

**Madelyn Crudo-Burke** 5404 US RT 4, Mendon,, Vermont 05701  
(802) 558-1828, mcburke02@comcast.net

### **STRENGTHS**

- Supervision and Evaluation
- Commitment to promoting quality education within public schools
- Excellent communication skills including mediation, negotiation and conflict resolution  
Planning and organizational skills for long short term projects
- Work ethic

### **EDUCATION TRAINING**

- 2004-2005 VELA-Vermont Education Leadership Alliance
- 2000-2002 Snelling Institute-Vermont Leadership Project
- 1996 M.Ed Special Education/Administration, University of Vermont
- 1994 B.S. Education Southern Connecticut State College, New Haven, CT

### **PROFESSIONAL EXPERIENCE**

#### **Special Services Director @ SAU 75, Grantham, NH 2018-2022 (retired)**

Job responsibilities:

- Compliance with IDEA, the Rehabilitation Act and ADA for all Grantham children, age 3-22, in public and private schools
- Training and implementation/investigation of harassment of students and/or staff
- Committee work across two years for SRS (safe return to school ) and MTSS development in alignment with IDEA
- Fiscal management and responsibility
- Active member of the Progress Monitoring Committee and a joint disciplinary team examining data around students growth and staff well-being during pre and post Covid
- Alice Training 2018-2022
- Mentoring new hires in special services
- Grants Management/Budget Development

#### **Special Education Director (part-time, as needed), Croydon School District, Croydon NH, 2020-2022 (retired)**

#### **Assistant Superintendent for Pupil Services, Windsor Southeast SU, Windsor, VT, 2006-2018**

Job Responsibilities:

- Coordination of all student services
- Budget development
- Grants/ curricular coordination for all staff at all levels
- Acting Superintendent (as necessary)  
Board meetings and board presentations
- Data analysis and progress monitoring
- External coach for School Improvement Grant

- School Improvement Coordinator
- Supervision and evaluation
- Systems/organizational restructuring
- Compliance Officer,
- Title 1 Supervisor,
- Homeless Liaison,
- Ell Coordinator Recruitment,
- Training and staff retention, including coordination of mentors
- Assure HQT staff-professional and non-professional staff

**Director of Student Services, Windsor Southeast Supervisory Union, 2003-2005  
with on-going consulting 2006**

Job Responsibilities:

- Student services,
- Grants management
- Gudget development
- Supervision and evaluation of staff
- ECP Coordinator
- Title 1 Supervisor

**Director of Student Services, Rutland Central Supervisory Union 1998-2003**

Job Responsibilities:

- Student services
- ECP coordinator
- Supervision of Home School Coordinators
- Out-of-district LEA,
- grants management,
- budget development,
- Title 1 Supervisor

**Director of Student Services, Addison-Rutland Supervisory Union, 1996-1998**

Job Responsibilities:

Student services  
grants management  
budget development, ECP  
alternative education programming  
Title 1 Coordinator

**Integration Facilitator, Rutland Central Supervisory Union, 1993-1996**

Job Responsibilities:

- Support, supervise paraprofessional staff
- plan and implement program for Intensive Needs Program
- staff training and supervision

**Owner Operator of Small Business. 1986-1988**

**Teacher Grades 3, 5, 7, Bridgeport, Connecticut 1974-1981**

## **Trainings**

- Research for Better Teachers – 2010-present
  - Skillful Administrators: Supervision and Evaluation
  - Skillful Administrators: Supervising the Mediocre
  - Thinking Maps
- External Coach Trainings for School Improvement Grant: 2010-Present
- Critical Friends: 2009
- Harassment/Bullying Training: 2006, 2007, 2008, 2009, 2010, 2011, 2012
- Negotiations, Mediation Training, Woodbury College: 2010
- Path Wise: 2010-2011

*List of additional **trainings** available upon request*

# Brittany Gilman

Proctor, VT 05765 • [bmc12310@gmail.com](mailto:bmc12310@gmail.com) • 802-342-2556

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## LEADERSHIP PROFILE

Results-driven and dynamic professional with hands-on experience in conducting high-level financial modelling and analysis. Extensive experience in governmental, municipal, and non-profit finance with a keen sense of awareness related to the responsibilities of being entrusted with public funds. Demonstrated expertise in driving project implementation and optimal financial performance across the organization, including establishing policies, aligning resources, and positioning for program achievement. Highly skilled at improving and building processes and communicating parameters of complex business transactions to a broad group of stakeholders. Recognized financial expert with solid record of contributions to improve financial performance, stakeholder relationships, and enhance internal controls.

