



September 7, 2010

To Whom It May Concern:

**Re: Letter of Reference - Mr. Robert Gusnowski**

I am pleased to provide a letter of reference for Mr. Robert Gusnowski.

I was the Superintendent of Schools for Buffalo Trail Regional Division when we hired Mr. Gusnowski in 1998 as our Director of Technology. During the candidate selection process we were very impressed with the quality of the candidate pool. Through an extensive interview and reference checking process it became *very* clear that Mr. Gusnowski was the individual who would bring the knowledge and expertise that we needed at *the* time. Once he assumed the position our expectations were met and exceeded as he immersed himself in the role and implemented a comprehensive technology plan that moved the Division forward and addressed many of the issues, concerns and challenges that we faced.

Mr. Gusnowski provided the leadership we needed to ensure that the Division's technology implementation was based on sound research and a clear understanding of how strategic technology design can effectively support the learning process. To support that learning process, significant work was undertaken to provide the professional development that all staff required in order that learning theory was directly connected to the instructional process and what was known at the time about the effective use of technology. For some, the change was difficult but Mr. Gusnowski was able to create a professional and supportive adult learning environment that addressed their concerns and doubts.

Non-instructional staff received the training they needed to ensure that our administrative software was used to its fullest. Such inservices and workshops also allowed for critical reflection on the purpose of some of the software packages and how these could be utilized to reduce workload and enhance efficiency and effectiveness. In some cases it was collaboratively determined that certain software packages did not live up to their reputation, and requisite changes were made.

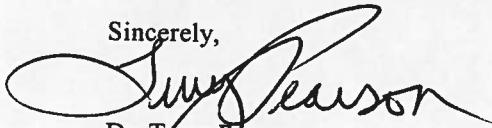
Under Mr. Gusnowski's leadership a wide-area network was created that linked all sites in the Division, which covered 5500 square kilometers. This was an exceptional accomplishment given the circumstances of the time. The network was based on a standard platform and software packages that met all of our instructional and administrative needs, and more importantly, settled the debate that existed around the preference for certain tier one products and software packages. This was no small accomplishment and demonstrated Mr. Gusnowski's ability to build consensus and, in certain instances, his conflict resolution and mediation skills.

During my tenure at Buffalo Trail Regional Division Mr. Gusnowski was involved in the recruitment, selection, supervision and evaluation of technology personnel. He performed this human resource function effectively and developed very positive interpersonal relationships with the staff with whom he supervised and others within the Division. He also demonstrated significant strength in the business management functions associated with his role. He managed the technology budget and various project budgets such that every dollar was accounted for and optimized.

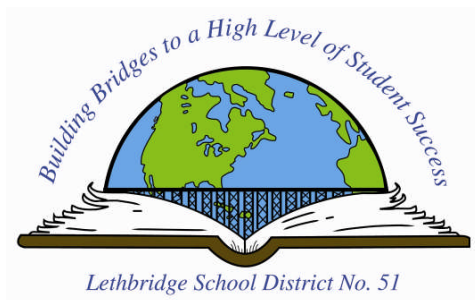
Prior to my departure from Buffalo Trail Regional Division we were working on a wireless network and a cyber-school. It is my understanding that this work was brought to fruition and is meeting the needs of students, staff and the Board of Trustees.

I strongly recommend Mr. Gusnowski as a candidate for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Terry Pearson". The signature is fluid and cursive, with a large initial "T" and "P".

Dr. Terry Pearson  
Superintendent of Schools



## LETHBRIDGE SCHOOL DISTRICT No. 51

### DIRECTOR OF TECHNOLOGY

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September 7, 2010

To: Selection Committee Members

#### **RE: Letter of Reference - Mr. Robert Gusnowski**

I am pleased to provide a letter of reference for Mr. Robert Gusnowski. Mr. Gusnowski worked with me as a System Analyst at Grande Yellowhead Regional Division for two years. In 1998, he was appointed to the position of Director of Technology with Buffalo Trail Public Schools.

During his time with Grande Yellowhead, he provided leadership to the technical staff on Novell servers and directory services in addition to Windows NT implementation. Over the years, I have worked with Robert on a number of inter-jurisdictional initiatives that include: a) SuperNet bandwidth allocation committee, b) Tsunami broadband wireless deployment, c) PolyCom videoconference solutions, d) Windows 2003 server upgrades, e) 3V-VC videoconference VPN, and f) Alberta Education Technology Advisory Group (TAG). Robert has teamed with Directors from other K-12 jurisdictions and me on a number of leadership initiatives directed at the adoption of leading edge network solutions.

