

Farhana holds a M.Ed. with a focus in Administration along with three teaching certifications. She has 23 years of successful classroom teaching experience, leading teams, observing, coaching, and evaluating teachers, and providing staff development at all levels. She became a school team leader and a district facilitator for new teachers end of her first year teaching in PGCPS.

She currently serves as the English Language Development (ELD) Resource Teacher at Magruder High School in MCPS. Farhana believes strong community relations, real world connections and relevant curriculum, and use of raw data are key ingredients for student achievement. She is principled and advocates for enhanced programming for students using district feedback tools and testifying in MCPS Board of Education meetings.

During her tenure as Staff Development Teacher, Farhana planned, implemented, and evaluated professional development in compliance with district policies. She led the School Improvement Process using the “root cause analysis” process to develop school-wide goals with a focus on elevating student achievement. She developed and implemented school-wide walk-throughs with district and school leaders and staff. Farhana initiated development of Race and Equity training establishing a culture of respect, self-awareness, and equitable practices. She managed a budget of \$10,000 to secure and monitor collaborative and interdisciplinary planning for staff. In addition, she led the administrative, leadership and staff meeting teams in establishing structures and tools promoting collaborative practices and adult learning. Farhana served as a school co-testing coordinator and created an on-boarding program for new hires on campus.

In 2018, MDTESOL and UMBC awarded her with a \$2000 grant to develop a writing project for SLIFE students. They wrote about their journey to the USA and its impact on their lives. They also shared a message with their teachers in a video which was a powerful learning tool for the leadership team about its school culture for the English Learners.

Farhana has taken great interest in bridging the gap in the misunderstanding of Islam by non-Muslim educators. She wrote a module called *Overview of Islam for Educators* in 2006 through a grant and has expanded it into a three credit course, *Understanding Muslim Students*, and made it accessible to all Maryland educators. Maryland State Department of Education approved it in February 2021. The aim is to breakdown stereotypes teachers might have about their Muslim students, thus creating a learning environment built on trust, understanding, and relevancy. She is also a published author.

Farhana is a community leader and a global educator. She coordinates community awareness on current and relevant topics by inviting elected officials and professionals. Also, she was selected to deliver training and community outreach internationally as a *U.S. Speaker and Specialist(2010-11)*, a program funded by the U.S. Department of State. Additionally, she consults and provides training for the Smithsonian Institutes in Washington, D.C. related to culture and ethnicity.

Farhana utilizes “all hands on deck approach” for work that is priority and is the face of teachers in the changing landscape of education today.

## **Farhana N. Shah**

### **EDUCATION**

M. Ed (Focus in Administration/Supervision)  
B.A. in Elementary Education

1998 Loyola College, MD  
1989 Penn State University, PA

### **CERTIFICATIONS**

- Maryland: Administration I ; English Speakers of Other Languages; and General Education K-8
- Pennsylvania: Elementary Education

### **PROFESSIONAL EXPERIENCE**

**English Language Development (ELD) Resource Teacher:** Col. Z. Magruder High School (MCPS) July 2021-Present  
5939 Muncaster Mill Road, Rockville, Maryland 20855 Supervisor: Dr. Leroy Evans [REDACTED]

Provide leadership and support to ELD department, collaborate with supervisors and colleagues on instructional issues, serve as a liaison to ESOL office to ensure federal/state mandates are understood and implemented at school level. Liaise with parent and school community for English Learner (EL) success and ELD programs.

**Other Responsibilities:**

- **Liaison:** Collaborate with the School Testing Coordinator (STC) to plan and administer WIDA ACCESS for ELLs. Collaborate with appropriate staff to support the acculturation process and social and emotional adjustment to school life and advise students on post-secondary school planning and college application process. Participate in parent conferences.
- **Instructional Leadership:** Build cohesive interpersonal relationships with department. Collaborate with teachers, administration and counselors in placement and scheduling of ELs. Interpret student data to identify instructional needs and modifications to program. Convene ELD department meetings. Collaborate with teachers about performance of ELs in Mainstream classes. Create classroom coverage plans in emergency situations.
- **Program and Teacher Growth and Development:** Assist with hiring prospective teachers for department in collaboration with administration. Observe teachers formally and informally and conduct pre- and post-observation conferences. Collaborate with Staff Development Teacher (SDT) and content resource teachers to plan and deliver professional development (PD) to support the implementation of effective strategies for ELs in content courses.

