

Dr. Richard D. Cole
826 Mayhew
Sunnyside, WA 98944
509-837-3651

Resume

Personal Objective

A challenging Superintendency in a school district offering professional growth and the opportunity to have an impact on the success of each student.

Qualification Profile

Skills: **Superintendent:** Comprehensive experience includes...

Leadership and Planning:

- Developing, implementing, and administering programs with modern technology, the EALR's and the GLE's
- Planning, organizing, and implementing building construction projects
- Planning and passing short- and long-range bonds and levies
- Ensuring compliance monitoring in special programs and federal funds
- Involving staff, community, and students in decision making and strategic planning

Facilities:

- Built a new high school, middle school and all kindergarten school
- Remodeled high school, elementary school, and junior high school
- Utilized Safety Committees to maintain building cleanliness and safety

Technology:

- Developed two million dollar Usage Plan to build technology infrastructure
- Led district to 2300 computers for 6000 students
- Provided leadership in K-20 system and video capability

Relationship/Trust:

- Used Covey training and Interest Based Bargaining to focus of principals of leadership
- Had each building develop a respect plan utilizing character development and staff involvement

Finance:

- Managing fiscal resources and improving cash reserves
- Preparing and administering budgets over 50 million
- Raising funds and writing grants
- Supervising accounting functions and fiscal staff

Personnel:

- Supervising, scheduling, and holding personnel accountable
- Leading management teams to work together
- Evaluating and motivating staff to grow professionally
- Negotiating labor contracts with seven labor unions
- Hiring and retaining high quality staff

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Community Relations, Communications and Diversity:

- Developing strong community participation in the schools
- Increasing parent involvement in each building
- Setting community standards for excellence
- Conducting effective presentations for community groups
- Projecting a positive and professional public image

Instruction, Curriculum, and Restructuring:

- Identifying district needs in curriculum, staff development, and assessment
- Motivating teachers in the planning, developing, and implementation process of restructuring
- Developing K-12 curriculums with the teaching staff and students
- Adopting and implementing new curriculums with high-quality standards

Education/ Ed.D., Educational Administration, Washington State University, 1987.

Certification: M.S., Psychology, Eastern Washington University, 1978.

B.A., Psych/Speech Pathology, Gonzaga University, 1975.

B.A., Education, Eastern Washington University, 1990.

Education Certification: Superintendent, Principal, Teacher, Program Administrator, Psychologist and Bus Driver

Professional Training: District Improvement, 2009. School Improvement, 2008. Covey Seven-Habits Trainer, 1993. Asbestos Designated Person, 1988. Ventures for Excellence Certification, 1986 to 1989. Project Leadership, 1982 to 1986. Institute for Superintendents, 1988 to 1989. Superintendent's Training, Columbia University, 1989.

Strengths:

- High energy, Self Motivated, Honest, Good Communicator
- Strong leadership skills, Good listener, Loyal, Trustworthy
- People oriented, Good sense of humor, Positive

Personal: Excellent health, Married, Four Children, Six Grandchildren, Will travel/relocate

Experience Highlights

1999 – Present: **Sunnyside School District - Sunnyside, WA**
Superintendent of Schools, 1999 to present
Supervise staff of 850 certificated and classified personnel. Prepare and administer budget of \$65.2 M. Developed comprehensive board leadership protocol. Develop District Continuous Improvement Plan. Managed \$40M building project including new middle school and all kindergarten school. Developed K-12 School Improvement Plans with instructional focus. Negotiated three year contracts with seven labor unions utilizing Interest Based Bargaining. Led development of technology management, curriculum and infrastructure plan. Passed four 4-year levies (first time in 40 years). Passed two 11M Bonds, hired over 200 staff in 6-years, and assisted the Board of Directors in continual development. Closed the alternative high school to create a comprehensive high school. Improved family and community relationships.

