





2 July 2025

Regional Memorandum

No. 492 s. 2025

### LISTS OF PARTICIPANTS, RESOURCE PERSONS, AND PROGRAM MANAGEMENT TEAM MEMBERS IN THE STEPPING INTO SCHOOL LEADERSHIP: AN ONBOARDING PROGRAM FOR NEW SCHOOL HEADS

#### **Schools Division Superintendents** To:

- 1. Relative to DM-OUHROD-2025-1654 from DepEd Central Office, Office of the Undersecretary for Human Resource and Organizational Development, this Office, through the Human Resource Development Division-National Educators Academy of the Philippines in the Region (HRDD-NEAPR), releases the lists of participants, resource persons, and program management team (PMT) members in the Stepping into School Leadership: An Onboarding Program for New School Heads on July 6-11, 2025 (inclusive of travel time), at NEAP Baguio, Baguio City.
- 2. Attached are the said lists. Participants, resource persons, and PMT members are requested to register through https://tinyurl.com/SHIPPilotTest on or before July 2, 2025. They are also reminded to bring their own laptops, chargers, extension cords, and other sources of internet connectivity.
- 3. Opening Program is scheduled on July 6, 2025, at 3:00 p.m., which will be followed immediately by the pre-test. Room check-in begins at 2:00 p.m. on the same day, while check-out is at 12:00 noon on July 11, 2025. The first meal to be served is the afternoon snack on July 6, and the last meal is lunch on July 11.
- 4. Board and lodging expenses will be charged against the NEAP Human Resource Development (HRD) Fund, while transportation, per diem, and other incidental expenses shall be charged against SDO/school local funds, subject to the usual accounting and auditing rules and regulations.
- 5. For questions or queries, please contact Jisela N. Ulpina, OIC-Chief or Bryan Education Supervisor, through email A. Pobe, Program hrd.calabarzon@deped.gov.ph.



Address: Gate 2, Karangalan Village, Cainta, Rizal

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Email Address: region4a@deped.gov.ph

Website: depedcalabarzon.ph



6. Immediate dissemination of this Memorandum to all concerned is instructed.

ATTY. ALBERTO T. ESCOBARTE, CESO II
Regional Director

06/ROH5/ROH1



### Republic of the Philippines

## Department of Education

**REGION IV-A CALABARZON** 

Attachment: List of Participants, Resource Persons, and Program Management Team Members

# STEPPING INTO SCHOOL LEADERSHIP: AN ONBOARDING PROGRAM FOR NEW SCHOOL HEADS

#### **Resource Persons**

| No. | Name                    | Sex | Position                     |          | Office/SDO        |
|-----|-------------------------|-----|------------------------------|----------|-------------------|
| 1   | Elēazār C. Māgsino      | M   | Public Schools<br>Supervisor | District | Batangas Province |
| 2   | Magdaleno R.<br>Lubigan | М   | Principal IV                 |          | Cavite Province   |

#### Program Management Team Member

| No. | Name             | Sex | Position   |           | Office/SDO  |  |
|-----|------------------|-----|------------|-----------|-------------|--|
| 1   | Jester Nicodemus | M   | Senior     | Education | Cavite City |  |
|     |                  |     | Program Sp | ecialist  |             |  |

#### **Participants**

| No. | Division          | Name                            | Sex | Designation            |
|-----|-------------------|---------------------------------|-----|------------------------|
| 1   | Antipolo City     | Jeneth D. Sobrevega             | F   | Assistant Principal II |
| 2   | Bacoor City       | Edwin U. Ugali                  | M   | Assistant Principal II |
| 3   | Batangas City     | Dennis D. Arcega                | M   | Principal I            |
| 4   | Batangas Province | Mathew Alliene D.<br>Mendoza    | M   | Assistant Principal II |
| 5   | Batangas Province | Charlyn Grace P.<br>Casabuena   | F   | Principal I            |
| 6   | Biñan City        | Eleonofebiatriz A.<br>Marasigan | F   | Assistant Principal II |
| 7   | Cabuyao City      | Jacqueline D. Santos            | F   | Principal I            |
| 8   | Calamba City      | Rico A. Herrero                 | M   | Assistant Principal II |
| 9   | Cavite City       | Ma. Carmela L. Salonga          | F   | Principal I            |
| 10  | Cavite Province   | Irene Roma Sarmiento            | F   | Assistant Principal II |



