component. The program, funded for \$76,000, was completed successfully in August, 1996.

OTHER GRANT ACTIVITY

In every Superintendency, I served as the CEO/CFO for millions of dollars in federal, state, and private grant funding. These include but not limited to : Title I, Title I Migrant, Bilingual Education, Special Education, Recent Immigrants , Kellog Foundation, Private Industry Council, (JTPA) etc.

WORKSHOPS/PRESENTATIONS/KEYNOTE ADDRESSES

Keynote Speaker: Groundbreaking ceremonies for Donna Middle School. Donna I.S.D., Donna, Texas, May, 2002.

Mentor/Leader to: United High School Principal Mary Molina and LBJ High School Principal Oscar Perez United Independent School District, Laredo, Texas (2001-2002).

Presenter: *Documentation of Personnel* Donna I.S.D. Administrators, Donna, Texas June 2001.

Co-Presenter with: Llanes, J., Watt, K., and Guerra, M. Schools that Learn, The National Conference of Education (AASA's 133rd Conference) Orlando, Florida, February 15-18, 2001.

Co-Presenter with: Llanes, J., Watt, K. The South Texas Leadership Development Academy: A University/School District Collaborative in the Preparation of Educational Leaders, The National Conference on Education (AASA's 132nd Conference) San Francisco, California, March 3-6, 2000.

Orador (Keynote Speaker): "Conferencia Magistral, V. Congreso del Instituto Tamaulipeco de Investigacion y Docencia, Ciudad Victoria, Tamaulipas, Mexico, Diciembre 5, 1998.

Workshop Presenter: *Understanding the District's Operating Budget*, Region One Education Service Center Board Association Conference, South Padre Island, Texas, May 16, 1998.

Discussant: *Rural School Facilities*, Invitational Conference on Rural School Facilities, Kansas City, Missouri, May 1-2, 1998.

Presenter: *The South Texas Leadership Development Academy*, Region One Education Service Center Superintendents, McAllen, Texas, April 22, 1998.

Keynote Speaker: *Parental Involvement = Students Success*, First Annual Parent Conference, Program Even Start, McAllen, Texas, April 4, 1998.

Workshop Presenter: *Evaluating the Superintendent*, Donna ISD Board of Trustees, Donna, Texas, December 17, 1997.

Workshop Presenter (Six hours in Spanish): *Habilidades para ser un buen Lideer Educativo*. II Encuentro Nacional de Educación Normal Superior, Ciudad Madero, Tamaulipas, México, Abil de 1997.

Presenter: *Alternative Education – Last Chance for Expelled Youth, A Privatized Approach*. The International Congress on Challenges to Education, California State University, San Bernardino (Aruba), July 12, 1996.

Graduation Speaker: *Destiny is in Your Hands*. Homer Salinas Rehabilitation Center (Hidalgo County Boot Camp), Edinburg, Texas, May 31, 1996.

Commencement Address: *Higher Education is Non-Negotiable*. San Perlita High School Graduates, San Perlita, Texas, May 29, 1996.

Speaker: *Alternative Education and Charter Schools*. Rio Grande Valley Officers Club, McAllen, Texas, May 9, 1996.

Workshop Speaker: *Si se puede*. One hundred fifty parents of Chapter I identified children. Monte Cristo Elementary School, Edinburg, Texas, April 19, 1996.

Presenter: *Liderazgo en Educación*. Administrators of the Instituto Tamaulipeco de Investigación Educativa y Desarrollo de la Docencia, de Cuidad Victoria, Tamaulipas, México, University of Texas Pan American, Edinburg, Texas, March 23, 1996.

Presenter: *The Lead Academy, A Program for the Success of Expelled Youth*. Region XIII, Education Service Center, Conference on Alternative Education Programs, Austin, Texas, February 19-20, 1996.

Testimony (Written and Oral): *School Facility Needs of Region I ESC School Districts*. The Texas Senate Interim Finance Committee, Mission, Texas, December 15, 1994.

Presentation: *Success on Exit Level TAAS in the Edinburg Consolidated Independent School District.* Region I ESC Superintendent's Summer Workshop, South Padre Island, Texas, June, 1994.

