



George E. Mikros

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To Whom It May Concern:

A few key words and phrases immediately come to mind when I reflect on my experience with Pablo Munoz: leader, visionary, mentor, professional, integrity, character, inclusive, seeks the power of different, dares to disrupt, sees the big picture and inspires trust. I had the privilege of working with Mr. Munoz for twenty years in the Elizabeth Public School system. During that time, I admired Pablo's determination and his career progression from teacher through various roles of increased responsibility which ultimately led him to becoming the youngest ever Superintendent of Schools in the city of Elizabeth.

Pablo's Ivy League education served as the foundation of excellence in his capacity as a master of planning and preparation. Through his unprecedented use of various educational data / resources both nationwide and local, he was able to implement many changes to the structure of the district. He was able to challenge the status quo through collaboration with stakeholders keeping all parties focused on the same goals. He accomplished this by formalizing the mission statement and vision for the district which centered on making Elizabeth Public Schools one of the highest performing urban school districts in the nation. Pablo expanded the Advanced Placement program in order to increase the rigor of the curriculum and offer high achieving students more opportunities. He also brought the AVID system to the district to promote college readiness for high school students. Pablo's concentration on teaching and student learning outcomes raised the bar for faculty and students alike. Within a few years, after having slowly but surely reshaped the landscape of the district, Pablo's vision came to fruition when two of the district's schools were nationally recognized in U.S. News and World Report Best High Schools.

Pablo is an excellent judge of character and potential. He gave many people, including myself, opportunities to expand their career aspirations. He was a mentor to me through my evolution from history teacher to principal. I always sought his guidance and sound judgment. His belief in my abilities gave me the confidence I needed to succeed.

During his tenure, Pablo reinforced the belief that all things are possible with teamwork, that all children could reach their full academic potential and that a growth mindset is the key to success in life. Any organization privileged enough to work with Pablo Munoz will be positively impacted by his contributions. I personally feel proud to have worked with him and owe him a debt of gratitude for helping shape my own leadership style. A quote that is representative of Pablo Munoz's essence is: "If your actions inspire others to dream more, learn more, do more and become more, you are a leader." — John Quincy Adams.

Respectfully,

A handwritten signature in blue ink that reads "George E. Mikros".

George E. Mikros

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