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## EDUCATIONAL BACKGROUND

### CPA Candidate

150+ hours coursework

### Graduate Coursework

Southern New Hampshire University, Manchester, NH

### Bachelor of Science, Business Management, Concentration in Accounting

*Summa cum laude* | *President's List of Distinguished Students* | *Sigma Beta Delta Business Honors Society*  
Castleton University, Castleton, VT

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## PROFESSIONAL EXPERIENCE

### Private Consulting

*School Finance Consultant serving Vermont school districts*  
Consultant (2022 to Present)

### RHR Smith and Company CPAs – Maine & Vermont, USA

*Regional CPA firm servicing primarily governmental entities & non-profits*  
Director of Support Services & Audit Manager (2021 to 2022)

Report directly to Managing Partner. Oversee Support Services Department, including eight staff members. Plan and schedule audits and non-attest accounting services. Perform audits of governmental units, school districts, and non-profit entities, including yellow book and A-133 audits. Onboard new clients; establish and maintain client relationships. Prioritize workload for Support Services department. Remain abreast of new accounting policies, including GASB, FASB, and GAAP.

### Addison Central School District – Middlebury, VT, USA

*School District serving approximately 1700 students, \$40 million budget*  
Director of Finance and Operations (2018 to 2021)

Reported directly to Superintendent of Schools. Planned and executed capital projects from inception to completion while administering a budget of \$40M. Designed and implemented internal financial reporting systems, financial controls, and management information systems in coordination with staff while ensuring all company activities adhered to legal guidelines

*Continued...*

and policies. Facilitated annual audit with external auditors. Coordinated with Human Resource department to manage benefits. Delivered strategic leadership and guidance to staff regarding contract negotiation and preparation to achieve best pricing and services. Oversaw cash, cash-related receipts, accounts receivable, and accounts payable functions to ensure timely processing of billings, payments, and collection of program revenue.

**Rutland Central Supervisory Union – Rutland, VT, USA**

*Supervisory Union and Three Member Districts, \$20 million budget*  
Business Manager (2016 to 2018)

Reported directly to Superintendent of Schools. Created and managed budget process for \$20M budget for Supervisory Union and three member districts. Developed and implemented policies and procedures to ensure efficient and safe operation of the unit. Oversaw payroll and accounts payable process with a keen focus on streamlining payroll processes. Optimized federal grants and awards while overseeing fund-raising, preparing progress reports, and ensuring compliance with grant regulations. Facilitated annual audit with external auditors to increase the value and credibility of the financial statements produced by management.

**The Royal Group – Rutland, VT, USA**

*Regional security company*  
Accounting Manager (2013 to 2016)

Reported directly to Operations Manager. Forecasted revenue and expenditures to reduce company operating costs. Analyzed financial statements to determine profit margins and improve debt management. Managed collections process and supported change management by understanding and addressing impacts of new accounting policies.

**Additional Experience:**

Accounting Clerk (2012 to 2013) ▪ Town of Castleton, Castleton, VT. 15-25 hours per week  
Bookkeeper (2014 to 2015) ▪ Clarendon Brick Church 10-15 hours per week

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**References available upon request**

## ANDY SOARES WHITE, MBA

3237 Ripton Rd • Lincoln, VT

Cell: (617) 686-0358 • andrew.j.soares@gmail.com

Collaborative finance and operations executive with nearly twenty years' experience leading complex higher education organizations toward achievement of substantial and demonstrable strategic and financial growth. Specific expertise in nonprofit risk and financial control management, data and visualization, and process redesign.

- Excellent financial analysis, troubleshooting, and reporting skills.
- MBA with a specialization in nonprofit financial and data management
- Strong communication skills, relationship management, and cultural awareness

### HIGHLIGHTED LEADERSHIP EXPERIENCE

**University Strategic Plan:** Member of Boston University's 2030 Strategic Task Force charged by the University Provost with proposing the University vision and set of actionable priorities over the next decade.