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| No. | Division           | Name                            | Sex | Designation            |
|-----|--------------------|---------------------------------|-----|------------------------|
| 11  | Dasmariñas City    | Leoniza M. Lanipa               | F   | Principal I            |
| 12  | General Trias City | Ruben S. Montoya                | М   | Assistant Principal II |
| 13  | Imus City          | Florie-Ann S.<br>Villanueva     | F   | Principal I            |
| 14  | Laguna             | Darryl Kaye G.<br>Cadampog      | M   | Principal I            |
| 15  | Laguna             | Juliet M. Capuz                 | F   | Principal I            |
| 16  | Lipa City          | Aileen U. Mendoza               | F   | Principal I            |
| 17  | Lucena City        | Junet Andrea M.<br>Lavarro      | F   | Assistant Principal II |
| 18  | Quezon             | Rodel D. Briones                | M   | Principal I            |
| 19  | Quezon             | Maricon Villamiel<br>Estrellado | F   | Principal I            |
| 20  | Rizal              | Johnie V. Olorvida              | M   | Principal I            |
| 21  | San Pablo City     | Annie Marie B. Pili             | F   | Principal I            |
| 22  | San Pedro City     | Jilly F. Forteza                | F   | Principal I            |
| 23  | Sta. Rosa City     | Laarni Tolentino                | F   | Assistant Principal II |
| 24  | Sto. Tomas City    | Mylene M. Natividad             | F   | Principal I            |
| 25  | Tanauan City       | Jonathan J. Javier              | М   | Principal I            |
| 26  | Tayabas City       | Democrito C. Cabile             | М   | Principal I            |



## Devartment of Education

#### OFFICE OF THE UNDERSECRETARY

HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT

#### MEMORANDUM DM-OUHROD-2025- 1654

TO

: Regional Directors

Schools Division Superintendents HRDD Chiefs / NEAP R Focal Persons

All Others Concerned

FROM

WILFREDO E. CABRAL

Undersecretary

Human Resource and Organizational Development

Carmela Caración CARMELA C. ORACION

Assistant Secretary

Human Resource and Organizational Development (National Educators Academy of the Philippines)

SUBJECT

: CONDUCT OF THE "STEPPING INTO SCHOOL LEADERSHIP:

AN ONBOARDING PROGRAM FOR NEW SCHOOL HEADS"

DATE

: 20 June 2025

- 1. The Department of Education, through the National Educators Academy of the Philippines (NEAP), will conduct the School Head Onboarding Program which aims to enhance the competencies of newly appointed school heads in line with the Philippine Professional Standards for School Heads (PPSSH). The program's specific objectives are as follows:
  - a. Support new school heads in setting clear expectations and charting a well-defined pathway of professional growth towards acquiring and demonstrating Career Stage 2 competencies within the PPSSH framework;
  - b. Immerse school heads in real-world processes, systems, and practices in school management, enabling them to contextualize their leadership roles and make informed leadership decisions; and
  - c. Address gaps in professional accountability by encouraging school heads to engage in reflective practice, self-assessment, and continuous improvement as part of their commitment to their professional development journey.











2. The program has the following schedule and details:

| 25 June 2025 Microsoft Teams Meeting ID: 487 506 066 319 Passcode: Zm3Pj2Hn ttps://tinyurl.com/SH OPmeeting  07-11 July 2025 NEAP Baguio | National Technical Working Group (NTWG) Members  Newly appointed School Heads /                         | https://tinyurl.com/SHOP OnlineMeeting Deadline: 23 June 2025  https://tinyurl.com/SHIPPi lotTest   |
|--|---|---|
|  | School Heads /  |   |
|  | Assistant Principals  | Deadline: 02 July 2025  |
| 28 July – 01 August<br>2025<br>NEAP Baguio   | School Heads/Public<br>Schools District<br>Supervisors/Assistant<br>Schools Division<br>Superintendents | https://tinyurl.com/SHIPB<br>atch1<br>Deadline: 23 July 2025  |
| <b>25-29 August 2025</b> <i>Venue: TBD</i>   | School Heads/Public<br>Schools District<br>Supervisors/Assistant<br>Schools Division<br>Superintendents | https://tinyurl.com/SHIPB<br>atch2<br>Deadline: 20 August 2025  |
| <b>4-28 November 2025</b><br>Venue: TBD  | School Heads/Public<br>Schools District<br>Supervisors/Assistant<br>Schools Division<br>Superintendents | https://tinyurl.com/SHIPB<br>atch3<br>Deadline: 18 November<br>2025   |
| 4  | 25-29 August 2025  Venue: TBD  4-28 November 2025  Venue: TBD   | Superintendents School Heads/Public Schools District Supervisors/Assistant Schools Division Superintendents School Heads/Public Schools District Schools District Supervisors/Assistant Schools District Supervisors/Assistant Schools Division |

3. In this regard, all Regional Offices (ROs) are advised to nominate participants to the SHOP activities and identify one (1) representative who will serve as

a member of the Program Management Team (PMT), using the prescribed template and endorse the same to the NEAP Central Office through the link https://tinyurl.com/SHOP-Endorsement on or before 30 June 2025.

4. Enclosed are the following documents, for reference:

be disseminated through a separate memorandum/advisory.

Resource **Participants** (PMT and a. Enclosure 1 List Speakers/NTWG Members/SHOP TRP Writers) Regional Allocation of Participants and RO/SDO b. Enclosure 2 PMT Members per Activity c. **Enclosure** 3 Terms of Reference of Participants Qualification Standards for Participants d. Enclosure 4 e. Enclosure 5 Indicative Program of Activities

Template for the Endorsement of Participants and f. Enclosure 6

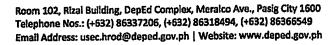
PMT Members

Accommodation and Meal Provision Guide g. Enclosure 7

5. The participants' board and lodging will be charged against NEAP Human Resource Development Fund while transportation, per diem, and other incidental expenses will be charged to RO/SDO/school local funds, subject to the usual accounting and auditing rules and regulations.







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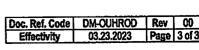
- 6. The participants are reminded to bring their own medical maintenance, laptops, chargers, extension cords, and other sources of internet connectivity (e.g., mobile data, pocket wifi, etc.).
- 7. The participants are entitled to Compensatory Time-Off pursuant to CSC-DBM Joint Circular No. 2, s. 2004 "Non-Monetary Remuneration for Overtime Services Rendered."
- 8. Should you have further questions or concerns, please coordinate with Ms. Julie Lyka Ignao, Project Development Officer II, NEAP Professional Development Division, through email neap.pdd@deped.gov.ph / julie.ignao@deped.gov.ph or Viber 09975670093.
- 9. For dissemination and appropriate action.

Copy furnished: OFFICE OF THE SECRETARY OFFICE OF THE UNDERSECRETARY FOR OPERATIONS

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# Department of Education

#### NATIONAL EDUCATORS ACADEMY OF THE PHILIPPINES

Enclosure 5

#### INDICATIVE PROGRAM OF ACTIVITIES

Stepping Into School Leadership: Onboarding for New School Heads NEAP - Baguio City, 7-11 July 2025

| Time                  | Day 0<br>(SUNDAY)     | Day 1<br>(MONDAY)             | Day 2<br>(TUESDAY)            | Day 3<br>(WEDNESDAY)          | Day 4<br>(THURSDAY)           | Day 5<br>(FRIDAY)             |  |
|-----------------------|-----------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|--|
| 8:00 - 8:20<br>a.m.   |                       |                               | Management of                 | Learning / Preliminar         | ies (20 mins.)                |                               |  |
| 8:20 - 10:00<br>a.m.  | Travel time from      | M1 - Session 1<br>(100 mins.) | M2 - Session 1<br>(100 mins.) | M3 - Session 1<br>(100 mins.) | M4 - Session 1<br>(100 mins.) | M5 - Session 2<br>(100 mins.) |  |
| 10:00 - 10:20<br>a.m. | Residence to<br>Venue |                               | He                            | ealth Break (20 mins.)        |                               |                               |  |
| 10:20 - 12:00         |                       | M1 - Session 2                | M2 - Session 2                | M3 - Session 2                | M4 - Session 2                | Post test and                 |  |
| p.m.                  |                       | (100 mins.)                   | (100 mins.)                   | (100 mins.)                   | (100 mins.)                   | Other reminders               |  |
| 11:20 - 12:00         |                       |                               |                               | Lunch Break                   |                               |                               |  |
| p.m.                  |                       |                               |                               | (60 mins.)                    |                               |                               |  |
| 1:00 - 2:40           | Arrival,              | M1 - Session 3                | M2 - Session 3                | M3 - Session 3                | M4 - