

HEATHER A. BOUCHEY, Ph.D.

STUDENT SUCCESS & OPPORTUNITY | COLLABORATIVE LEADERSHIP | SCHOOL & SYSTEM IMPROVEMENT

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EXECUTIVE PROFILE

Student-centered education leader with more than two decades of executive leadership experience advancing student success across Vermont's PK-16 education system through instructional leadership, organizational improvement, strategic planning, and collaborative problem-solving. Former Vermont Interim Secretary and Deputy Secretary of Education skilled at partnering with school boards, superintendents, school leaders, educators, families, legislators, and community organizations to strengthen schools, expand educational opportunity, and guide strategic priorities from vision to implementation. Known for collaborative leadership, transparent communication, translating research, data, and evidence into practical action, and building the organizational capacity needed to improve outcomes for students. First-generation, rural college graduate committed to ensuring that every student graduates prepared for college, career, civic life, and lifelong learning.

CORE LEADERSHIP STRENGTHS

Vision & Strategic Leadership • Organizational & Systems Leadership • Fiscal Stewardship & Budgeting • School & Systems Improvement • Teaching & Instructional Improvement • Student Learning & Well-Being • Leadership & Team Development • Board Relations • Community Engagement • Strategic Communications • Education Governance • Continuous Improvement • Equity & Opportunity

EXPERIENCE

Independent Strategy Consultant | Montpelier, VT | 2026–Present

- Advise education organizations on strategy, implementation, and systems improvement.
- Translate research, policy, and data into practical strategies to improve organizational effectiveness.
- Build partnerships across school districts, state agencies, philanthropy, and education organizations to expand educational opportunity.

Green Mountain Higher Education Consortium (GMHEC) | Shelburne, VT

Executive Director | 2024–2026

- Led strategy, operations, and organizational improvement across three independent colleges.
- Guided governance and organizational improvements that strengthened shared services and operational effectiveness.
- Managed a \$6M operating portfolio and executive oversight of major technology investments exceeding \$57M.

- Partnered closely with governing boards and executive leaders to align strategy, build consensus, and advance shared institutional priorities.

State of Vermont, Agency of Education | Montpelier, VT

Interim Secretary of Education | 2018, 2023–2024

Deputy Secretary of Education | 2015–2024

Student Success & Opportunity

- Spearheaded statewide alignment of K–12, higher education, workforce, and economic development systems, expanding career pathways and increasing CTE participation by 5% despite declining statewide enrollment.
- Directed implementation of Vermont’s Flexible Pathways (Act 77) initiative, providing leadership for statewide planning, district implementation guidance, and oversight of Dual Enrollment, Early College, Work-Based Learning, and High School Completion programs.
- Advanced statewide literacy improvement through science-of-reading professional development, curriculum partnerships, and updates to Vermont’s Blueprint for Literacy, strengthening instructional support for districts and educators.
- Convened educators, higher education faculty, and community partners to strengthen college readiness, math achievement, and virtual learning opportunities.
- Expanded student mental health services through partnerships with the Departments of Mental Health and Children and Families, school districts, and community providers.
- Guided statewide efforts to strengthen educational equity and belonging, including leadership of the Hazing, Harassment, and Bullying Council, educator workforce diversification initiatives, and development of statewide educational equity guidance.

Organizational & Strategic Leadership

- Supervised executive leaders responsible for student pathways, educator quality, special education and student supports, PreK education, federal education programs, and statewide data systems.
- Led strategic planning and organizational improvement across multiple Agency divisions, aligning people, priorities, and resources to strengthen statewide implementation.
- Directed the Agency’s statewide Education Recovery initiative following COVID-19, establishing implementation expectations, performance indicators, and supports for school districts.
- Led Agency response to the 2023 Vermont floods, coordinating emergency guidance, student services, nutrition support, and recovery efforts with schools, state agencies, and FEMA.
- Expanded organizational capacity by creating new operational leadership positions and strengthening technical assistance provided to Vermont school districts.
- Built leadership capacity through strengths-based leadership development, professional learning, and collaborative problem-solving.

Fiscal Stewardship

- Oversaw Vermont’s \$2.5B education budget, including stewardship of more than \$500M in federal funding supporting school districts and statewide initiatives.

- Directed more than \$10M annually in strategic investments supporting Dual Enrollment, Early College, flexible pathways, and work-based learning.
- Guided strategic allocation of state and federal resources to improve educational opportunity, educator workforce development, student supports, and school improvement.
- Oversaw implementation of major federal and state education programs while ensuring responsible stewardship of public resources.

Governance & Community Partnerships

- Advised the Governor, legislators, state boards, education leaders, and community partners on education policy, implementation, data-informed practice, finance, and continuous improvement.
- Built collaborative partnerships with Vermont superintendents, school boards, educators, families, higher education institutions, employers, and community organizations to strengthen schools and improve student outcomes.
- Presented regularly to legislative committees, State Board of Education, statewide organizations, and community groups, communicating complex issues with transparency and clarity.
- Extensive experience with Vermont public governance, including board relations, public meeting requirements, stakeholder engagement, and collaborative decision-making.