**Wheelock College Merger:** Director of Coordination for the merger with Wheelock College. Responsible for coordinating the overall administrative merger efforts of Boston University with a \$20M college.

### EXPERIENCE:

Soares White Consulting, LLC

8/21 – Present

*Independent consultant providing strategy, finance, and technology expertise to non-profit clients.*

#### Principal & CEO

- Strategy, finance and accounting engagements with various non-profit clients. Major projects include;
  - A business analysis and go-to-market strategy for a new academic center implementation at a major Boston area university.
  - An organizational structure review identifying areas of waste, improvement, and advancement opportunities to a growing college in the Boston area.
  - Provided ad-hoc finance, budget, and accounting consulting to small non-profits

Boston University (BU), Boston, MA

7/11 – 7/15 &amp; 8/16 – 8/21

*A leading private research institution with two primary campuses in Boston and programs around the world*

#### Vice President and Assistant Treasurer, Finance Operations

11/19 – 8/21

- Key member of the BU executive team responsible for all University finance operations and support. Reporting directly to the Senior VP, CFO, & Treasurer.
- Provided direct oversight of several finance departments with a total staff of 60 and a budget of \$40M
  - Post Award Financial Operations: University's research accounting, compliance, and post award management systems responsible for oversight of over \$400M in grant expenditures
  - Internal Audit & Advisory Services: University's audit and compliance function.
  - Continuous Improvement & Data Analytics: Finance internal consulting and data analytics support department.
- Established the Office of Continuous Improvement & Data Analytics to provide the Finance Department with more timely, reliable, and valuable data and data management.
- Assistant Treasurer responsible for the oversight and support of the University's cash position (>\$400M) and the University's debt portfolio (\$1.6B).
- Presented to numerous executive committees including the Board of Trustees, Executive Leadership, and University Council.

#### Chief Audit Executive, Associate Vice President, Internal Audit & Advisory Services

8/16 – 10/19

- Directing a staff of 14 employees and a budget of \$1.2M in developing and executing the annual Audit & Advisory Services plan, including compliance reviews, advisory value-add projects, data analytics programs, investigations, and information technology reviews.
- Developed and implemented a continuous improvement operation within the Advisory Services function that utilizes recognized frameworks such as Lean Six Sigma and Kaizen methodologies to build a culture of continuous improvement at the University and find efficiencies in major processes.
- Reporting directly to the Audit Committee of the Board of Trustees and Senior VP, CFO & Treasurer. Extensive presentation and speaking experience to all levels of University leadership, management, and staff.

*Earlier Positions;* Interim Co-Director Internal Audit, Assistant Director IT Audit, Supervisor IT Audit, Program Manager Sponsored Programs

7/11 – 7/15

# ANDY SOARES WHITE, MBA

3237 Ripton Rd • Lincoln, VT

Cell: (617) 686-0358 • andrew.j.soares@gmail.com

- Independent Consultant, Lusaka, Zambia 8/15 – 6/16  
*Involved in finance, operations, and IT consulting projects for small and medium sized enterprises in Lusaka*  
**Private Enterprise Program Zambia (PEPZ)** 11/15 – 6/16
- Assisting the Business Development Services team in executing grant funding, grant management responsibilities, and project quality assurance reviews.
- Zambian Center for Applied Health & Research Development** 9/15 – 6/16
- Consulting on a major implementation of a financial system (SAGE)
- PricewaterhouseCoopers (PwC), Boston, MA & Sydney, Australia 7/04 – 9/09  
**Manager, Systems Process Assurance (SPA)**  
*Earlier Positions; Senior Associate, Associate*  
*The world's largest professional services organization headquartered in London, United Kingdom.*
- Managed teams in the completion of operational and IT audit reviews for multiple clients ranging from Fortune 500 companies to small start-ups with varying environments.