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1991 – 1999:

Colville School District – Colville, WA Superintendent of Schools, 1991 to 1999

Supervise staff of 337 certificated and classified personnel. Prepare and administer budget of \$14.2M. Developed long-range strategic plan, Managed \$20M building project including new high school. Developed K-12 curriculum adoption process. Negotiated three-year contracts with four labor unions. Led technology curriculum development and district-wide infrastructure development for technology

- Passed levies in economically depressed time
- Hired new principals, directors, and business manager
- Started new Panorama Alternative Secondary School for 125 students
- Developed professional growth plans process for all staff
- Developed operating principles with a 16-member management team
- Negotiated performance-based transportation contract
- Communicated openly to the Colville community

1986-1991:

Selkirk School District – Ione and Metaline Falls, WA Superintendent of Schools, 1986 to 1991

Supervised staff of 102 certificated and classified personnel. Prepared, implemented, and administered budget of \$2.4M. Provided staff development, assistance and training. Led board training. Interviewed and hired personnel. Managed daily operations and set long-range goals. Extensive community involvement.

- Completed new building construction
- Passed largest levy in 25 years
- Started school lunch and drug/alcohol program
- Revised Special Education Program
- Started Handicapped Preschool Program

Teacher, Selkirk High School, 1989-1991; Colville, WA 1995

Instructed 40 students in statistics, psychology, and advanced psychology

- Students won state award in research
- Developed course objectives in research
- Developed tests based on Advanced Placement Criteria
- Evaluated student progress using classroom assessment

Principal, Lillian Bailey Elementary, 1987-1988

Supervised staff of 8 teachers and 8 classified. Evaluated staff. Substituted as teacher. Developed handbook for staff. Integrated Preschool and Kindergarten.

- Developed Preschool Program
- Completed building maintenance study
- Analyzed asbestos needs
- Developed math curriculum
- Started Parent Advisories

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1978-1986:

Educational Service District 101 – Spokane, WA

Assistant Superintendent, 1982-1986

Supervised staff of 170 multi-disciplinary personnel. Provided staff development, training, and assistance. Administered annual budget of \$4.8M. Developed and managed Special Education, Telecommunications, Computer Demonstration Center, Pupil Transportation Services, and Traffic Safety Education. Developed Gifted Programs, Repair Cooperative, and Youth Employment Training Programs. Directed Vocational Education, Instructional Technology, Juvenile Detention Center, Computer Center, and Student testing.

Director, Special Education, 1980-1982

Monitored 65 school districts. Managed staff of 100, Special Education Cooperative. Wrote special education legislation. Developed three-year state plan. Testified before legislature. Developed special education services in 60 school districts.

Psychologist, Special Services Director, 1978-1980

Tested over 500 students. Wrote over 500 assessment reports. Directly managed special education in 15 districts and increased funding to all districts. Served as Director of Special Services, Grand Coulee Dam School District, Grand Coulee Dam, WA 1978-1980. Supervised staff of 40 and budget of \$1.4M.

1978 – Present:

Gonzaga University/Eastern Washington University – Spokane, WA

Teacher/Professor – Courses and workshops taught:

- Hyperactive Children
- Stress in Kids
- Human Growth and Development
- Time Management
- Assessment
- Personality Styles
- Socially and Emotionally Disturbed Child
- Ventures for Excellence

Educational Writings/Papers

School Board Leadership (2009), Using and Ethics Committee (2006), Japanese Education (1998), Pros and Cons of Outside Bargaining Consultants (1996), The Characteristics and Assumptions of an Effective School: The District as a Unit of Change (1992, 1994), Schools Without Fear (1990), Leadership, Empowerment and Restructuring of an Effective School District (1990), Vocational Education and Special Education (1989), Stress in Kids (1989), Funding of Staff Development (1988), Cost Effectiveness/Return on Investment of Staff Development Programs (1988), State Handbook, Staff Development: The True Costs (1987), Priority Roles for School Psychologists as Seen by Administrators, Teachers and School Psychologists (1978) and Confidentiality in the Public School (1978).

Awards

Award of Merit, WASA (1996 & 2003), WASA Leadership Award (1997 & 2005), Outstanding Leader for Fund Raising, Chamber of Commerce (1995), WASA Superintendents Component Group Recognition for Excellence (1995), and Outstanding Community Leadership for Drug/Alcohol Prevention, NEWSAC (1990), Junior Achievement Service (1998), WASA Leadership Award (1987), Nominated Panorama Educator of the Year (1987), Nominated for Washington Award for Education Excellence (1987).

