

I first met Pablo in 2008-09 when we were both founding members of the New Jersey Network of Superintendents (NJNS). Larry Leverett, President of the Panasonic Foundation at that time, launched the network to create a community of practice for superintendents committed to improving instruction and to creating more equitable opportunities and outcomes system-wide. I was a member of the design team that organized network activities and led the documentation and evaluation of the network's development. Since that time, I have learned as much from Pablo as I have from any education leader with whom I've worked. Pablo stands out for the systematic way that he works to institutionalize a focus on instruction and for his thoughtful, ever-evolving approach to developing his own personal theory of action.

I have chronicled what I've learned from Pablo in a series of articles that have traced the evolution of his work from his superintendency in Elizabeth to his work as superintendent in Passaic:

- [Out of isolation: Superintendents band together to improve equity and instruction in their districts](#) (from *Journal of Staff Development*) uses a pseudonym to discuss the systematic way that Pablo and colleagues supported the development of a focus on instruction and the "instructional core" in Elizabeth.
- [Using a personal theory of action as a basis for district improvement](#) (from NCREST) describes the evolution of Pablo's theory of action as an instructional leader, from his work in Elizabeth to his first years in Passaic.
- [Creating equitable outcomes in a segregated state](#) (from *Phi Delta Kappan*) highlights Pablo and his colleagues' efforts to improve instruction and address key equity goals in Passaic.

My conversations with Pablo and other education leaders in the New Jersey Network have also contributed to some of the key "principles of school improvement" described in my book [\*The Education We Need for a Future We Can't Predict\*](#) (Corwin, 2021). In particular, the book includes examples from Pablo and his colleagues' work in Passaic in my discussion of ways to address "high leverage problems."

Thomas Hatch  
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