## EDUCATION:

- Boston University, Questrom School of Business, Boston, MA  
**Master of Business Administration, High Honors** 5/15  
Dual Concentration: Nonprofit & Public Management, Leadership & Organizational Transformation
- Bentley University, Waltham, MA  
**Bachelor of Science, Honors Program** 5/04  
Major: Computer Information Systems, Minor: International Studies

## VOLUNTEER POSITIONS:

- Lincoln Sports, Lincoln, VT 11/22 – Present  
**Treasurer**
- Bird Street Community Center (Uphams Corner Community Center), Dorchester, MA 7/14 – 11/20  
**Board Chair**
- Supporting Kids in Peru (SKIP), Trujillo, Peru 1/10 – 1/11  
**Manager, Economic Development**

## CERTIFICATIONS/RECOGNITIONS:

- Lean Six Sigma Green Belt Certified, April 2019  
Certified Internal Auditor (CIA) Certified, October 2016  
Boston University Leadership Development Program Graduate, 2014-2015  
Beta Gamma Sigma Inductee, May 2015

## TECHNOLOGY SKILLS:

- Highly capable in Excel and Power BI. Also with significant experience in SAP FICO, SAP HCM, SAP GRC, ACL, Microsoft Word, PowerPoint, Tableau, SharePoint

## RELEVANT GRADUATE OR LEADERSHIP PROGRAM PROJECTS

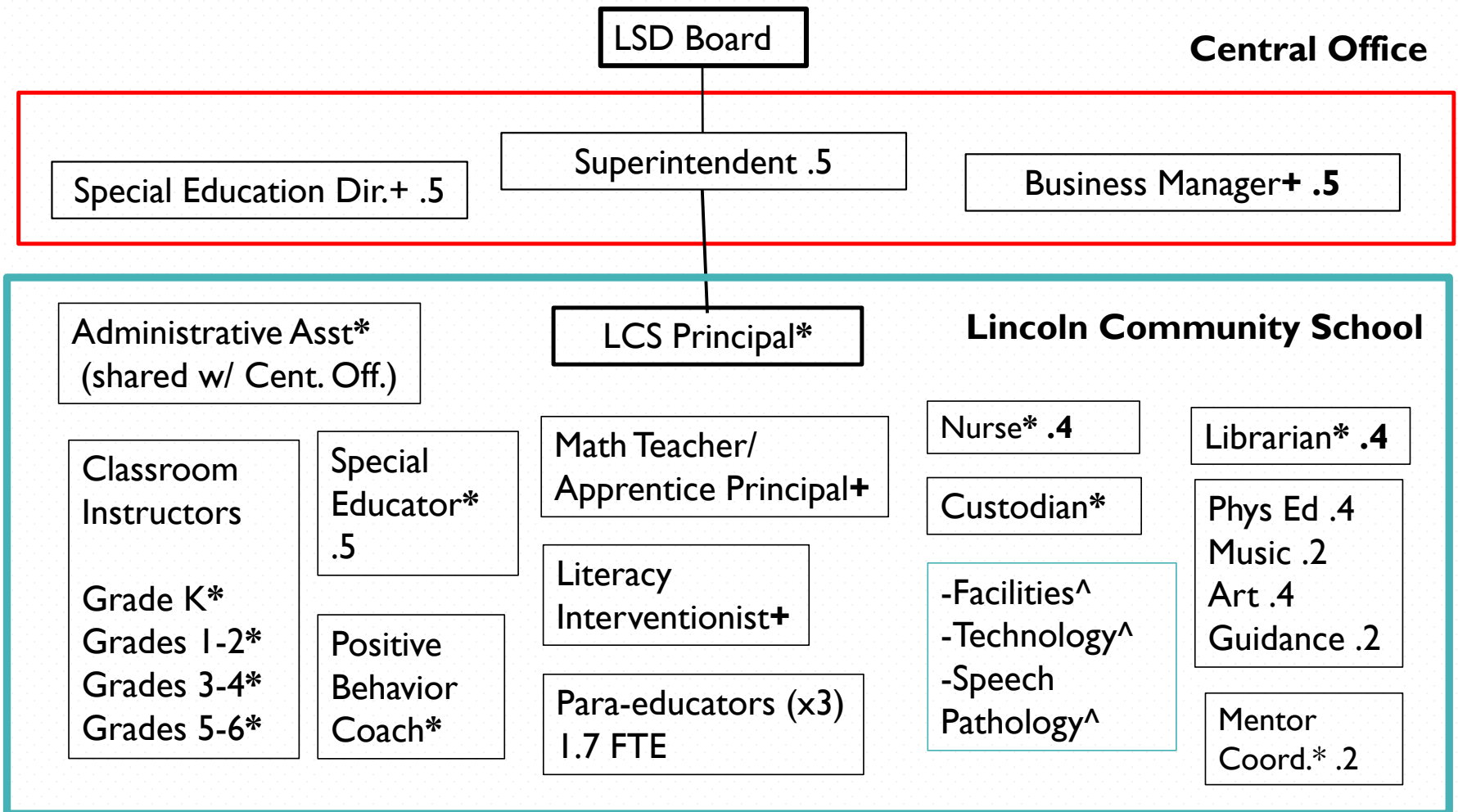
- Citizen Schools New Product Development Business Plan, 5/2015.* Developed a go-to-market strategy for a new product scaling Citizen Schools apprenticeship model nationally as part of a graduate program.
- Bird Street Individual Donor Plan, 12/2014.* Developed a comprehensive individual donor plan to double contributions in a three-year timeframe as part of a graduate program.
- BU Community College Initiative, 5/2015.* Capital project set by executive leadership at BU to research the possibility of articulation agreements with Community Colleges as part of the BU Leadership Program.