**ESOL Programs and World Languages Content Specialist:** White Oak Middle School (MCPS) August 2016-2021  
12201 New Hampshire, Silver Spring, Maryland 20904 Supervisor: Virginia de los Santos [REDACTED]

Collaborated with staff to identify and analyze student needs and resource requirements for instruction. Assessed procedures, curricula, instructional methods, for effectiveness and improvements.

**Other Responsibilities:**

- Taught ELs rigorous, Common Core aligned curriculum. Supported students during lunch and after school with academics.
- Supervised and coached ESOL Programs and World Languages teachers and delivered engaging PD.
- Collaborated and consulted with district specialists to support students and teachers in the building.
- Actively participated in monthly Principal's department meetings, presented data on evidence of learning of ELs.

**Staff Development Teacher:** Newport Mill Middle School (MCPS) July 2008-July 2017  
11311 Newport Mil Road, Kensington, Maryland 20895 Supervisor: Panagiota Tsonis [REDACTED]

Coordinated PD programs in compliance with district initiatives. Collaborated with multidisciplinary teams to identify and analyze school needs for instructional programs. Evaluated procedures and instructional methods for effectiveness.

**Other Responsibilities:**

- Collaborated and provided structures and processes that promoted effective communication and culture of respect.
- Developed capture tool to monitor instructional focus data and provided specialized PD.
- Coordinated and facilitated Professional Learning Community Institute retreats with leaders to develop and refine vision of high standards of teaching and learning. Managed \$10,000 grant to enhance instruction for selected staff members.
- Coordinated and implemented testing protocols as a co-STC for state and district mandated assessments.
- Interviewed candidates for professional positions, ensuring highest qualified candidates are selected.
- Created and delivered onboarding program for new teachers and staff.
- Led Root Cause Analysis process with leaders and community stakeholders to develop School Improvement Plan (SIP).
- Collected and analyzed feedback about programs and presented reports to summarize findings to Administration.
- Engaged in coaching and reflective dialogues with teachers to increase student achievement. Created and supported growth plans for underperforming teachers. Coached and monitored new ELD teacher.
- Designed Diversity trainings with district leaders to develop self-awareness and implement equitable practices.
- Supervised college interns to foster mentorship. Monitored initial placement and assured hands-on experience.
- Designed and taught English courses. Advisor, Student Government Association.

**Teacher and Team Leader MCPS** August 2003-July 2008  
(W.T. Page Elementary and Briggs Chaney Middle School)  
850 Hungerford Drive, Rockville, Maryland 20850 Supervisors: Kimberly Johnson [REDACTED] /Debra Berner [REDACTED]

Key member of the leadership team. Designed general education courses and integrated new technology into curriculum. Monitored and managed student performance and established excellent relationships with students, parents, and key stakeholders.

**Other Responsibilities:**

- Taught English to 150 middle school students (2005-2008) and all subjects to 30 elementary students (2003-2005).
- Collaborated with school staff to ensure a smooth transition for all students and managed school orientation activities.
- Established connections with curriculum by inviting professionals for real-world experiences for students.
- Coordinated Student Service Learning. Reorganized Student Government Organization to help understand role of U.S. citizen.