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Leadership/Active Roles

- Heritage College PEAB, 2003 - Present
- WASA (Washington Association of School Administrators) President, 2002-2003
- ESD 105 – Region President, 2002
- WASA (Washington Association of School Administrators) Board of Directors, 1995 – 1998
- ERNN (Employee Relations and Negotiations Network) Board of Directors, 1995 – present; President, 1998
- Coalition for Abuse Prevention, Chairman, 1993-1995
- Rural Education Center Board, 1992-1993
- NEWASA (Northeast Washington Association of School Administrators), Superintendents Job-Alike President, 1993-1995, President-Elect, 1998-1999
- Governors Substance Abuse Council, 1991-1993
- PEAB (Professional Education Advisory Board), Gonzaga University, 1994-1997
- PEAB (Professional Education Advisory Board), Eastern Washington University, 1990-1992
- WSSDA (Washington State School Director's Association) Strategic Planning Cadre, 1990
- Panorama Superintendent's Association, President 1987-1989, Member 1987-1996
- Washington School Insurance Cooperative Elected Representative, 1987-1995
- Education Service District 101 Committees/Advisories:
 - Asbestos, 1987-1988
 - Data Processing, 1987-1992
 - Instructional Communications, 1987-1990
 - Drug/Alcohol (Chairman), 1984-1986
 - Internet, 1995-1996
 - Telecommunications, 1987-1989
 - Personnel, 1989-1992
- Pend Oreille County Substance Abuse Coalition, Chairman 1986-1989, Member 1986-1991
- Tri-County Service Coalition, Member 1986-1990, Chairman 1989-1990, Vice President 1996
- Pro Pend Oreille (Economic Development), Board Member 1987-1991, Education Committee 1986-1991
- OSPI Vocational/Special Education Committee, Chairman 1986-1991
- Department of Social and Health Services, Youth 2000, Advisory Board Member, 1987-1990
- Spokane Community College, Adult Education Coordinator, 1986-1990
- Northeast Washington Substance Abuse Coalition Chairman, 1988-1991

Professional/Community Organizations

Professional: Association for Supervision and Curriculum Development, Alpha Sigma Nu, Council for Exceptional Children, GU, EWU, WSU Alumni, Washington Association of School Administrators, Washington State Staff Development Council, Northeast Washington Association for School Administrators, Washington State Substance Abuse Coalition, American Association of School Administrators and Employee Relations and Negotiations Network

Community: Rotary Club of Sunnyside – President, 2002-2003, Chamber of Commerce of Colville - President, 1996-1997, Kiwanis Secretary/Treasurer, 1996-1997, Ministerial Association, Home School Association, Rotary Board Member, Benchwarmers, Little League Umpire, Lions Club, Metaline Falls Chamber of Commerce, Ione Chamber of Commerce, Pend Oreille County Economic Development, American Legion and Rotary

DR. RICHARD D. COLE
385 S. Alder
Colville, WA 99114
(509) 684-3543

RESUME

PERSONAL OBJECTIVE

A challenging Superintendency in a school district offering professional growth and the opportunity to have an impact on the success of each student.

QUALIFICATION PROFILE

Skills: **SUPERINTENDENT:** Comprehensive experience includes

Leadership and Planning:

- Developing, implementing, and administering programs with modern technology
- Planning, organizing, and implementing building projects
- Planning short- and long-range bonds and levies
- Ensuring compliance monitoring in special programs and federal funds
- Involving staff, community, and students in decision making and strategic planning

Facilities:

- Built new high school
- Remodeled high school, elementary school, and junior high school
- Created Maintenance Advisory Committee (MAC) to annually review buildings
- Utilized Safety Committees to maintain building cleanliness and safety

Technology:

- Developed one million dollar Bond Usage Plan to build technology infrastructure
- Led district to 1300 computers for 2600 students
- Provided leadership in K-20 system and video capability

Relationship/Trust:

- Used Covey training and Win/Win bargaining to focus of principles of leadership
- Had each building develop a respect plan utilizing character development and staff involvement

Finance:

- Managing fiscal resources and improving cash reserves
- Preparing and administering budgets over \$19 million
- Raising funds and writing grants
- Supervising accounting functions and fiscal staff