<b>Attachmenet D1</b>			
<b>Lincoln School District FY24 Budget Summary</b>			
<b>Draft as of 02/10/2023</b>			
<b>Administration</b>	<b>385,757</b>	<b>Tax Rate Calculation</b>	
Advertising	4,000	Expenditures	4,620,315
Board Expenditures	5,000	Revenue	445,203
Contingency - Other	40,000	Education Spending	4,175,112
Dues and Fees	750	Equalized Pupils	188.38
General Legal Fees	25,000	Education Spending/EQP	22,163.24
Insurance (W/C, Liability)	22,000	Property Yield	15,479
Miscellaneous	2,000	Equalized Tax Rate	1.432
Supplies	4,750	CLA	87.72
Treasurer	2,000	Adjusted FY24 Tax Rate	1.632
Wages and Benefits	280,257	FY23 Tax Rate	1.487
<b>Athletics and Extracurricular</b>	<b>12,000</b>	Difference	0.1450
Athletics and Extracurricular	12,000		
<b>Facilities</b>	<b>249,499</b>		
Supplies, Equipment, Purchased Svc	110,000		
Utilities	75,000		
Wages and Benefits	64,499		
<b>Fiscal Services</b>	<b>211,767</b>		
Audit	12,000		
Debt Service	144,851		
Wages and Benefits	54,916		
<b>Food Service</b>	<b>24,000</b>		
Food Service Support	24,000		
<b>Guidance</b>	<b>23,068</b>		
Dues and Fees	750		
Purchased Services	5,000		
Supplies	1,500		
Wages and Benefits	15,818		
<b>Library</b>	<b>12,750</b>		
Dues and Fees	750		
Supplies	12,000		
Wages and Benefits	0		
<b>Nurse</b>	<b>42,347</b>		
Dues and Fees	750		
Supplies	10,000		
Wages and Benefits	31,597		
<b>Regular Education - Classroom Instructior</b>	<b>2,926,242</b>		
Dues and Fees	2,000		
Professional Development	50,000		
Purchased Services	20,000		
Supplies	12,000		
Tuition - Contingency	40,000		
Tuition - Secondary	1,851,700		
Universal PK	93,900		
Wages and Benefits	851,142		
ELP Fees	5,500		
<b>Special Education</b>	<b>241,491</b>		
Excess Costs	100,000		
Legal Fees	3,300		
Professional Services	25,000		
Supplies	5,000		
Wages and Benefits	108,191		
<b>Student Support, Regular Education</b>	<b>31,000</b>		
Other Purchased Services	31,000		
<b>Tech Center</b>	<b>118,500</b>		
Tech Center Tuition	118,500		
<b>Technology</b>	<b>95,000</b>		
Technology	95,000		
<b>Transfers</b>	<b>74,753</b>		
Transfer to Reserves	74,753		
<b>Transportation</b>	<b>160,000</b>		
Transportation	160,000		
<b>Mentor Program</b>	<b>12,140</b>		
Wages and Benefits	12,140		
<b>Grand Total</b>	<b>4,620,315</b>		