At Buffalo Trail, Robert engineered the division's first wide-area network to all schools, and more recently designed the division's wireless network in addition to a system-wide upgrade to Windows 2003 server and XP on the desktop. He is a collaborative colleague, and he willingly shares his personal research and designs with his peers. In our committee proceedings, we continually look to Robert for consultation on innovative, leading-edge solutions to technical issues.

Robert possesses a unique curriculum vitae – first a certified teacher and second an extensive set of technology credentials. He has proven himself to be a strong and competent leader. In closing, Robert has the management, interpersonal, core skills and experience to address the technical, logistical, human resource, and policy requirements of any organization committed to the effective implementation of information and-communication technologies.

A handwritten signature in black ink, appearing to read "John E. Percevault".

**John E. Percevault**  
**Director of Technology**

Cc Mr. R. Gusnowski



Creating Success  
For All Learners

**Larry W. Jacobs**  
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## Wolf Creek Public Schools

September 6, 2010

Re: Mr. Robert Gusnowski

To Whom it May Concern:

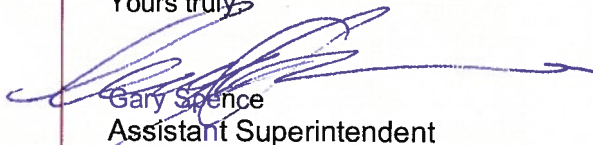
It has been my pleasure to have had a professional association with Mr. Robert Gusnowski since 1996. At that time Robert worked with Grande Yellowhead Regional (School) Division as a Systems Analyst. Wolf Creek Public Schools and Grande Yellowhead have had a collaborative working relationship since 1986. When Robert came on the scene he quickly established himself as an exceptional technical professional.

It wasn't long before Robert's other talents were recognized. In 1998 he moved on to Buffalo Trail Regional (School) Division as the Director of Technology. It was in this position that I came to appreciate Robert's breadth of understanding of the entire realm of IT leadership. His entrepreneurial approach, cost-benefit sensitivity, vendor negotiating skills and ability to communicate effectively with senior managers were perhaps best demonstrated when he championed a cost-effective networking solution that meant Buffalo Trail had high-speed networking well in advance of the Alberta SuperNet initiative.

Provincially Robert made significant contributions when he and I were co-members of teams studying best practices in network security and SuperNet bandwidth allocations. It was working with Robert on these two teams that I came to appreciate his voracious appetite for research, his depth of understanding of technical issues, and his ability to apply that understanding to real-world issues in a pragmatic manner. Robert essentially became our go-to guy who, without fail, would extensively research an issue and provide the team with a significant depth of information to help guide our deliberations. This, and his extensive list of industry certifications, attests to the commitment and incredible work ethic that he brings to his work.

When reflecting on the passion, depth of understanding of the issues, and the track record Robert has established, I can recommend Robert without reservation to a position of technology leadership within any organization.

Yours truly,



Gary Spence  
Assistant Superintendent



**Mooney Sherman MISSM, BAIST (Honours), M.C.S.E.**

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**RE: Letter of Recommendation - Robert Gusnowski**

My name is Mooney Sherman and I am an Independent Security and Compliance Consultant. I am very pleased to provide a letter of recommendation for Robert Gusnowski. I have known Robert since January of 2001 when I had joined Alberta Learning at Stakeholders Technology Task Group (STTG) as a Co-op student for my BAIST program. STTG became a branch and was renamed as Stakeholders Technology Branch (STB) because of its liason and consultation work with the learning stakeholders. I continued to work (until 2006) as a contractor in the capacity of Network Analyst and Security Consultant for Alberta Learning (now Alberta Education). Robert was the Director of Technology at Buffalo Trail Public Schools.

Robert is a rare gem that has the technical, theoretical, privacy compliance as well as management background . I had the pleasure of working with Robert on issues related to network security, technical solutions, emerging technologies, privacy as well as various operating systems. I also participated in Technology Advisory Group meetings and Jurisdictional Technology Committee meetings. I came to admire and recognize the expertise of the various committee members but particularly admired Robert's excellent leadership and communication skills as well as his technical expertise in a wide range of areas such as DNS security in both Windows, Exchange, BSD, Unix and Linux (BIND versions 8 and 9). Robert was able to convey his technical message even to those that were not technically inclined. We also worked on videoconferencing standards and solutions for the education sector and the ministries in general resulting in the adoption of H.323 standard.

