



Mary Ellen Normen



Summary



Guided by the belief that *“Every Experience is an Opportunity for Growth and Development,”* I advocate for equitable, high-quality education and sound financial stewardship to fuel academic and organizational success. I empower individuals and teams through strategic solutions in finance, resource allocation, operations, and talent development. As a dedicated educator, mentor/coach, and Certified PERSONalysis® Practitioner, I design immersive learning experiences and impactful workshops leveraging leading-edge facilitation tools—including workplace personality assessments and the use of LEGO® SERIOUS PLAY® materials and methodology. My approach integrates evidence-based analysis, dynamic training, and visionary leadership development to unlock team potential and shape best practices. With more than 30 years of experience partnering with public education, local government, and nonprofits, I am passionate about diagnosing organizational challenges and driving transformative growth.

Experience



E & S Development Group, LLC

“Every Experience is an Opportunity for Growth and Development.”

MISSION: Empower individuals and teams through knowledge-sharing and strategic solutions.

Empowerment Growth Strategist | Learning Experience Designer

June 2025–Present

Creates knowledge-sharing partnerships that transform processes, teams, and leaders. Our approach integrates strategic assessments with guided learning and using tools like Personalalysis®, WPI-II, and LEGO® SERIOUS PLAY® to address organizational issues and help people learn skills in finance, HR, and resource management. This hands-on approach builds capacity, strengthens collaboration, and accelerates leader development across public sector and non-profit settings.

Founder/Principal Consultant

July 2020–Present

Empower organizations through targeted analysis and experiential learning. Specializing in diagnostic and "pain point" analysis of processes and systems in the areas of finance/budget, resource allocation, and human resources. We design role model strategies to address process improvement, talent development, or skill acquisition using professional development, recruiting, and onboarding structures for hard-to-find education finance positions.



NWCFO - Leadership Coach | Personalalysis Enthusiast | Strategic Advisor to Schools & Nonprofits

June 2025–Present

Collaborates with mission-driven leaders to design and implement strategic growth initiatives that drive organizational impact. Supports onboarding, retention, and performance strategies for new employees while developing tailored learning experiences that empower teams and enhance effectiveness. Fosters a culture of innovation, resulting in measurable increases in team performance and engagement.

**Nonprofit |
Volunteer**

[ASBO International](#)

Editorial Advisory Board - Writer, Reviewer, and Content Curator

JAN 2025–JAN 2028

Education Committee, Educational Enterprise Subcommittee Lead

MAY 2021–MAY 2026

(Organization & Administration, Public Policy & Intergovernmental Relations, Legal Issues)

[Lend A Hand Society](#) | Board Member

APR, 2023–Present

Founded in 1892, our mission is helping low-income families, individuals, seniors, and disabled people in Greater Boston with emergency financial support.

*"To look up and not down,
To look forward and not back,
To look out and not in, – and
To lend a hand."
Dr. Edward Everett Hale, 1870*

[Hale-Barnard Corporation](#) | Board Member & Secretary/Clerk

JAN 2019–Present

Provides residential and supportive services for a diverse elder population.

Frederick E. Weber Charities Corporation | Trustee

JUL 2025–Present

Provides financial grants to social and human service organizations serving low-income and disadvantaged families and individuals.

Instructor | Trainer

State and National Professional Associations/Instructor-Trainer

1992–Present



- Employee Powered 90-Day Entry Plan: NWCFO, October 30, 2025, Webinar
- From Daily Operations to Strategic Planning: Unlocking the Power of AI in Facility Management: ASBO International Webinar, MAY 2025, Available on [ASBOLearn](#)
- AI Budgeting: Crunching Numbers at the Speed of Thought, AASA AI Super Summit 1.0, JAN 2025
- AI's Transformative Role in K-12 Education, ASBO International AI Summit, DEC 2024, Available on [ASBOLearn](#)
- Securing Top-Notch School Finance Leaders: Strategies that Work, MASCO M.A.S.S. Joint Conference NOV 2024
- Living in Your Brilliance: Growing a Visionary & Innovation Mindset ASBO International AC&E, 2023 & Available on [ASBOLearn](#)
- Repeat Workshops: MASBO, MGFOA, 1993-present
 - Chart of Accounts: revisions, crosswalks, integration with city/town, MUNIS/Tyler ERP
 - Position Control: General Operating Budget, Special Education Department
 - Revolving Funds: Budgeting, Forecasting, Compliance, and establishing new funds
 - Entry and Exit Planning for the new or experienced School Business Official
 - Compliance and Oversight of 403(b) Plans for School Districts

- Food Service Operations under the National School Lunch Program
 - MA Dept of Elementary and Secondary Education Licensure Program | Instructor
Worcester State University/Massachusetts Association of School Business Officials
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Public Sector Career **Deputy/Assistant Superintendent/School Business Administrator**

MA DESE License: 366137 (exp. 2026)
MAY 1997–SEP. 2024,

- Administrator for Business and Finance, Lincoln Public Schools, MA (2021-2024)
- Deputy Superintendent for Administration and Finance, Public Schools of Brookline, MA (2015-2021)
- Assistant Superintendent for Finance & Operations, Lexington Public Schools, MA (2006–2015)
- Director of Fiscal and Management Services, Natick Public School, MA (2002-2006)
- Director of Finance and Operations, Needham Public Schools, MA (1997-2002)

TOWN OF SUDBURY, MA | Town Treasurer & Tax Collector

JUL 1991-MAY 1997

US GAO | Presidential Management Intern

JUN 1990 - JUN 1991

Education

Masters of Public Administration, Government Finance

Suffolk University, Sawyer Business School

Bachelor of Arts, Political Science

University of Massachusetts Amherst

Recognitions



Honors & Awards:

- ASBO International *Distinguished Eagle Award* (2024)
- Massachusetts Association of School Business Officials
 - *President's Award* (2023 & 2015),
 - *Donald D. Johnson Operational and Cost Efficiency Award* (2011-Lexington)
 - *Friend of MASBO Award* (2007)

Elected Positions:

Massachusetts Association of School Business Officials (MASBO)

1-year terms ending in

- President, 2022
- Executive Board Member
 - Past President (2023), President Elect (2021), Vice President (2020),
- Director (3-year term - 2009-2013)

Massachusetts Government Finance Officers Association (MGFOA) 1-year

terms ending in

- President (2005),
- Executive Board:
 - Past President (2005-2007), 1st Vice President (1997 & 2003-2004), 2nd Vice President (1996 & 2001-2002),
- State Representative (2011-2012)