Attachment D2		Detailed Budget	
		Lincoln School District as of 2.10.23	
<b>Revenues:</b>			
<b>Function</b>	<b>Function Description</b>		
4300	Rev - State	Small Schools Grant	115,000
4400	Rev - Federal	Forestry Revenue	6,000
4100	Rev - Local	Interest Income	200
4100	Rev - Local	Rental Income	3,000
4100	Rev - Local	Misc. Income	2,500
4300	Rev - State	Transportation Aid	43,500
4300	Rev - State	Special Education Block Grant & Extraordinary Reimbursement	137,250
4100	Rev - Local	Extended Learning Program Fees	3,000
4400	Rev - Federal	Grant Income	60,000
4100	Rev - Local	Payment from MAUSD	74,753
		<b>Total Revenues</b>	<b>445,203</b>
<b>Expenditures:</b>			
<b>Function</b>	<b>Function Description</b>	<b>Account Description</b>	<b>Amount</b>
1100	Regular Education - Classroom Instructions	Wages and Benefits	851,142
1100	Regular Education - Classroom Instructions	Purchased Services	20,000
1100	Regular Education - Classroom Instructions	Supplies	12,000
1100	Regular Education - Classroom Instructions	Dues and Fees	2,000
1100	Regular Education - Classroom Instructions	ELP Fees	5,500
2200	Guidance	Wages and Benefits	15,818
2200	Guidance	Purchased Services	5,000
2200	Guidance	Supplies	1,500
2200	Guidance	Dues and Fees	750
2300	Nurse	Wages and Benefits	31,597
2300	Nurse	Supplies	10,000
2300	Nurse	Dues and Fees	750
2000	Student Support, Regular Education	Other Purchased Services	31,000
2220	Library	Wages and Benefits	0
2220	Library	Supplies	12,000
2220	Library	Dues and Fees	750
2400	Administration	Wages and Benefits	280,257
2400	Administration	Supplies	4,750
2400	Administration	Dues and Fees	750
2500	Fiscal Services	Debt Service	144,851
3100	Food Service	Food Service Support	24,000
1100	Regular Education - Classroom Instructions	Universal PK	93,900
1300	Tech Center	Tech Center Tuition	118,500
1100	Regular Education - Classroom Instructions	Professional Development	50,000
2230	Technology	Technology	95,000
2400	Administration	Treasurer	2,000
1100	Regular Education - Classroom Instructions	Tuition - Secondary	1,851,700
1100	Regular Education - Classroom Instructions	Tuition - Contingency	40,000
1400	Athletics and Extracurricular	Athletics and Extracurricular	12,000
1400	Mentor Program	Wages and Benefits	12,140
2600	Facilities	Wages and Benefits	64,499
2600	Facilities	Utilities	75,000
2600	Facilities	Supplies, Equipment, Purchased Svc	110,000
2400	Administration	Miscellaneous	2,000
2700	Transportation	Transportation	160,000
2500	Fiscal Services	Wages and Benefits	54,916
2400	Administration	Board Expenditures	5,000
1200	Special Education	Wages and Benefits	108,191
1200	Special Education	Legal Fees	3,300
1200	Special Education	Supplies	5,000
1200	Special Education	Professional Services	25,000
1200	Special Education	Excess Costs	100,000
2400	Administration	Insurance (W/C, Liability)	22,000
2400	Administration	Advertising	4,000
2500	Fiscal Services	Audit	12,000
2400	Administration	General Legal Fees	25,000
2400	Administration	Contingency - Other	40,000
2999	Transfers	Transfer to Reserves	74,753
		<b>Total Expenses</b>	<b>4,620,315</b>

# Lincoln Supervisory District



## ATTACHMENT F

### **Lincoln School District Policies**

#### **Approved or Adopted Policies as of 2/10/23**

- A1 Board Member Conflict of Interest
- A23 Community Engagement and Vision
- B1 Substitute Teachers
- B2 Volunteers and Work Study Students
- B3 Alcohol and Drug Free Workplace
- B4, Drug & Alcohol Testing of Transportation Employees
- B5, Employee Unlawful Harassment
- B7 Tobacco Prohibition
- C1 Student Records
- C3 Transportation
- C6 Home Study Students
- C7 Student Attendance
- C8 Pupil Privacy
- C10 Prevention of Harassment, Hazing & Bullying Policy
- C11 Student Freedom of Expression
- C12 Prevention of Sexual Harassment as Prohibited by Title IX
- C13 Students Who are Homeless
- C14 Policy on Section 504 and ADA Grievance Protocol for Students and Staff
- C15 Student Conduct and Discipline
- Gr 7-12 Tuitioning
- Residency Requirements

