

Resumes of Education/Finance professionals & Job Description of NAS-NM Principal

Dominic DiFelice

Superintendent, New America School

Career Summary: My extensive background in the field of education brings a comprehensive skill set that is transferable to a wide spectrum of career opportunities. I possess exemplary skills in organizational leadership and strategic planning, vision building, problem solving, communication, relationship building, data analysis, and fiscal management.

Superintendent, (2007-present), *New America School*, Denver Colorado

- Work with NAS board of directors in providing management and oversight to four existing Colorado charter schools
- Supervise and provide mentorship support to the leadership team of the organization
- Developed a data gathering process to identify student growth using standardized and non-standardized metrics
- Established consistent and coherent policies and procedures among all campuses
- Planning and managing a new start-up in Gypsum, Colorado and Albuquerque, New Mexico
- Established NAS as an F-1 granting organization together with an international visa student program

Senior Educational consultant, (2006-2007), *New America School*, Denver Colorado

- Plan, develop and implement coherent and consistent policies and procedures in the areas of assessment and evaluation, student supports, safe schools, professional development and training, recruitment and retention, and curriculum design.
- Monitor and support instructional practices to improve student achievement in the four charter schools
- Supervise and support the principals, assistant principals and staff at the three Metro Denver charter schools
- Design, monitor and support successful implementation of School Improvement Plans at all sites
- Act as academic spokesperson on all school matters with media, local district Boards, and the New America School Board
- Plan, design and support expansion efforts to new locales in the Denver metro area and beyond
- Examine and adjust existing practices to align with federal, state and local district standards in the areas of curriculum, safe schools, graduation requirements and external assessments such as CELA and CSAP
- Provide leadership and support in establishing a new post secondary institution, New America College

**Administrative
Experience:**

(2002 – 2004)

Executive Superintendent, West Region (2004 – present), North West Quadrant

Toronto District School Board (TDSB)

- Operational management of 12 Superintendents of Education and their 12 Families of Schools , 297 schools and approximately 135,000 students, and includes:
 - Allocation of material, financial, and human resources, for distribution by Superintendents of Education
 - Review and monitor school improvement plans and business budget planning, as well as performance management and target setting
- Active contributor in the areas of system and strategic planning, policy and procedures development, budget development and system operations to TDSB Executive Planning and Priorities Committee, Executive Council, and Senior Team Council
- Overall management and coordination of all functions related to the Adult and Continuing Education Department (2002 – 2004)
 - Included night, summer and day credit programs, non credit ESL, international languages and community general interest programs serving more than 150,000 learners
 - Supervised an operating budget of approximately \$50M
 - Administered significant departmental restructuring during period of provincial supervision of the TDSB
- Chair, West Region Council of Superintendents of Education(2002-present)
 - Ensured coherence and consistency in the interpretation and implementation of Board wide policies, procedures and protocols
 - Conceptualized and managed the establishment of the Board’s first Year Round alternative school in the Northwest part of the city and subsequently replicated the process in Southwest Etobicoke
- Chair, International Baccalaureate Review Committee (2005)
 - Developed comprehensive analysis on the fixed and variable costs of the IB program
- Chair, Pathways Steering Committee (2004)
 - Provided system direction on program offerings for secondary schools

Superintendent, Program Coordination (2000 - 2002)

- Key decision maker in the coordination and development of the 2002-2003 Compliance Budget
 - Created template used in the coordination of data collection in constructing a major Board report to provide options to address a \$90M budget shortfall
- Developed a Program Area Review process for determining the expansion, consolidation and relocation of programs and services
 - Coordinated and managed the implementation and reporting structure of Program Area Review Teams
 - Provided for the planning and coordination of Program Review in the areas of: Optional French, Junior High Schools, Low Incidence Sites, and Specialized Schools and Programs
- Conducted a comprehensive system survey to establish program inventory and associated costs
 - Established total system costs for areas such as literacy, numeracy, safe schools and within each of these areas the specific programs and costs available