Lyndon State College | Lyndonville, VT | 2010–2015

Associate Provost / Acting Associate Academic Dean / Director, Leahy Center for Rural Students

Student Success, Leadership & Partnership Development

- Designed, established, and helped secure sustainable funding for a scholarship and mentoring initiative expanding postsecondary access and economic mobility for rural, first-generation students.
- Hosted College Steps program at LSC, providing college access and success for students with autism, intellectual and/or learning disability.
- Established and facilitated a regional PK-16 Community of Practice that aligned K-12 educators and leaders, higher education leaders, families, and community partners around shared college and career readiness goals for rural students.
- Convened regional high school and college mathematics faculty to align secondary and postsecondary curriculum in support of Vermont's Common Core implementation.
- Co-developed regional Education and Business Summits connecting educators, employers, higher education leaders, and community partners to strengthen college and career readiness.

Fiscal Stewardship

- Managed and directly supervised Leahy Center operating budget (\$1M+).
- Project Director or Supervisor on multiple federally and privately funded grant projects (\$1.5M+).

University of Vermont | Burlington, VT

Assistant Professor, Department of Psychology | 2002–2010

- Taught undergraduate and graduate level courses in psychology and statistics; published peer-reviewed articles and chapters.
 - Conducted externally funded research on adolescent development, predictors of school achievement, and educational outcomes.
 - Served on department, college, and university committees supporting teaching excellence, undergraduate research, academic programs, and institutional improvement.
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EDUCATION

Postdoctoral Fellow, Psychology and Education, University of Michigan (NICHD Training Fellow)

Ph.D., Developmental Psychology, University of Denver (Minor: Statistics & Research Methodology)

M.S., Developmental Psychology, Illinois State University

B.S., Human Development & Family Studies, Cornell University.

LICENSURE

Under advice of Vermont Agency of Education, I am participating in a new licensure program combining both transcript and peer review elements. I began this work with AOE in May 2026, and the documentation process is underway. I anticipate final licensure, including superintendent endorsement, by early fall.

LAYNE W. MILLINGTON

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EDUCATION

2003-2006	Salem State University	Salem, MA
▪	CAGS, Educational Leadership, with Honors	3.88/4.0
1992-1993	Castleton State University	Castleton, VT
▪	Master of Arts, Curriculum Design, with Honors	3.79/4.0
1987-1990	Castleton State University	Castleton, VT
▪	Bachelor of Arts, Natural Science, Cum Laude	3.60/4.0

EMPLOYMENT

2024-Present	Two Rivers Supervisory Union	Ludlow, VT
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Superintendent of Schools

As the chief executive officer, I serve two school districts and three school boards: the Green Mountain Union School District (GMUSD), the Ludlow-Mount Holly Unified Union School District (LMHUUSD), and the Two Rivers Supervisory Union (TRSU). The GMUSD and the LMHUUSD are distinct entities, each with their own policies, business operations, personnel, and governance structures. The TRSU functions as the central administrative unit, providing comprehensive services and support to both districts. My current contract extends through June 2026, and I have been offered a renewal due to my successful leadership and positive impact. However, I am seeking opportunities closer to home, where I can continue to make a meaningful difference and contribute to ongoing success.

2017-2024	Orange Southwest School District	Randolph, VT
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Superintendent of Schools

Oversaw all district operations, led the development and execution of the Orange Southwest School District's (OSSD) strategic vision, and ensured compliance with all legal guidelines and policies. The OSSD is a Policy Governance district spanning 127 square miles, comprising five schools, including a regional technical center, and operating on a combined \$28 million budget. I was hired as a change agent and tasked with revitalizing a district that faced multiple, significant challenges across every facet of the organization. During my tenure, OSSD students consistently outperformed those in surrounding districts, and two of our schools earned Newsweek's Best School badges.

- Student enrollment trends increased over time, and the district generated more than \$500,000 in additional revenue annually.
- Established a full-day public preschool program accessible to all four-year-olds.
- Built essential support systems to increase student achievement: revised curriculum, implemented assessment systems, secured resources for professional development, and created grade-level teacher leader teams to drive improvement efforts.
- Implemented a comprehensive K–12 STEM program, including an innovation center, robotics, programming, and advanced manufacturing.
- Directed significant renovations and improvements to district facilities.

This position was particularly challenging due to the district's history of a very lean central office. When I began, in addition to my responsibilities as superintendent, I also served as the sole human resources director for 262 staff members, the only grant officer for consolidated federal programs and COVID-era grants, and as the K–12 curriculum director. Over time, I was able to bring on additional support to share these responsibilities and to ensure effective succession planning.