Personnel:

- Supervising, scheduling, and holding personnel accountable
- Leading management teams to work together
- Evaluating and motivating staff to grow professionally
- Negotiating labor contracts with five labor unions
- Hiring and retaining high quality staff

Community Relations, Communications and Diversity:

- Developing strong community participation in the schools
- Increasing parent involvement in each building

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QUALIFICATION PROFILE

- Setting community standards for excellence and publishing Windows on Education
- Conducting effective presentations for community groups
- Projecting a positive and professional public image

Instruction, Curriculum, and Restructuring:

- Identifying district needs in curriculum, staff development, and assessment
- Motivating teachers in the planning, developing, and implementation process of restructuring
- Developing K-12 curriculumms with the teaching staff and students
- Adopting and implementing new curriculums with high-quality standards

**Education/
Certification:**

Ed.D., Educational Administration, Washington State University, 1987.
M.S., Psychology, Eastern Washington University, 1978.
B.A., Psych/Speech Pathology, Gonzaga University, 1975.
B.A., Education, Eastern Washington University, 1990.

Education Certification: Superintendent . . . Principal . . . Teacher . . . Program Administrator . . . Psychologist . . . Bus Driver

Professional Training: Covey Seven-Habits Trainer, 1993 . . . Asbestos Designated Person, 1988 . . . Ventures For Excellence Certification, 1986 to 1989 . . . Project Leadership, 1982 to 1986 . . . Institute for Superintendents, 1988 to 1989
Superintendent's Training, Columbia University, 1989

Strengths:

- High energy . . . Self-motivated . . . Honest . . . Good communicator
- Strong leadership skills . . . Good listener . . . Loyal . . . Trustworthy
- People oriented . . . Good sense of humor . . . Positive

Personal:

Excellent health . . . Married . . . Four children . . . Two grandchildren . . . Will travel/ relocate

EXPERIENCE HIGHLIGHTS

1991-Present:

COLVILLE SCHOOL DISTRICT - Colville, WA

Superintendent of Schools, 1991 to present

Supervise staff of 337 certificated and classified personnel . . . Prepare and administor budget of \$14.2M . . . Developed long-range strategic plan . . . Managed \$20.0M building project including new high school . . . Developed K-12 curriculum adoption process . . . Negotiated three-year contracts with four labor unions . . . Led technology curriculum development and district-wide infrastructure development for technology

- Passed levies in economically depressed time
- Hired new principals, directors, and business manager

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EXPERIENCE HIGHLIGHTS

- Started new Panorama Alternative Secondary School for 125 students
- Developed professional growth plans process for all staff
- Developed operating principles with a 16-member management team
- Negotiated performance-based transportation contract
- Communicated openly to the Colville community

1986-1991:

SELKIRK SCHOOL DISTRICT - Ione and Metaline Falls, WA

Superintendent of Schools, 1986 to 1991

Supervised staff of 102 certificated and classified personnel . . . Prepared, implemented, and administered budget of \$2.4M . . . Provided staff development, assistance and training . . . Led board training . . . Interviewed and hired personnel . . . Managed daily operations and set long-range goals . . . Extensive community involvement

- Completed new building construction
- Passed largest levy in 25 years
- Started school lunch and drug/alcohol program
- Revised Special Education Program
- Started Handicapped Preschool Program

Principal, Lillian Bailey Elementary, 1987-1988

Supervised staff of 8 teachers and 8 classified . . . Evaluated staff . . .

Subsited as teacher . . . Developed discipline code . . . Developed staff decision making . . . Listened to parent concerns

- Sent students to National Odyssey of the Mind competition in Washington, D.C.
- Started P.E. and Music Programs
- Developed Gifted Program
- Redesigned Special Education Program

Principal, Ione Primary School, 1986-1987

Supervised staff of 6 teachers and 8 classified . . . Evaluated staff . . . Subsited as teacher . . . Developed handbook for staff . . . Integrated Preschool and Kindergarden

- Developed Preschool Program
- Completed building maintenance study
- Analyzed asbestos needs
- Developed math curriculum
- Started Parent Advisories