**Educational Marketing Consultant:** ISL Software Corporation September 1996-August 2003  
1102 Gresham Road, Silver Spring, Maryland 20904 Supervisor: Amir Jafri [REDACTED]

Increased annual revenue by 5%. Developed and implemented marketing plans and professional relations with key stakeholders. Managed annual operations budget and prepared financial documents. Recruited, trained, and mentored a sales team of twelve. Developed database of over 200 customers; built contracts with academic libraries. Evaluated and recommended updates to educational software, procedural and training manuals

**Teacher and Team Leader:** Oxon Hill Elementary (PGCPS) July 1990-July 1994  
7701 Livingston Road, Oxon Hill, Maryland 20745 Supervisor: Thomas Schussler. [REDACTED]

Designed and implemented instruction for grades 4-5. Served as Team Leader and district facilitator for new teachers.

**Other Responsibilities:**

- Acting Test Coordinator for Maryland State Assessment and other school assessment tests.
- Supported graduate program students from prestigious universities (i.e., Johns Hopkins) as a Mentor Teacher.

**SELECTED LEADERSHIP ROLES**

- Consultant and presenter: Smithsonian Institutes (2019-present); conference presenter: NJEA, ASCD, MDTEOL, and MSTA (2006-present)
- MCPS Board of Education Testimony for ELD Programs, 2019 and 2022
- Educator, Institute of Social Policy and Understanding (2022, in process)
- Board Member and Secondary Committee/PD co-Chair, Maryland TESOL
- U.S. Department of State Coordinator and Scholarship Evaluator for American Councils for International Education (2012-2017)
- U.S. State Department Project (*U.S. Speaker and Specialist*, 2010-2011): designed and delivered trainings for educators in Nepal. Presented at TESOL International Conference. Facilitated U.S. Department of State created language project. Keynote Speaker for university students in Thailand.
- Appointed Member of the Montgomery County Library Board by County Executive, (2001-2002)

**AWARDS/PUBLICATIONS**

- Writer and instructor, course approved by MSDE, *Understanding Muslim Students*, 2021-Present
- Peer Reviewer, Corwin Publishing, 2019-Present
- Author, articles/short story, *Mirror in the Veil* (2019), filmed in ASCD DVD, *Sights and Sounds of Equitable Practices* (2011)
- Recipient, MDTESOL Profession Development Grant, 2018; collaborated with UMBC to coordinate ESL projects, 2017-2019
- Nomination, Dr. Marion Greenblatt Award for Master Teachers who inspire students, 2003

**PROFESSIONAL DEVELOPMENT / SPECIALIZED TRAINING**

- Data-Driven Action Research, Johns Hopkins University, 2011; Facilitative Leadership; district trainings (30 credits beyond Masters), 2005-present
- Certificate of Completion in Project Management, University of Maryland Baltimore County, 2012
- Observing and Analyzing Teaching I&II; Skillful Teacher I&II, University of Fitchburg, 2008-2011

**LANGUAGES:** English- Native; Urdu and Hindi – Fluent; Arabic – Emerging

**MEMBERSHIPS:** Association of Supervision for Curriculum and Development (ASCD), National Education Association, Montgomery County Education Association, MDTESOL, local charities and communities, school PTA

**Farhana N. Shah****Personal Statement**

I am the face of the changing landscape in education which is why I am seeking to represent educators in Maryland as the Teacher Member of State Board of Education for 2022.

My experience of over 20 years of successful classroom teaching, commitment to high expectations and success for all students, educational leadership experience within diverse communities, strong interpersonal skills, and excellent communication and data analysis skills in alignment with the mission and vision of the State Board of Education have prepared me to take on this extraordinary role.

I engage students through relevant, rigorous curriculum. I earned nomination for Dr. Marion Greenblatt for Master Teacher who Inspires by the school's Parent Teacher Association in collaboration with the Principal (2003). In my middle school teacher experience, I worked with English Learners. I realized the importance of telling personal narratives, and through a \$2000 grant from MDTESOL and UMBC, I facilitated an extended day writing project. The stories combined with a video message to teachers, became powerful data for the leadership team to reflect on its culture in treatment of its English Learners. I developed data monitoring and instructional planning tools approved and encouraged for school-wide use by my middle school principals.