Any security issues that required resolution at Buffalo Trail Public Schools were quickly resolved by Robert. On occassions this required internal and external vulnerability assessments. These were performed by Robert and the results discussed with me.

I also recognized Robert's thorough knowledge of Quality of Service when Alberta SuperNet was being deployed and we were testing the various customer edge devices and videoconferencing solutions at STB for and with various stakeholders. Robert is very much a hands-on person and did most of the testing of Cisco, Alcatel, Polycom etc. within his jurisdiction's test environment. I was happy to discuss and compare his findings with ours.

I was responsible for coordinating the migration of educational jurisdictions from AGNpac(Alberta Government Network) and other hybrid networks to Alberta SuperNet and thanks to all the IT directors at each jurisdiction with their strategic planning and project management I was able to complete this ahead of the schedule. Robert had a particularly difficult task ahead of him due to the uniqueness of the challenges his schools were facing – some political while others due to culture but he was able to smooth these over and bring them on board due to his ability to analysis the various situations, action planning, hardwork and deligence.

Robert had a limited budget and had to find solutions that met the business needs of Buffalo Trail Board, schools and Alberta Education requirements – a very challenging undertaking to bring the Jurisdiction to the 21<sup>st</sup> Century. Especially to ensure that all the business and user applications work as expected.

Prior to my leaving STB to become a full time student of Masters in Information Systems Security Management (MISSM), Robert had obtained CISSP certification and designation. I had many a discussion that were not only enlightening but also very thought provoking on Network Security, security Policies and the necessary balance required for business goals and security.

For my MISSM final research paper I needed to determine the current state of privacy compliance in the public sector and as such I examined all the security policies posted at various public sector websites. I found that the policies at Buffalo Trail Public Schools were well written and comprehensive and they reflected Robert's thorough knowledge and experience of Privacy Legislation particularly FOIPP.

In conclusion, I highly recommend Robert without any reservations for any position that involves cost-effective and efficient analysis / alignment of business and technical solutions, network / computer security, compliance with privacy and other legislation or auditing systems / networks for vulnerabilities and GAP analysis. Robert thrives on excellence and as such his research skills and the ability of learn quickly are a great asset.

Please do not hesitate to contact me if you require further information or clarification.

Mooney Sherman  
Information Security and Compliance Consultant.



## Pembina Hills Regional Division No. 7

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5310 - 49 Street, Barrhead, Alberta, Canada  
Phone: (780) 674-8500

T7N 1P3  
Fax: (780) 674-3262

September 6, 2010

Re: Robert Gusnowski

Dear Sir or Madam:

I have known Robert since 1998, when he was working for Buffalo Trail schools as their Director of Technology. Our paths have converged many times as we have served together in numerous Provincial task groups and committees. It was a huge loss to Alberta students and K-12 schools when Robert moved into the private sector.

I have found Robert to be a very uniquely skilled individual. He is extraordinarily gifted in numerous technical areas, as you no doubt have seen from his lengthy list of certifications. But what makes him unique is his ability to work with organizations and leadership teams to merge their needs with the needs of the technical staff. It is a rare gift indeed to work with non-technical and technical people in the same company, and ensure that communication happens, and that both groups can see the same goals and underlying foundation of the organization.

While serving on some committees, such as the Technology Advisory Group for Alberta Education, a group which makes recommendations to the Province on the implementation of various technologies in K-12 schools, I have appreciated his wisdom, and ferocious attention to detail, and his candor in speaking his mind, and saying what needed to be said.

As the Director of Technology at Buffalo Trail he had the thankless job of trying to support the needs of teachers and administrators, with a small staff, and shoe-string budget. Yet he managed to do so, and enable Buffalo Trail to be a leader in so many ways in the implementation of technology.

Robert is a rare gift indeed to any organization that he works with, and should you have the opportunity to work with him, you will wonder what you did without him.

I would be very pleased to answer any reference questions about Robert at a mutually convenient time, and I can be reached by phone at (780) 674-8515 directly, or via e-mail to ([tkennedy@phrd.ab.ca](mailto:tkennedy@phrd.ab.ca)).

Best Regards,

A handwritten signature in blue ink, appearing to read "Todd Kennedy".

Todd Kennedy  
Director of Learning Technology Services  
Pembina Hills Regional Division No. 7