Teacher, Selkirk High School, 1989-1991; Colville, 1995

Instructed 40 students in statistics, psychology, and advanced psychology

- Students won state award in research
- Developed course objectives in research
- Developed tests based on Advanced Placement Criteria
- Evaluated student progress using classroom assessment

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EXPERIENCE HIGHLIGHTS

1978-1986:

EDUCATIONAL SERVICE DISTRICT 101 - Spokane, WA

Assistant Superintendent, 1982-1986

Supervised staff of 170 multi-disciplinary personnel . . . Provided staff development, training, and assistance . . . Administered annual budget of \$4.8M . . . Developed and managed Special Education, Telecommunications, Computer Demonstration Center, Pupil Transportation Services, and Traffic Safety Education . . . Developed Gifted Programs, Repair Cooperative, and Youth Employment Training Programs . . . Directed Vocational Education, Instructional Technology, Juvenile Detention Center, Computer Center, and Student Testing

Director, Special Education, 1980-1982

Monitored 65 school districts . . . Managed staff of 100, Special Education Cooperative . . . Wrote special education legislation . . . Developed three-year state plan . . . Testified before legislature . . . Developed special education services in 60 school districts

Psychologist, Special Services Director, 1978-1980

Tested over 500 students . . . Wrote over 500 assessment reports . . . Directly managed special education in 15 districts and increased funding to all districts . . . Served as Director of Special Services, Grand Coulee Dam School District, Grand Coulee Dam, WA, 1978-80 . . . Supervised staff of 40 and budget of \$1.4M

1978-Present:

GONZAGA UNIVERSITY/EASTERN WASHINGTON UNIV. - Spokane, WA

Teacher/Professor - Courses and workshops taught:

- | | |
|--|---------------------------|
| - Hyperactive Children | - Stress in Kids |
| - Human Growth and Development | - Time Management |
| - Assessment | - Personality Styles |
| - Socially and Emotionally Disturbed Child | - Ventures For Excellence |

EDUCATIONAL WRITINGS/PAPERS

Japanese Education(1998) . . . Pros and Cons of Outside Bargaining Consultants (1996) . . . The Characteristics and Assumptions of an Effective School: The District as a Unit of Change (1992, 1994) . . . Schools Without Fear (1990) . . . Leadership, Empowerment and Restructuring of an Effective School District (1990) . . . Vocational Education and Special Education (1989) . . . Stress in Kids (1989) . . . Funding of Staff Development (1988) . . . Cost Effectiveness/Return on Investment of Staff Development Programs (1988) . . . State Handbook, Staff Development: The True Costs (1987) . . . Priority Roles for School Psychologists as Seen by Administrators, Teachers, and School Psychologists (1978) . . . Confidentiality in the Public Schools (1978)

AWARDS

Junior Achievement Service (1998) . . . WASA Leadership Award (1997) . . . Nominated Panorama Educator of the Year (1997) . . . Nominated for Washington Award for Education Excellence (1997) . . .

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AWARDS

Outstanding Leader for Fund Raising, Chamber of Commerce (1995) . . . WASA Superintendents Component Group Recognition for Excellence (1995) . . . Outstanding Community Leadership for Drug/Alcohol Prevention, NEWSAC (1990)

LEADERSHIP/ACTIVE ROLES

WASA (Washington Association of School Administrators) Board of Directors, 1995-1998
ERNN (Employee Relations and Negotiations Network) Board of Directors, 1995-present; President, 1998
Coalition for Abuse Prevention, Chairman, 1993-1995
Rural Education Center Board, 1992-1993
NEWASA (Northeast Washington Association of School Administrators), Superintendents Job-Alike President, 1993-1995, President-Elect, 1998-1999
Governors Substance Abuse Council, 1991-1993
PEAB (Professional Education Advisory Board), Gonzaga University, 1994-1997
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Pend Oreille County Substance Abuse Coalition, Chairman 1986-1989, Member 1986-1991
Tri-County Service Coalition, Member 1986-1990, Chairman 1989-1990, Vice President 1996
Pro Pend Oreille (Economic Development), Board Member 1987-1991, Education Committee 1986-91
OSPI Vocational/Special Education Committee, Charman, 1986-1991
Department of Social and Health Services, Youth 2000, Advisory Board Member, 1987-1990
Spokane Community College, Adult Education Coordinator, 1986-1990
Northeast Washington Substance Abuse Coalition Chairman, 1988-1991