Keynote Address: *"The Successes of Migrant Education: New Profile of the Migrant Child"*. Texas State Migrant Conference, South Padre Island, Texas, March, 1994.

Presentation: *Vertical Teaming, A Model for District-Wide Staff Development.* The Commissioner's Mid-Winter Conference, Austin, Texas, January, 1994.

Presentation: *School Finance Update.* The 45th Annual Superintendents' Workshop for Educational Leaders, The University of Texas at Austin, The Texas Association of School Administrators and the Texas Education Agency, Austin, Texas, July, 1993.

Commencement Address: *Overcoming Fear enroute to Success.* Edinburg South Jr. High School, Edinburg, Texas, May 29, 1993.

Presentation: *Hispanic Student Success, the Theory of Generations.* Conference on Minorities in Higher Education, Texas A & M University, College Station, Texas, March, 1993.

Presentation: *Success on Exit Level TAAS in the Edinburg C.I.S.D.* The Commissioner's Mid-Winter Conference for Superintendents, Austin, Texas, January, 1993.

Keynote Address: *Bilingual Education as Understandable Instruction.* Bilingual Education Student Association, University of Texas Pan American, Edinburg, Texas, May, 1992.

Presentation: *School Finance Update.* The 43rd Annual Superintendents' Workshop for Educational Leaders, The University of Texas at Austin, The Texas Association of School Administrators, and The Texas Education Agency, Austin, Texas, July 14, 1991.

Presentation: *In Celebration of Teaching.* The Tennoco Scholars, Texas Independent College Fund, Austin, Texas, April 17, 1991.

Workshop: *Building Top Management Support for Instructional Leadership.* The Texas Lead Center, Austin, Texas, February, 1990.

Testimony (Written and Oral): *The Issues of the Current School Finance System in Texas.* The Texas Senate Finance Committee, Harlingen, Texas, January, 1990.

Commencement Address: *You will Succeed.* Summer School Graduates of all 27 Houston I.S.D. High Schools, Houston, Texas, August 20, 1988.

Keynote Address: *Ganas Plus Hard Work Equals Success.* Amigos de las Americas Scholarship Banquet, Houston, Texas, May 25, 1988.

Keynote Address: *Identifying and Serving Able Minority Youth.* Gifted Students Institute Conference. Arlington, Texas, April 9, 1988.

Keynote Address: *College Opportunities for Hispanic Seniors.* University of Houston, Hispanic Students' Career Day, Houston, Texas, February 24, 1988.

Keynote Address: *Building Success Connections for Gifted Youth.* Region I Education Service Center, Conference on Gifted and Talented Education, South Padre Island, Texas, May 9, 1987.

Presentation: *Health Professions as a Future for Houston ISD Youth.* Baylor College of Medicine, Houston, Texas, November, 1987.

Presentation: *Problems in Migrant Education.* The Texas State Migrant Conference, Houston, Texas, November 18, 1987.

Presentation: *Implications of the Texas Teacher Appraisal System for Teachers and Administrators.* Hidalgo County Federation of Teachers, McAllen, Texas, August 14, 1986

Presentation: *Status of the la Joya ISD Since Passage of School Reform Legislation.* Kiwanis International, Mission, Texas, June 26, 1986.

Presentation: *Outcomes Driven Developmental Model.* Conference on Outcomes Education, Texas Tech University, Lubbock, Texas, June 2, 1986.

Presentation: *Efforts at Total School Improvement.* Dallas Association of Bilingual Educators, Dallas, Texas, April 18, 1986.

Conference Panelist: *Reading and Testing of the Limited English Proficient Students.* Dallas Association of Bilingual Educators, Dallas, Texas, April 18, 1986.

Keynote Address: *In Celebration of Teachers.* Rio Grande Valley Association for Bilingual Education, Spring Conference, McAllen, Texas, March, 1986.

Keynote Address: *Mi Tio Beto, Changes in Migrant Education.* Texas State Migrant Conference, Laredo, Texas, March, 1986.

Presentation: *Review of Recent School Reform Legislation.* Rio Grande Valley Insurance Agents Association, McAllen, Texas, September, 1985.