- Developed and conducted a needs assessment to align available resources to system requirements
 - Conducted focus group sessions with the system's key stakeholders
 - Analyzed feedback to establish five key areas of focus for resource allocation
- Superintendent Lead for Alternative Education Work Group (2001-2003)
 - Mandate included: policy framework, admission criteria, program effectiveness, cost analysis, and student accessibility issues
- Chair, Professional/Paraprofessional Task Group (2000 – 2001)
 - Developed a major Board report that outlined options to address a \$25M shortfall for service delivery by support staff including: Outdoor Education, Music Itinerant Instructors, Aquatic Instructors, School Based Safety Monitors, IT and Media instructors and many other group

Superintendent, Instruction Department (1999 – 2000)

- Managed and coordinated all functions related to the Adult and Continuing Education Department
- Established a budget process for the Instruction Department
 - Developed and monitored a budget framework for the 22 District Wide Coordinators and the more than 140 staff within their areas

Superintendent of Schools, Victoria Park/Henry Family (1998 – 1999)

- Operational administration of 23 schools in the area
 - Chaired an Area Review Team that resulted in a school closure
- Chair, Transportation Policy Task Group (1998)
 - Created and implemented policy that aligned seven legacy board policies that presented enormous differences and equity challenges
- Chair, Adult Education Project Team (1998)
 - Restructured the delivery of daytime credit programs to adult learners to reflect new funding legislation
 - New model produced an annual savings of approximately \$25M

Superintendent of Schools and Student Services (1996-1998)

East York Board of Education

- Managed Special Education programs and related support services
 - Support services staff included: Psychologists, Social Workers, Speech and Language Pathologists and Attendance Counselors
- Managed transportation portfolio
 - Established coterminous agreement with the Toronto Catholic School Board
 - Conducted analysis on seat belt use in school buses

Principal, East York Collegiate (1992 – 1996)

- Provided strategic direction and instructional leadership to a school with more than 2200 students, 170 teachers and support staff

Principal, Adult Learning Centre (1990 – 1992)

- Developed an extensive school review including course revisions and assessment and evaluation practices in preparation for a Ministry audit
 - Received strong endorsement and commendation from the Ministry of Education on their program review and audit

Vice-Principal, Marc Garneau Collegiate (1987 – 1990)

- Major responsibilities included timetabling, staffing and overall management of the specialized math, science and space technology program (TOPS)

Assistant to Superintendent of Schools (1986 – 1987)

- Developed long and short term strategies to attract, retain and reclaim students to the East York Board of Education
- Coordinated a planning team to rename and market Overlea Secondary School to Marc Garneau Collegiate

Teaching Experience:

Mathematics Teacher, Grades 9 – 13 (1974 – 1985)

Marc Garneau Collegiate

Outstanding Educational Achievements:

Descartes Medal Award Winner (1988)

- In recognition of outstanding mathematics leadership at the school and provincial levels

K.S. Fryer Award (1985)

- Presented to the most outstanding mathematics department in Ontario during my tenure as Dean of Mathematics at Overlea Secondary School (Marc Garneau Collegiate)

National Research Council Scholar (1972 – 1973)

- In recognition of academic excellence at the graduate level

Interests and Activities:

- Marathon running, Bridge, Tennis, Golf, Collector of rare, first edition books

Volunteer Activities:

- Board of Governors, Columbus Centre (2002 – present)
- Member, Services Committee, Columbus Centre (2000 - present)
- Member, Asset Management Committee, Villa Charities (2005 – present)
- Selection Committee, Descartes Medallist Award, University of Waterloo (1998 – present)
- Selection Committee, University of Waterloo Alumni Award (2003 – present)
- Member of writing team for the construction of mathematics contests for the University of Waterloo(1980-2002)

Education:

University of Waterloo

- Masters of Mathematics, 1972

- Bachelor of Mathematics, 1971

Certification:

Rice University, Houston, TX

- International Baccalaureate Certification,
Level 2, Math Studies, 2005

Metro Toronto School Board

- Supervisory Officer's Certificate, 1994

OISE

- Principal's Leadership Course, 1991

York

- Principal's Course Part I and II (1983- 1984)

University of Toronto

- HSA Type A, Mathematics, FEUT, 1974

CRAIG A. COOK
Chief Business Operations
New America School

Professional Expertise

Financial Management: Implement effective governmental and private sector budgeting practices, resulting in improved allocations of public and shareholder funds while closely working with managers to increase department productivity and maintain quality.

