



To Whom It May Concern:

I have had the honor of working with Mr. Pablo Muñoz over the last fourteen years. His leadership is rooted in an unwavering dedication to student learning and a focus on developing education organizations that are structurally and systemically framed on student success. He has also served as a mentor, sponsor, and critical friend throughout my career in educational leadership, and brings a deep dedication to supporting new leaders to push through organizational challenges with the goal of improving student outcomes.

As an organizational leader, Pablo sets a vision for changing student trajectories. In both Elizabeth Public Schools and Passaic Public Schools he led districts through deep structural shifts that had direct impacts on student lives. During his time in Elizabeth, he transformed one of the largest high schools in the country into academic and career-oriented academies, two of which are now consistently ranked among the best in the State. Students shifted from limited opportunities to access high level courses to expansive Advanced Placement opportunities across all of the schools. School policies and funding were realigned to support student achievement, including expanding the school day and extending learning opportunities to include after school, weekends, and summers.

In Passaic Public Schools, considered among the most densely overpopulated in the state, Pablo worked to redefine the school experience reducing student transitions between schools and creating a system of PK-8 schools built to support student learning. Through deep analysis of the district resources, two academies serving students in grades 6-12 were created to provide accelerated learning opportunities. In addition, an Early College program was developed offering students across all of the high schools opportunities to engage in college-level coursework, with students having the opportunity to graduate from high school with an Associate's Degree. (continued)

In both districts, the significant structural work was supported by a thorough revision of district policies, with a specific focus on eliminating systemic barriers to student achievement. Pablo's extraordinary eye for detailed review of policy implications led to changes policies related to high school graduation, student code of conduct, promotion and retention, student attendance, and all aspects of the student experience.

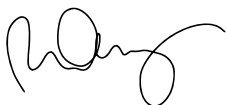
Pablo's commitment to learning extended beyond the classroom, encompassing all levels of each organization. Adults were engaged in learning about the highest functioning systems in business and education sectors. Instructional leaders from across the organization engaged in Instructional Rounds to develop a shared language around teaching and learning. Pablo visited thousands of classrooms through participation with internal teams and external professional networks and brings that experience into every conversation. This background gives him the ability to ask deep questions about teaching and learning, engaging students to think critically, and developing curricula structured to support high expectations.

Pablo leads with high expectations of himself as a leader and of the leaders around him, but he also offers support as a mentor and critical friend. As a mentor he listens to understand and uses his depth of experience to guide meaningful discussions. As a critical friend he offers questions that lead to both reflection and action. I currently serve as Superintendent of Schools in Springfield, New Jersey, and the lessons I have learned from working with Pablo, as well as his continuing guidance, have provided me with valuable perspective about leading during the most challenging times.

I am proud to be able to recommend Muñoz & Company as resource for educational organizations and leaders. As educational leaders work to guide their systems back from the challenges presented by COVID-19 pandemic, the expert support provided by Muñoz & Company will assist leaders in maintaining a focus on students and leading to system wide growth.

Please feel free to contact me with any questions or to further discuss my recommendation at [rachelbgoldberg@gmail.com](mailto:rachelbgoldberg@gmail.com).

Sincerely,

A handwritten signature in black ink, appearing to read 'Rachel Goldberg', with a stylized, cursive script.

Rachel Goldberg