ADDENDUM

UNIVERSITY OF VALLEY FORGE

VP of FINANCE (CFO)



Name:

Dominic Bellucci

Mobile:

610-504-9366

Email:

nicksue86@yahoo.com

Out of all the things you could do at this time, what attracts you specifically to this opportunity? The ability to continue to use my knowledge and skills in the education field.

The next CFO for UVF as a financial professional will supervise a team as part of their job. What aspects of the accounting and financial responsibilities do you typically delegate and which ones do you most enjoy doing yourself? How do you think this relates to your unique skill set and gift mix?

The aspects of the accounting and financial responsibilities that I enjoy doing myself include the analysis of the data presented, the ability to plan and forecast for the future, compare actual to budget and determine why we have deviated. I also enjoy developing and entering journal entries as it is a way I can understand the numbers and become accustomed to the GL accounts. In addition, I enjoy running the monthly financials and comparing results to prior month and prior year. The duties I would most likely delegate include, payroll, accounts payable, quarterly payroll filing and 1099's. I would like to monitor AR so that I can see what is coming in and what is available for us to spend.

Describe a time when you had to balance many competing responsibilities. How do you go about prioritizing? Share a time when in retrospect you did not prioritize well. What did you learn? In my current role I have many responsibilities that overlap. I prioritize my day/week/month by determining due dates for each task and what impact it has on operations. Those that have a high impact on operations will be completed first in order of due date. What I have come to learn throughout my career by not prioritizing and setting a schedule is that it is easy to miss or overlook something which can be very detrimental to the business/department or organization itself.

Describe a situation in which you had to overcome significant difficulties or failure. What did you learn from the experience?

In my position as Network Senior Cost Analyst for St. Luke's Health Network, I was tasked with installing a new cost accounting system for the entire network. During the process I encountered many stumbling blocks and issues. What I learned is that I needed to take a step back, take a breath, and then reach out to the experts to gain their expertise and experience in previous installs and work together as a team to work out the kinks and keep the project moving forward. I also learned that it is ok if at first you don't succeed, it does not mean that you or the project is a failure, it simply means to look at it in a different light and reach out to others to get a different viewpoint to get it back on track.

How might relocation to the Phoenixville, PA (Philadelphia) area affect you and your family? I most likely would not need to re-locate to the Phoenixville area as the commute from my home to Phoenixville is doable. At most I am looking at a 45 - 60 minute drive each way. In addition, since my wife is also employed I would not be able to make a move.

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The Cabinet at UVF is highly collaborative... Share about a situation where you were able to present well-researched options with a recommendation that influenced an executive team to take action. How did it turn out?

In my role as Business Manager at Seven Generations Charter School I was tasked to layout options for the Board to review and make a decision on the purchase of a new building that would become the schools forever home. What made this task even more difficult is that we won the bid for the building on March 5th 2019, one week prior to Covid impacting the USA. We had a plan lined up through our financing company that was based on floating a bond for the purchase and refurb of the building. With the impact of Covid and it's effect on the markets, that plan had to change. I was able to get three alternative options. One of the options was to obtain financing through our financing company at a higher rate, but to be used only for the purchase of the building and for a short period of time (up to 1 year) with no cash outlay, a second option that the Board wanted to pursue was a typical mortgage through a traditional mortgage broker. Though this would be at a lower interest rate it would consume all of our capital cash account as well as over half of our operating cash account. The third that was presented was through a bank, requiring a 20% down payment that would roll into a traditional mortgage in one year. This option would also negatively impact our cash flow. With the ability to collect cash moving forward from the time of settlement until the end of the year now being an unknown the ability to hold cash was critical. Unfortunately, the Board opted to move forward with the traditional mortgage plan. Thus one of the reasons I left my position. I did find out later that the deal had fallen through.

Share from your own life experiences ways that you might connect to UVF's vision to "become a leading provider of Christ-centered, Pentecostal higher education in the Northeast and beyond." From my own life experience, I believe to become a leader in anything you must know your population and be able to offer them something that no one else can. What you offer must be seen as something of value to your customer and have a history of quality that includes outstanding customer service to all who apply.

As a follower of Christ, I have reviewed the [Community Standards](https://www.dropbox.com/s/p15auws45rbbr0h/UVF Community Covenant.pdf?dl=0) and could unreservedly commit to following them while employed at University of Valley Forge. I have reviewed the Community Standards and in essence they follow the way I attempt to live my life. I see myself as a good Christian. I am not free of error or sin, but I do not live a life of error or sin.