- Installed financial reporting and communication systems for improved financial controls and site-based budgeting in Denver and Kansas City. Managed the implementation of ERP accounting and budget financial systems to bring site-based management to schools.
- Implemented a variety of cost reductions that have enabled organizations to fund new projects within budgets and without new tax dollars. Restructuring of Cardinal Broadband reduced the monthly loss by 80% while maintaining support for the customer base.
- Identified capital needs and financial strategies for \$300 million construction program in Denver and \$600 million program in Kansas City. Developed necessary information to support two capital bond and mill levy elections. Worked with bond rating agencies and bond underwriters to ensure best pricing on capital funds.
- Worked with school boards and state legislature to define and explain requirements for operational and capital budgets. Established effective budgeting procedures for managers focused balancing departmental priorities with organizational goals.
- As Comptroller and Chief Financial Officer/Treasury Officer for Supreme Headquarters Allied Powers (SHAPE), provided military banking, general ledger accounting, commercial payments and payroll for US NATO personnel. Purchased currencies in 14 NATO countries for payroll, commercial payments, and US NATO obligations. Transactions amounted to \$900 million annually. Responsible for budgeting, cash management and management of thirty international community business activities generating \$60 million gross foreign currency revenues with 250 employees from five European countries.
- When Chief Financial Officer/Comptroller for the US Army Combined Arms Center, managed a \$120 million budget with 50 budgetary units and 4000 employees and the finance, accounting, and payroll programs for the Combined Arms Center and 14 corresponding military training installations.

Operations Management: Provide high level expertise and leadership necessary to successfully manage a variety of complex organizations, executing organizational goals and objectives through effective organizational relationships.

- As Chief Operating Officer of Denver Public Schools, managed all operations of 68,000 student school district with a budget of \$850 million and 16,000 professional and classified employees. Areas included information services, financial management, transportation, food and nutrition services, safety and security, facility management/construction services, community partnership/enterprise activities, risk management, payroll, adult education and purchasing services.
- Served as Assistant Superintendent of Business for 36,000 student Kansas City, Missouri school district, acting as controller and managing six service cost centers including financial/budgeting management, accounts payable, cash management, payroll, risk management, treasury operations with combined budgets of \$30 million and 550 employees.
- While Chief Operating Officer of Sovereign Companies, LLC managed and directed business subsidiaries providing services in the telecommunication industry, mortgage banking, electrical subcontracting, and post tension steel rebar placement/installation. Additional responsibilities included risk management, financial reporting, human resources, payroll, and audit /tax reporting for corporate partnerships until merged with Cardinal Communications, Inc. (CDNC.OB)
- Served as Chief Administrative Officer of Cardinal Communications, Inc., a public company,

responsibilities include internal audit, finance/payables/budget development and management, strategic planning, risk management, human resources, payroll, benefit programs, corporate IT, facilities management, investor relations, public relations, corporate office management and administration.

- Currently serve as Chief of Business Operations for the New America School Charter School System with 4 campuses serving over 1000 students. Responsibilities include all business management functions as described above with special emphasis on internal controls. Managed the expansion of the New America School charter school campuses to the Eagle – Vail valley of Colorado and to the South Valley of Albuquerque, New Mexico.

Change Management: Generate and implement innovative and collaborative strategies to achieve new priorities, including facilitating cabinet-level strategic planning, generating public support and directing organizational execution.

