



Elizabeth High School

Frank J. Cicarell Academy

Michael Cummings, Principal

May 10, 2021

To: Whom it May Concern

From: Michael Cummings, Principal

Re: Letter of Endorsement: Pablo Muñoz

Love, Leadership, Laser-like Focus on Teaching and Learning. These 8 words distill the essence of Elizabeth Public School District's mission, vision, core commitments and values during Mr. Pablo's Muñoz's superintendency from 2005 until 2013. As a school leader, transitioning from the classroom to administration, during that period of time, I witnessed the undeniable improvements, for all stakeholders, that rapidly transformed the district, under Mr. Muñoz's leadership.

Beginning with a bold audacious vision, followed by strategic planning, courageous conversations, based on data, and research, began taking place throughout the district at all levels. This led to the development and discovery of people who believed that Elizabeth could be the best in the world at preparing urban students for college and post-secondary success. Soon, district partners like the Broad and Panasonic foundations took notice and world class professional development opportunities began to flourish throughout the district. Pablo's ability to develop leaders, who could mentor other leaders, was rooted in the moral imperatives that drive excellence and, in turn, equity. One of his great teachings is that there can be no equity without scalable replicable models of excellence.

What sets Pablo Muñoz apart, from other transformational leaders, is the understanding that success is not a mystical concept driven by the charisma of a few great leaders. Success is the intentional result of aligning passion with an understanding of what the organization can do better than anyone else, and all available resources. Such passion comes, inherently, from a moral sense of purpose that is a higher calling than even the results that must drive the organization. Pablo Muñoz is the kind of leader that forever changes the lives of those he leads and gives leaders the tools to lead others. I am very proud to have worked with him.