PROFESSIONAL/COMMUNITY ORGANIZATIONS

Professional: Association for Supervision and Curriculum Development . . . Alpha Sigma Nu . . . Council for Exceptional Children . . . GU, EWU, WSU Alumni . . . Washington Association of School Administrators . . . Washington State Staff Development Council . . . Northeast Washington Association of School Administrators . . . Washington State Substance Abuse Coalition . . . American Association of School Administrators . . . Employee Relations and Negotiations Network

Community: President, 1996-97, Chamber of Commerce of Colville . . . Kiwanis Secretary/Treasurer, 1996-97 . . . Ministerial Association . . . Home School Association . . . Rotary Board Member . . . Benchwarmers . . . Little League Umpire . . . Lions Club . . . Metaline Falls Chamber of Commerce . . . Lone Chamber of Commerce . . . Pend Oreille County Economic Development . . . American Legion

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REFERENCES

Dr. Lon Hatfield	Colville Board Member (former)	(509) 684-5423
Dr. Terry Lawson	ESD 101 Board Member	(509) 684-5937
Ellen Insland	Colville Board Member	(509) 684-6672
Allen Maruji	Colville Board Member	(509) 684-8623
Carol Villers	Colville Board Member	(509) 684-2608
Sue Fogle	Colville Board Member	(509) 684-4014
Karen Vaagen	Colville Board Member	(509) 684-2443
Dr. Terry Munther	Superintendent, Educational Service District 101	(509) 456-6320
Dr. Brian Talbott	Retired Superintendent, ESD 101	(509) 456-2715
Dr. Jim Hitter	Retired Superintendent, Colville School District	(208) 773-1442
Dr. Dave Smith	Superintendent, West Valley School District	(509) 924-2150
Dr. Richard Sovde	Superintendent, Puyallup School District	(206) 841-8769
Chuck Stocker	Superintendent, East Valley School District	(509) 924-1830
Dr. Gary Livingston	Superintendent, Spokane School District	(509) 353-3690
Jim Levers	Boise Cascade	(509) 684-5983
Don Birch	Colville Statesman (Editor)	(509) 684-2222
Jerry Wetle	Prosecuting Attorney, Stevens County	(509) 684-7500
Mike Ormsby	Attorney	(509) 624-2100
Bob Winston	Attorney	(509) 838-8330
Larry Swift	WSSDA, Executive Director	(360) 493-9231
John Fotheringham	WASA, Retired Executive Director	(360) 943-5717
Doyle Winter	WASA, Executive Director	(360) 943-5717
Harry Amend	WASA, President 1997-98	(509) 291-3695

Statement of Personal and Professional Qualifications

My personal qualifications that allow to meet the challenges in Sunnyside are that I'm open, honest, straightforward, and truthful. I am very positive, optimistic, and also sensitive to ensure that all people are respected and valued. I have a "don't give up" attitude, and I am a very hard worker. I also have good listening skills and truly enjoy people learning and growing. I am also very loyal to those around me and especially value and respect the school board process and the decisions they make. This builds lasting, caring relationships.

My professional qualifications that allow me to provide leadership in curriculum/essential learnings, staff development/relationships, community involvement, technology, and maintaining newly updated facilities are that we have prepared curriculum development, integration, and adoption process in Colville for 2,600 students and 337 staff. New curriculums in math, technology, and language arts are the community's curriculums; we did it together. The community and parent involvement are specific areas of focus for me. A sample of Curriculum 2000 Colville School District is attached for your review. Currently, we are focusing on science, and, at the high school level, integration of content. I have been active in curriculum and staff development in Colville and believe this is key to a successful district. I believe the superintendent needs to be actively involved in the teaching and learning processes. The restructuring movement must come from within the district and be complemented by the state process, national goals and the legislature.

We have recently put together the assessment plan as it relates to curriculum in Colville. It is based on clear board goals and is directly related to the strategic plan and its accountability. In addition, a respect and diversity plan have been completed in each of our six buildings.

