



**National Association of
School Superintendents**
United in Common Purpose: Each Other's Success

Name

Dr. Carmen J. Balgobin, Superintendent

Current School District and Location

Volusia County Schools, DeLand, Florida

INTRODUCTION

Education

Dr. Balgobin holds a Doctor of Education degree in Organizational Management with a specialization in Educational Leadership from Nova Southeastern University. She also earned a master's degree in Teaching English to Speakers of Other Languages (TESOL) and a bachelor's degree in Foreign Language Education from the University of Central Florida.

Experience

Dr. Carmen Balgobin brings over 25 years of public education experience with a strong foundation in both instructional leadership and district operations. She began her career as a foreign language teacher at Evans High School in Orange County, where she later held leadership roles in multilingual education, curriculum and instruction, and exceptional student education. She went on to serve as an assistant principal, principal, and master principal before leading all 18 transformation schools in Orange County Public Schools.

She continued her leadership journey in Osceola County Schools, overseeing 32 charter schools, home education, and Osceola Virtual School. In 2020, she joined Volusia County Schools as deputy superintendent, where she restructured the district's organization, led the PreK–12 digital continuity plan, and guided the reopening of all schools during the pandemic. Her efforts during this time included leading the implementation of three instructional models to meet families' needs.

In 2022, Dr. Balgobin served as deputy superintendent in Broward County Public Schools, the second-largest district in Florida. She was responsible for instructional design, student support systems, and staffing model development, serving more than 250,000 students. She returned to Volusia County Schools to serve as superintendent, leading a district of more than 60,000 students across 70 schools and programs.

Outstanding Achievement(s)

Under Dr. Carmen Balgobin's leadership, Volusia County Schools (VCS) has achieved significant milestones in student performance, workforce readiness, and community engagement:

- Graduation Rate Improvement:
 - 2021–2022: The district achieved a graduation rate of 88.9%, surpassing the state average of 87.3%.

- 2022–2023: VCS's graduation rate increased to 91.6%, 3.6 percentage points above the state average of 88%.
- 2023–2024: The upward trend continued, with the graduation rate reaching 93.7%, positioning VCS among the top ten districts in Florida.
- Notably, Deltona High School achieved a 100% graduation rate in 2023–2024, and Pine Ridge High School saw a 4.4 percentage point increase from the previous year.
- College and Career Acceleration:
 - 2021–2022: The College and Career Acceleration (CCA) rate stood at 64.5%.
 - 2022–2023: An increase to 65.7% was observed, reflecting the district's commitment to preparing students for postsecondary success.
 - 2023–2024: The CCA rate further improved to 66.7%, marking the second consecutive year of growth.
- Expansion of Career and Technical Education (CTE):
 - VCS offers over 100 industry certifications across 93 programs, including new initiatives in artificial intelligence, aerospace engineering, and coding. These programs are designed to align with local workforce needs and student interests, ensuring relevance in a rapidly evolving job market.
- Workforce and Post Secondary Readiness:
 - Over 4,600 industry certifications were earned by students during the 2024-2025 school year, preparing them for in-demand fields and career pathways.
 - The class of 2024 earned \$32 million in scholarship offers, reflecting both academic achievement and strong college and career counseling support.
- Innovative STEM Education:
 - The district introduced two state-of-the-art STEM mobile labs, bringing hands-on science, technology, engineering, and math experiences directly to students across the county.
- Addressing Chronic Absenteeism:
 - Through targeted interventions, including daily check-ins, attendance contracts, and partnerships providing transportation solutions like bicycles, VCS reduced chronic absenteeism from 29% to 24% within a year.
- Recognition for Resilience:
 - In 2025, VCS received the District Administration's Resilience Award, acknowledging the district's effective leadership in emergency preparedness and commitment to maintaining educational continuity during challenging times.
- School Grades:
 - Based on preliminary data from the most recent state assessment scores, the district is projected to have 25 A-rated schools for the 2024-25 school year, an increase of 18 in the past three years since 2022.
 - In total, there are projected to be 51 schools achieving an A or B, up from 30 in 2022.
 - The number of C-rated schools is projected to decrease from 36 in 2018 to 17 in 2025, and there are projected to be no D schools.

AN INTERVIEW

Tell us about how you see today's superintendent.

Today's superintendent must be a visible, connected leader who understands the evolving needs of students and the broader community they serve. Leading Volusia County Schools, one of Florida's largest districts with 70 schools serving over 60,500 students, requires not only operational oversight but also strategic vision, clear communication, and the ability to build trust with staff, families, and stakeholders across diverse communities. The role demands adaptability, especially in times of rapid change, while maintaining an unwavering focus on student success and educational excellence.

What new understandings did you acquire after two or three years on the job?

Leading Volusia County Schools has reinforced that adaptability is critical, especially in times of rapid change. I've learned that building strong relationships across all levels—from the classroom to the community—is what truly drives a district forward. Under our strategic leadership approach, we've seen remarkable preliminary results based on recent state assessment scores, including an increase from 17 to 25 'A' rated schools and the elimination of all 'D' rated schools. These achievements have taught me that when everyone understands how their work connects to our larger goals, momentum builds, and progress becomes measurable and meaningful. Clear priorities, intentional listening, and staying grounded in our mission of serving students are what move a district of our size and complexity forward.

Share an idea to use or something you've learned with your colleagues.

Aligning every decision and initiative with our district's strategic plan has been a powerful way to stay focused on what matters most. When everyone understands how their work connects to the larger goals, momentum builds, and progress becomes measurable and meaningful. In Volusia County Schools, this approach has helped us prioritize student achievement, strengthen instructional practices, and hold ourselves accountable. I've learned that strategic alignment isn't just about planning—it's about creating a shared vision that guides daily decisions, builds trust with stakeholders, and ensures that our efforts translate into improved outcomes for the 60,500+ students we serve across our 70 schools.

Submitted by:

Carmen J. Balgobin



Name/Signature

5/31/25

Date