



The University of Oklahoma[®]

JEANNINE RAINBOLT COLLEGE OF EDUCATION

Ray and Associates, Inc.
Wyoming Director of Education Search
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Cedar Rapids, Iowa 52402-3221

May 13, 2013

To Whom It May Concern:

I am writing this letter to promote Dr. Marvin Jeter for any position requiring expert level knowledge of the business of schooling America's children. Dr. Jeter has been a mentor, professor, and supervisor to me for the past several years. Many people have been more successful after working with him as I can attest to personally.

He impressed me and my assistants while I was the principal of Daniel Webster High School in Tulsa, Oklahoma. On his first visit while he was executing the district's professional development undertakings, he showed the ability to lead and innovate on traditional scheduling processes; this was evident when he not only answered a perplexing scheduling issue we had but also jumped in and within thirty minutes designed an alternative that was adopted. My assistants had never seen an education executive actually prove his fundamental knowledge.

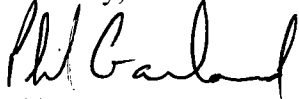
When the district moved to make several high schools magnet programs, including Webster, Dr. Jeter's previous experience in the national best practices served the district well. This was evident as he again brought the talent of tying theory with practice. The district-hired consultants would not have been able to move forward against the resistance of the teacher groups had he not been able to bridge the gap.

While an assistant superintendent, he single handedly took the district from media shame to national model in one comprehensive plan for adequately addressing the district's growing alternative education population. In this process he won every element of the local infrastructure of youth support agencies and the public at large. By involving them in very real ways, he created a strong and sustainable inter-agency approach to mitigating the issues making so many children unsuccessful in education.

Dr. Jeter was a beloved professor for the University of Oklahoma at Tulsa, and I had the opportunity of taking a doctoral class under him. While he was very adept at rigorous expectations, no students in my class complained that the benefits were not evident immediately. He really showed how to lead a group through tough jobs, all the while making people feel fulfilled in doing so. Truthfully he has continued to be a resource to students since.

While I could give many more instances of Dr. Jeter's qualifications to move districts forward I'm obviously limited in space. Please feel free to contact me at (918) 698-2422 if I can be of further assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Phil Garland". The signature is fluid and cursive, with the first name "Phil" and last name "Garland" clearly distinguishable.

Phil Garland, Research Associate
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