Conference Panelist: *Current Immigration Problems – A Superintendent’s Perspective.* Conference on Immigration and Naturalization sponsored by the Diocese of Corpus Christi, Corpus Christi, Texas, September 26, 1985.

Conference Panelist: *Implications of House Bill 72 on Migrant Students.* Migrant Interstate Regional Conference, McAllen, Texas, July 10, 1985.

Conference Panelist: *Implications of House Bill 72 on Migrant Education: A Superintendent’s Perspective.* Region VI Education Service Center and Texas A&M University Conference on Migrant Education, College Station, Texas, February, 1985.

Keynote Address: *Migrant Education: A Superintendent’s Perspective.* Texas State Migrant Conference, Brownsville, Texas, November 8, 1984.

Keynote Address: *The School Secretary in the Total School Organization.* Rio Grande Valley Chapter of School Secretaries, La Joya, Texas, April, 1983.

EDUCATIONAL PROFESSIONAL CONSULTING

Region I Education Service Center. Edinburg, Texas, Grant Proposal Development and Board Member Training (T.E.A.Certified).

Texas Education Agency. Austin, Texas, School District Governance.

Southwest Key, Inc. Austin, Texas, Alternative Education Programs and Grant Proposal Development.

Estrada Hinojosa and Co. Dallas, Texas, Bond Underwriting and Financial Advisory Services, Municipal Securities Representative (Registered, March, 1998).

OTHER PROFESSIONAL INVOLVEMENT

Principal Developer and Interim Coordinator of The South Texas Leadership Development Academy: A Cooperative Project of the University of Texas Pan-American, Region One Education Service Center and Region One School districts for the preparation of Educational Leaders, 1988.

Active Participant in the planning for a Cooperative Doctoral Program between UTPA and El Instituto Tamaulipeco de Investigacion Educativa y Desarrollo de la Docencia, Ciudad Victoria, Tamaulipas, Mexico, 1997.

Organizer/Planner of the Executive Leadership Seminar for current and future Superintendents: a cooperative Project of UTPA (Department of School Administration and Supervision) and the Region One ESC, 1996

Community Service

Member, Edinburg CISD School Facilities Committee, November 1999 to October 2001.

Board Member, Zoning Board of Adjustments and Appeals, City of Edinburg, Texas, 1995 – 1999
Director, south Texas higher education authority (STHEA), 1991-1996.

Member, Citizens Bond Committee and Chairman of the Sub-Committee on Security and Safety, City of Edinburg, Texas, appointed November, 1995.

Board Member, CASA of Hidalgo County, McAllen, Texas appointed March, 1996-1997.

Grand Jury Commissioner, 92nd District Court, Honorable Judge Ed Aparicio Hidalgo County, Texas.

Board of Directors, South Texas Higher Education Authority, McAllen, Texas 1991-1996.

Executive Board Member, Edinburg Chamber of Commerce, 1992-1995.

Member, St. Joseph's Catholic Church, Edinburg, Texas, 1991-1996.

Member, Holy Family Catholic Church, Edinburg, Texas 1996-present.

Teacher of Senior Students, St. Joseph's Catholic Church, 1991-1996.

Appointed by Governor Ann Richard's to the Texas School Assembly (a committee of 200 educators from across Texas) to advise the Governor on education reform, 1991-1994.

Member, Superintendents' Task Force (an advisory group to the State Job Coordinating Council on issues relating to school dropouts, adult literacy, and the need for a functionally literate workforce), The Texas State Department of Commerce, 1991-1993.

Board Member, San Benito- Harlingen Area United Way Campaign, 1989-1991.

Member, Our Lady Queen of the Universe Catholic Church, San Benito, Texas 1989-1991.

Teacher of Senior Students.(Religious Education) Our Lady Queen of the Universe Church, 1989-1991.

Vice President of Urban Scouting, Sam Houston Area Council, Boys Scouts of America (Executive Board of Directors), Houston, Texas 1987-1989.

Member, The President's Council on Hispanic Issues, University of Houston, 1987-1989.

Member, The Houston Hispanic Forum (program consultant on Hispanic Youth Career Day activities), 1987-1989.