2013-2016

Marblehead High School

Marblehead, MA

High School Principal

I was recruited for the principal role at Marblehead High School based on my successful experience in Swampscott. Recognized as one of the highest performing schools in the nation, Marblehead was experiencing instability with a decade of frequent administrative turnover. I was hired specifically as a change agent to stabilize the school and lead its transformation. I designed and executed a comprehensive restructuring plan, bringing the high school into full compliance with state requirements and NEASC recommendations. In addition, I spearheaded all curriculum development and oversaw data analysis to drive academic improvement.

- Achieved significant increases in academic achievement scores on all MCAS exams across every student subgroup, resulting in the school attaining Level 1 status.
- Received College Board commendations for doubling Advanced Placement enrollment while increasing scores.
- Worked with local experts to create a nationally recognized mindfulness-based stress reduction program for both students and faculty, received a district of distinction award for this work.
- Created a three course tiny house based STEM program that allowed students to earn a STEM distinction on their transcripts and diplomas.

2010-2013

Swampscott High School

Swampscott, MA

High School Principal

Brought on board as a change agent, I was tasked with stabilizing one of the nation's top-performing school districts, which at that time was facing significant challenges due to a decade of high administrative turnover. I led a comprehensive restructuring of the high school, successfully guiding the institution through this transition period. In addition to overseeing all curriculum development, I was responsible for directing data analysis initiatives to inform and drive academic improvement.

- Significantly improved academic achievement scores: MCAS, AP, and SAT Writing.
- Increased student participation in Advanced Placement courses by eighty percent while increasing overall scores.
- Received a commendation from the Governor for high achievement, high progress, and narrowing proficiency gaps.
- Worked with the US Army to create the S.T.A.R.S program to support students in need of adult mentors.
- Created a half-million-dollar schoolwide STEM/Robotics program.

2006-2010

Belmont High School

Belmont, MA

Assistant Principal for Administration

- Created the master schedule and facilitated all associated processes.
- Maintained the student information system: transcripts, report cards, attendance, discipline, progress reports, honor rolls, and GPAs.
- Developed and prepared the high school budget, managed student activity accounts.
- Supervised and evaluated Staff.
- Developed and implemented The BHSP (Achievement Gap Initiative).
- Managed discipline, 504s, and IEPs for two grades of students.
- Supervised the campus monitors.
- Managed the independent study program.
- Supervised facilities.
- Directed graduation and awards ceremonies.
- Chaired the Scholarship Committee.
- Ran the revision process for the student and faculty handbooks.

2003-2006

Georgetown High School

Georgetown, MA

Science Department Chair (7-12) and Physics Teacher

- Supervised and evaluated department staff.
- Developed and prepared the departmental budget.
- Developed and ran the high school science fair program.

- Oversaw department curricular initiatives.
- Cross country coach and class advisor.

2002-2003

Mellon Financial

Stoneham, MA

Operations Manager

- Managed all administrative issues related to personnel – sixty-six direct reports.
- Determined the technical skill sets required to operate effectively and designed and delivered training programs which maintained appropriate skill levels.
- Collaboratively developed performance-based goals for all direct and indirect reports; provided ongoing performance feedback culminating in written yearly assessments.
- Established priorities for the processing of work in accordance with systemic constraints and customer needs.
- Managed service delivery to clients.
- Developed unit budgets and calculated product costs.
- Received awards for product and process improvements and for dramatically increasing overall productivity.

2000-2002

Mellon Financial

Everett, MA

Manager and Officer, Global Cash Management

- Supervised all staff and operations; responsible for over 100 million dollars each day.
 - Twenty direct reports.
- Received recognition for:
 - Resolving long standing float issues with the Federal Reserve Bank of Boston.
 - Devising a way to electronically program the transmission of funds to the nation's federal reserve banks while simultaneously updating our portion of Mellon's general ledger.
 - Creating and delivering the training needed for a successful conversion to a new suite of master control financial software.
 - Devising a reconciliation method to find errors in the payment processing system during the conversion.
- Advanced within the organization to operations manager.

1998-2000

Wakefield High School

Wakefield, MA

Physics Teacher

- Curriculum development and delivery of AP physics, modern physics, and project physics. Assistant cross-country coach.

1993-1996

Springfield High School

Springfield, VT

Science Teacher

- Curriculum development and delivery of AP physics, physics, earth science, physical science, astronomy, and geology. Cross country coach.

ADDITIONAL INFORMATION

- Member Regional Standards Licensing Board for Administrators.
- Member Randolph Rotary Club.
- Forty-four credits beyond CAGS.
- Leader for all NEASC efforts and a regular visiting team member.
- Grant Author and Recipient: PCO and FMPS for Marblehead, FBE for Belmont, Mass BioEd for Georgetown, Eisenhower for Springfield.
- Premiere Achievement Award Recipient.
- District Liaison: Project Alliance/New Standards Project.
- Past Member VT Army National Guard, 131st Engineering Unit.
- National Champion and Team Captain (Collegiate): X-Country Skiing.
- President of Geologic Society (Collegiate).
- Treasurer (Executive Board): ΣΔΧ.
- National Freshman College Honor Society: ΦΗΣ.