As the Staff Development Teacher, I led the school leadership team in establishing district initiatives, creating a mission and vision statement, and implementing school-wide policies and regulations for staff and student. I designed and managed difficult staff trainings, addressing race and equity for a diverse group and initiating co-teaching trainings using a \$10,000 grant I obtained. I developed meaningful team structures and a culture of respect within the school leadership team, thus, creating a safe and balanced environment for everyone. I believe this was successful because I was comfortable with myself and well-recognized by my peers.

In order to bridge the gap in the misunderstanding of Islam by non-Muslim educators, I wrote a module called *Overview of Islam for Educators* in 2006 through a grant and expanded it into a course, *Understanding Muslim Students*, now accessible to Maryland educators. Maryland State Department of Education approved it in February 2021. The aim is to breakdown stereotypes teachers might have about their Muslim students, to create an environment of trust and understanding. Additionally, I am working with the Smithsonian Institute to design and deliver trainings on Islam in Africa series.

I was selected as *U.S. Speaker and Specialist* (2011), program funded by U.S. Department of State to provide personalized and structured teacher workshops on enhancing instruction and leadership skill in Nepal. I engaged with high school students about volunteerism and American culture. More than 300 individuals were impacted through this program.

We are living in a time of when 'business is not as usual'. Critical issues we must resolve include teacher retention, mental health, pandemic recovery to name a few. If elected as the Teacher Member, I will be the voice of ALL Maryland educators and enact needed changes because our students cannot wait.



Col. Z. Magruder High School  
5939 Muncaster Mill Road, MD 20855  
January 27th, 2022

Dear Maryland State Board of Education,

It is my pleasure to recommend Ms. Farhana Shah to become the Maryland State Board of Education's Teacher Member. I have been Ms. Shah's supervising administrator at Magruder High School for one year during the 2021-2022 school year and have maintained a relationship with her as a leader and friend.

While Ms. Shah's title is English Language Development (ELD) Resource Teacher (RT), the title does not accurately describe her actual contributions to the ELD department, nor to Magruder High School community. She is the glue that holds all of the activities of the department together, she is the face of an advocate for the English Language Learner (ELL) students within our community and is the reason why each and every one of our ELLs is aware of their goals, scores, and aspirations. She never fails to stay on top of and inform our community of WIDA ACCESS test administration, ELD curriculum changes, and professional development opportunities through planning, implementation, and follow-up. Ms. Shah is, without a doubt, an effective contributor to the ELD department's success. She enthusiastically takes over additional responsibilities as they become available and has handled each new role assigned to her with grace and professionalism. To add, she has flexibly handled different roles within the Magruder's Instructional Leadership Team (ILT) over the past year and has proved to be a self-starter. Overall, Ms. Shah is a self-motivated and committed leader within the Magruder High School community, especially when it comes to leading our English Language Development, as well as helping implement Targeted School Improvement (TSI) efforts and our school's School Improvement Plan (SIP).

Furthermore, Ms. Shah is not new to the responsibilities of being a team member of the Maryland State Board of Education. In fact, Ms. Shah addressed Montgomery County Public School's Board of Education in January of 2022 through testimony, where she made her case as to why English Language Learners deserve more equitable support in our school system. All in all, she exemplifies the board's mission to provide leadership, set policy, and advocate for continuous improvement of Maryland's educational system.

On top of all of these responsibilities, Ms. Shah has previously served as a lecturer on Literacy and Civics for local immigrant adults through Montgomery College, has served in Staff Development and Team Leader capacities within Montgomery County Public Schools (MCPS), and currently facilitates a MCPS Professional Development course titled "Understanding Muslim Students," which she independently developed and is geared towards school or district staff seeking to become more knowledgeable about their Muslim students. Needless to say, Ms. Shah deserves this position and would be an asset to our State Board of Education. Do not hesitate to contact me with any questions about this exemplary educator and equity warrior.