SPECIAL FEATURES/RECOGNITION

Featured in the July 1987 **Calendar of the Houston Hispanic Chamber of Commerce, Salute to Hispanic Americans.**

Featured in the **Texas School Business**, *Alternative Fuels, A New Option for Schools*, September, 1991.

Featured in **The Monitor**, McAllen, Texas, *Edinburg CISD's New Superintendent Worked His Way to the Top*, August 13, 1991.

Featured in **The Monitor**, McAllen, Texas, *Former Migrants: Professionals, Edinburg School Superintendent got there the Hard Way*, August 11, 1993.

FELLOWSHIPS

The Cooperative Superintendency Program: The University of Texas/Texas Education Agency, Austin, Texas: August, 1977 - June, 1979.

Teaching Assistant, Southwest Texas University, San Marcos, Texas: September, 1968 - May, 1969.

PUBLICATIONS / OFFICIAL REPORTS

de los Santos, M., Watt, K., Llanes, J. (2001) The South Texas Leadership Development Academy: A University/School District Collaborative in the Development of Educational Leaders. International Journal: Continuous Improvement Monitor, 1:5.

de los Santos, Miguel (1999) [Review of the book Leading to Change: The Challenge of the New Superintendency]. Educational Studies, 30, 40-45.

de los Santos, Miguel (July, 1996), Alternative Education: Last Chance for Expelled Youth, A Privatized Approach. Abstract published in the Conference Proceedings of the International Congress on Challenges to Education. University of California, San Bernardino, Aruba.

The Career and Technology High School, Edinburg Chamber of Commerce News, Fall, 1994.

The Superintendent Comments, Weekly column in the San Benito News, 1990-1991.

Strategic Plan of Operation for the Houston Independent School District, (Staff Section), March, 1989 (Houston ISD).

Special Security Task Force: A Program to Improve Campus Safety and Security, December 2, 1988 (Houston ISD).

HISD/TMO Parental Involvement Projects, September 4, 1987 (Houston ISD).

Administrative Organizations: Houston Independent School District (Campus Management Section), August 14, 1987, pp. 43-53 (Houston ISD).

Westbury Senior High School, Coalition of Essential Schools Project, July 17, 1987 (Houston ISD).

Recommended Process for School Building Needs Survey, April 10, 1987 (Houston ISD).

Guidance Program, April 10, 1987 (Houston ISD).

El Noticiero, District Publication for the La Joya ISD, Monthly Column, 1984-1987.

RESEARCH IN PROGRESS

Llanes, J., de los Santos, M., Watt, K., Guerra, M. (2001) *Schools that Learn*, for submission to the International Journal: Continuous Improvement Monitor.

de los Santos, M. *The Instructional Facilities Allotment: Great School Facilities for Poor Kids*.

de los Santos, M. *Superintendents and School Boards: Board decision making/Personnel Issues and Superintendent Tenure*.

DOCTORAL DISSERTATION

The Effects of Uncertainty Reduction Strategies and Criteria Used in Making Decisions: An Analysis of the Use of Panels of Experts, 1980.

TEACHING – PUBLIC SCHOOL LEADERSHIP*

-

EDUL 6384 Introduction to Education Administration

EDUL 6389 Administration of School Business Services

EDUL 6385 Public School Law

EDUL 6336 Problems in Education

EDUL 6338 The School Principalship

EDUL 6393 Administration of Staff Personnel Services

EDUL 6398 Internship in the Principalship

EDUL 7310 Administration of School Facilities

EDUL 7312 Socio-Political Problems of the Superintendency

EDUL 7314 The Superintendency

EDUL 7315 Texas School Finance

EDUL 7313 Internship for the Superintendence

EDUL 8334 Topical Seminar (Doctoral Level)

EDUL 8301 Leadership Theory and Organizational Development (Doctoral Level)

EDUL 8306 Ethics /Values in Educational Administration (Doctoral Level)

***THIS SECTION ON TEACHING IS HEREBY INCLUDED TO MAGNIFY MY KNOWLEDGE, EXPERIENCE AND EXPERTISE IN THE AREAS OF LEADERSHIP, MANAGEMENT, ORGANIZATION, LAW, PERSONNEL, BUSINESS, AND FINANCE.**