The next area professionally that allows me to meet the challenges of the Sunnyside School District is my active involvement with **technology**. I am a user of technology. Colville School District, in the last five years, is now totally networked, has one computer for every two students (over 1200 computers), accesses Internet, is its own phone hub, utilizes Mac School for student records, and integrates curriculum with technology. In addition, the technology goes beyond computers to seventh and eighth grade robotics, hydraulics, etc., and is enhanced with pneumatics, robotics, etc., at the high school. Auto Cad is used extensively in the IBM world of our vocational programs. Colville is state of the art in technology, and we are moving forward together.

Another area of strength is **facilities**. We have improved each building in our district with a systematic plan that is monitored by the director of facilities and a five-member community maintenance advisory committee (MAC). This committee gives regular feedback to the management team and board and has allowed us to have our schools in the best shape we've had them in over 20 years. There is also a 10-year plan and a annual plan for facilities and the building level improvement.

The last area of strength is the **fiscal/budget process**. I have attached the Report on the Colville Schools, January 20, 1999, to show the kind of information we give our community. The goal of our cash balance have been \$500,000. In addition, clear communications to the public on levy and levy equalization are essential. I can manage a budget, plan appropriately to meet board and community goals, and understand the accounting process. In 10 years, we have had (Selkirk and Colville) excellent audit reviews for good fiscal management. I have passed levies and bonds in both districts.

We have also worked hard on developing a public relations plan, strong media communication, excellent school networking, and constant communications to our patrons. I believe in an open, community-involved communication process. I also believe in interest based bargaining and have used this process for 13 years, negotiating myself.

While these leadership skills are ways I can be of service to the students of Sunnyside, I will now describe how I specifically meet the other professional/personal qualifications.

Doing What's Best For All Students

Education is for all our community. Learning is a life-long or continual process. The basic steps for students need to include success plans beyond the 12th grade.

My background and variety of experiences speak to my long-term commitment to being an educator and leaving a lasting impression on the field of education. I have developed long-term strategic plans with a vision for the future.

Evaluation, Staff Development and Reform

Teacher involvement and teacher growth are what truly make a difference for students. Promoting professional growth and evaluating staff and programs lead to clear plan for staff development created by teachers for teachers. Principals lead the growth process.

Problem Solving and Team Building

I have worked very hard to create a strong integrated network for our district across ethnic groups, socio-economic status, and service providers.

The schools belong to the community. When I first went to Selkirk and Colville, the schools operated independently. We opened the doors and have built a strong positive interaction with our community. The growth of staff within the community is a success. The organization is the school district, but the community is the place that is critical for authentic growth. With good input and listening, shared decision making follows easily.

Fiscal Management Skills

I have a strong skill in the development and management of budgets and in maintaining a sound fiscal program and knowledge of alternative funding sources. I have passed levies in Selkirk and Colville, both being two-year levies at a levy rate of over \$2 per thousand. This was accomplished in severe economic times in our communities.

We also had a bond pass and completed a successful building project in both districts. Cash reserves were increased to 5 percent to 7 percent of revenue in both districts, and over 2 million in Selkirk and over 24 million in Colville in budgets were done in an accurate, "in the black" process.

Listen and Communicate Effectively

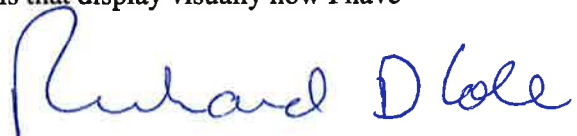
I believe in developing a strong management team. I have built a team that has a solid commitment to growth and being principle based and measures themselves with operating principles. The principles rely on the constant interchange of ideas and require listening carefully to all ideas. Both our professional growth plans as administrators and the planning of our strategic vision bring all ideas to light and allow us to weigh the pros and cons of each.

The best evidence of success is the strength of the management team. I work with each member and support them on a regular basis. While times economically have been difficult, we have stood together leading our school and community forward.

Build Trust and Integrity

Specific strategies to build trust are to follow principles, communicate clearly, follow through, and always do what you say. The board, superintendent, and the leadership team model trust and promote trust district wide.

Thank you for your consideration. I look forward to serving Sunnyside and meeting the goals ahead. I have included a packet of materials that display visually how I have met the qualifications you have requested.



Richard D. Cole, Ed.D