#### **Remaining required policies to adopt by June 30, 2023**

- B8 Electronic Communications Between Employees and Students
- C5 Firearms/Weapons
- C9 Nutrition and Wellness
- C10 P Prevention of Harassment and Bullying Procedures
- D1 Proficiency Based Graduation Requirements (Scheduled for 2/13)
- D3 Responsible Computer Internet and Network Use (Scheduled for 2/13)
- D4 Title I Comparability (Scheduled for 2/13)
- D5 Animal Dissection (Scheduled for 2/13)
- D6 Class Size Policy (Scheduled for 2/13)
- D7 Special Education (Scheduled for 2/13)
- E1 Title I Part A Family and Parent Engagement
- F1 Travel Reimbursement
- F2 Policy on Nondiscriminatory Mascot and School Branding

**Policy and Procedure Timeline**  
**UPDATED 2/10/2023**  
[VSBA Model Policy Manual](#)

June-July 2022	<ul style="list-style-type: none"> <li>• Board reviews VSBA policies related to Board Operations</li> <li>• Board determines to adopt policies that include gender neutral language</li> <li>• Board adopts the following policies using the VSBA policy adoption process <ul style="list-style-type: none"> <li>○ Board Member Conflict and Interest A1</li> <li>○ Community Engagement and Vision A23</li> </ul> </li> </ul>
July-August 2022	<ul style="list-style-type: none"> <li>• Board reviews required VSBA policies</li> </ul>
October 2022	<ul style="list-style-type: none"> <li>• As needed, based on SU assignment, board reviews policies of the supervisory union in order to determine whether any additional non-required policies need to be adopted for alignment</li> </ul>
October 17, 2022	<ul style="list-style-type: none"> <li>• Board approves and warns the following policies using the VSBA policy adoption process : <ul style="list-style-type: none"> <li>○ B1, B2, B3, B4, B5, B7</li> </ul> </li> </ul>
October 24, 2022	<ul style="list-style-type: none"> <li>• Board approves the following policies using the VSBA policy adoption process : <ul style="list-style-type: none"> <li>○ C1, C6, C7, C8</li> </ul> </li> </ul>
November 14, 2022	<ul style="list-style-type: none"> <li>• Board warns the following policies: C1, C6, C7, C8</li> </ul>
November 28, 2022	<ul style="list-style-type: none"> <li>• Board votes to adopt C1, C6, C7, C8</li> <li>• Board reviews the following policies using the VSBA policy adoption process: <ul style="list-style-type: none"> <li>○ C9, C10, C11, C12, C13</li> </ul> </li> </ul>
January 2023	<ul style="list-style-type: none"> <li>• Board votes to adopt C10, C11, C12, C13, C14, C15 using the VSBA policy adoption process</li> <li>• Board adopts Gr 7-12 policy using the VSBA policy adoption process</li> <li>• Board adopts the following policies using VSBA policy adoption process: <ul style="list-style-type: none"> <li>○ 7-12 Tuition</li> <li>○ Residency</li> <li>○ Transportation (required C3)</li> </ul> </li> </ul>
February 2023	<ul style="list-style-type: none"> <li>• Board reviews, approves and adopts the following required policies using the VSBA policy adoption process: <ul style="list-style-type: none"> <li>○ D1, D3, D4, D5, D6, D7, E1, F1, F2</li> </ul> </li> <li>• Board returns to required policies not approved on first review in Fall 2022: <ul style="list-style-type: none"> <li>○ B8, C5, C9, C10 P</li> </ul> </li> </ul>
Feb-July 2023	<ul style="list-style-type: none"> <li>• Board establishes procedures for implementation of policies</li> <li>• Board adopts other policies needed for July 1 2023 operation</li> </ul>