Sincerely,

Dr. Sofia Vega-Ormeno, Ed.D.  
Assistant Principal, Magruder High School

[Redacted signature]

January 27, 2022

Mr. Mohammad Choudhury  
State Superintendent  
Maryland State Board of Education

RE: Farhana N. Shah/ The State Board of Education For a Teacher Member

Dear Mr. Choudhury,

As a parent it gives me great pleasure to recommend and endorse Ms. Farhana N. Shah for the position of Teacher Member of the State Board of Education, Maryland.

I came to know Ms. Shah when she was a teacher at the William Tyler Page Elementary School, Silver Spring, Maryland. My son was studying at this public elementary school of Montgomery County Public School System. I had frequent interactions with Ms. Shah regarding the education of my son. She provided high-quality education to my son as well other students of diverse background. She worked hard for the academic success of all students while keeping in mind students' physical, mental, social, and emotional well-being. She laid strong educational foundation for the students and inspire them so they can realize their potentials for higher studies and become successful leaders and/or professionals to contribute positively to the society. She promoted a safe, healthy, and cordial environment for learning and teaching of all the students and answered all the questions to the parents so young parents don't have anxiety regarding education of their kids and well-being.

I have also observed her volunteer work at the Community center. As a leader of the community, she has invited teachers, administrators, and elected officials of Montgomery County and State of Maryland to bridge the gap between officials and the community members regarding transparent communication, partnerships and availing potential opportunities for the success of students and parents.

In light of Ms. Shah strong academic background, leadership skills, superb oral communication skills, and receiving several awards of excellence, I find her extremely competent and quite articulate.

In summary, Ms. Shah is an outstanding individual, competent, intelligent, creative, and affable. Given her extraordinary level of competence, dedication, and commitment to excellence in teaching, mentoring, research, diversity, students/parents care and overall educational professionalism, I would highly recommend her for the position of a Teacher Member of the State Board of Education, Maryland. I hope that she will continue to progress and advance within the world class Maryland educational system.

If I may be of any further assistance, please do not hesitate to contact me.

Sincerely,

Khalid Masood, Ph.D.

Reference for Farhana Shah, ML/EL Leader and Teacher  
January 28, 2022

To Whom It May Concern:

I have had the pleasure of knowing and working with Farhana Shah for the past four years. I am writing to *highly recommend* her for a position on the State Board of Education as a teacher member.

I met Farhana four years ago after I was assigned to her middle school to support English Learner Instructional Programming. Little did I know at that time, I would be meeting one of the best English Learner Leaders in Montgomery County Public Schools. What I noticed immediately about Farhana is her willingness to learn and ask questions. She was not worried about perceptions of not knowing something well yet and had an incredibly open mind set to consider other opinions and thoughts to add to her own. At that time and currently, she experienced at least one teacher on her team considered to be challenging to most, if not all. She has developed considerable emotional intelligence skills to collaboratively work with other colleagues and improve the performance of others. She is dedicated to the success of all those around her. She is gracious, she is organized, and she is driven to promote the highest standards for her teams to promote high academic achievement of English learners and mitigate learning loss during the pandemic.

Another incredible asset of hers that places her at the top of her peers, is her ability to collect, analyze and make meaning of data with her constituents. Over the years, Farhana has made it a goal to collect and make data transparent to her colleagues in order to react meaningfully in advance and address academic achievement at its core. She and her teams have prepared students for either high school readiness or now post high school careers or college entrance by purposely planning for powerful instruction and maintaining high expectations for students and colleagues.

Adding Farhana to your team will bring an individual passionate about positive outcomes for MLs and ELs, will bring an abundance of experience from elementary to working with adults in different roles and responsibilities, from staff development, teacher, and leader, that has positively influenced others over many years. She would be an incredible asset and much appreciated member of your team, as she is considered here in Montgomery County Public Schools.

Sincerely,  
Sandra Mackin  
English Learner Instructional Specialist, MCPS

MCPS has 30,000 plus English Learner students with over 1,200 Newcomers (w/561 SLIFE) as of July 1, 2021. Farhana is an integral member in our county.