- Brought public accountability in budgeting and results to Denver Public Schools after years of budget deficits and lack of public support. Developed and delivered state-of-the-art Human Resource and Student Information systems as well as integrated systems for supply chain, facilities, capital construction, transportation and maintenance management.
- In both school districts, brought customer focus to support work units to ensure school site needs were consistently identified and satisfied. Interacted with senior managers to resolve complex issues related to resource allocation, community and business relations, board relations, quality service delivery and budget limitations. Ensured timely definition and resolution of problems.
- Identified departments requiring management changes to meet public and internal demands for enhanced productivity, accountability and cost control. Hired new staff with the competence, professionalism and creativity to rebuild credibility with school sites, the school board, and community, civic and business organizations.
- Restructured administrative practices and several operating divisions of Sovereign Companies, LLC to improve profitability, accountability and the ability of Sovereign Companies, LLC to sell and/or close operating divisions.
- Responsible for implementing restructuring plan for Cardinal Communications which required the elimination of five operating divisions and the creation of three new divisions. Personnel and operations of the eliminated divisions were merged to improve business practices and produce cost savings.
- Responsible for restructuring the business operations for the New America School Charter School System and for the development and implementation of two new charter school locations.

Professional Experience

- Chief of Business Operations, New America School Charter School System, 2007 - Present
- Chief Administrative Officer, Cardinal Communications, Inc. (CDNC.OB), 2005- 2007
- Chief Operating Officer, Sovereign Companies, LLC, 2001- 2005
- Chief Operating Officer, Denver Public Schools, 1994 -2001
- Assistant Superintendent, Kansas City Public Schools; Kansas City, MO., 1988 -1994
- Lieutenant Colonel, U.S. Army (retired)
 - U.S. Army Combined Arms Center, Ft. Leavenworth, KS. 1984 - 1988 - Comptroller
 - Supreme Headquarters, Allied Powers Europe (NATO/SHAPE), 1981 - 1983 - Comptroller/Fiscal Officer
 - NATO/SHAPE Support Group, 1977-1981 - Chief Financial Officer

Education

- Master of Business Administration, University of Nevada, Reno
- Bachelor of Science, Business Administration, University of Idaho
- Army War College Selectee

- Command and General Staff College, Fort Leavenworth
- Joint Services Military Comptroller School, Maxwell Air Force Base

Job Description: Principal of NAS-NM

Principal: Reports to Governing Body of NAS-NM. Approximate hiring date: January 2009

The principal's primary duties are to:

1. Facilitate the development, implementation, and communication of the school's mission, goals and objectives.
2. Promote a shared vision of learning that reflects excellence and equity for all students.
3. Promote a working and learning climate that is safe, secure and respectful of diversity.
 - a. Evaluate progress toward achieving the school's vision.
4. Ensure that the school meets its student and school performance objectives in the approved charter.
5. Ensure that the instructional staff implements the approved and aligned curriculum.
6. Monitor and maintain a safe, secure, and caring school environment.
7. Assure mastery of essential knowledge and skills by every student.
8. Recognize, honor, and celebrate success.
9. Support the recruitment, induction, development and retention of a diverse corps of quality teachers and staff.
10. Provide for the professional development necessary to support collaboration, empowerment, and high performance of all teachers and staff.
11. Keep the governing body apprised of school matters
12. Prepares and maintains accurate and complete records and reports as required by law, state directive, and administrative regulations
13. Shares the responsibility for the supervision and care of inventory; proper and safe use of facilities, equipment and supplies; and reports safety hazards promptly.

Job Title: Principal

Department: Administration

Reports To: Superintendent

Summary Directs and coordinates educational, administrative, and counseling activities of primary or secondary school by performing the following duties personally or through subordinate supervisors.

Essential Duties and Responsibilities include the following. Other duties may be assigned.

Develops and evaluates educational program to ensure conformance to state and school board standards.

Develops and coordinates educational programs through meetings with staff, review of teachers' activities, and issuance of directives.

Confers with teachers, students, and parents concerning educational and behavioral problems in school.

Establishes and maintains relationships with colleges, community organizations, and other schools to coordinate educational services.

Requisitions and allocates supplies, equipment, and instructional material as needed.

Directs preparation of class schedules, cumulative records, and attendance reports.

Walks about school building and property to monitor safety and security.

Plans and monitors school budget and school improvement plan.

Plans and directs building maintenance.

Develops and administers educational programs for students with mental or physical disabilities.

Supervisory Responsibilities

Directly supervises employees in the school. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Competencies

To perform the job successfully, an individual should demonstrate the following competencies :

Analytical - Synthesizes complex or diverse information; Collects and researches data; Uses intuition and experience to complement data; Designs work flows and procedures.

Design - Generates creative solutions; Translates concepts and information into images; Uses feedback to modify designs; Applies design principles; Demonstrates attention to detail.

Problem Solving - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.

Project Management - Develops project plans; Coordinates projects; Communicates changes and progress; Completes projects on time and budget; Manages project team activities.

Technical Skills - Assesses own strengths and weaknesses; Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.

Interpersonal Skills - Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.

Oral Communication - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.

Written Communication - Writes clearly and informatively; Edits work for spelling and grammar; Varies writing style to meet needs; Presents numerical data effectively; Able to read and interpret written information.

Teamwork - Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Able to build morale and group commitments to goals and objectives; Supports everyone's efforts to succeed.

Visionary Leadership - Displays passion and optimism; Inspires respect and trust; Mobilizes others to fulfill the vision; Provides vision and inspiration to peers and subordinates.

Change Management - Develops workable implementation plans; Communicates changes effectively; Builds commitment and overcomes resistance; Prepares and supports those affected by change; Monitors transition and evaluates results.

Delegation - Delegates work assignments; Matches the responsibility to the person; Gives authority to work independently; Sets expectations and monitors delegated activities; Provides recognition for results.

Leadership - Exhibits confidence in self and others; Inspires and motivates others to perform well; Effectively influences actions and opinions of others; Accepts feedback from others; Gives appropriate recognition to others.

Managing People - Includes staff in planning, decision-making, facilitating and process improvement; Takes responsibility for subordinates' activities; Makes self available to staff; Provides regular performance feedback; Develops subordinates' skills and encourages growth; Solicits and applies customer feedback (internal and external); Fosters quality focus in others; Improves processes, products and services.; Continually works to improve supervisory skills.

Quality Management - Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness.

Cost Consciousness - Works within approved budget; Develops and implements cost saving measures; Contributes to profits and revenue ; Conserves organizational resources.

Diversity - Demonstrates knowledge of EEO policy; Shows respect and sensitivity for cultural differences; Educates others on the value of diversity; Promotes a harassment-free environment; Builds a diverse workforce.

Ethics - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.

Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values; Benefits organization through outside activities; Supports affirmative action and respects diversity.

Strategic Thinking - Develops strategies to achieve organizational goals; Understands organization's strengths & weaknesses; Analyzes market and competition; Identifies external threats and opportunities; Adapts strategy to changing conditions.

Judgment - Displays willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.

Motivation - Sets and achieves challenging goals; Demonstrates persistence and overcomes obstacles; Measures self against standard of excellence; Takes calculated risks to accomplish goals.

Planning/Organizing - Prioritizes and plans work activities; Uses time efficiently; Plans for additional resources; Sets goals and objectives; Organizes or schedules other people and their tasks; Develops realistic action plans.

Professionalism - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.

Quality - Demonstrates accuracy and thoroughness; Looks for ways to improve and promote quality; Applies feedback to improve performance; Monitors own work to ensure quality.

Safety and Security - Observes safety and security procedures; Determines appropriate action beyond guidelines; Reports potentially unsafe conditions ; Uses equipment and materials properly.

Adaptability - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to best fit the situation; Able to deal with frequent change, delays, or unexpected events.

Attendance/Punctuality - Is consistently at work and on time; Ensures work responsibilities are covered when absent; Arrives at meetings and appointments on time.

Dependability - Follows instructions, responds to management direction; Takes responsibility for own actions; Keeps commitments; Commits to long hours of work when necessary to reach goals.; Completes tasks on time or notifies appropriate person with an alternate plan.

Initiative - Volunteers readily; Undertakes self-development activities; Seeks increased responsibilities; Takes independent actions and calculated risks; Looks for and takes advantage of opportunities; Asks for and offers help when needed.

Innovation - Displays original thinking and creativity; Meets challenges with resourcefulness; Generates suggestions for improving work; Develops innovative approaches and ideas; Presents ideas and information in a manner that gets others' attention.

Qualifications To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience

Master's degree (M. A.) or equivalent preferred.

Certificates, Licenses, Registrations

Valid New Mexico Principal License or Valid New Mexico Administrator License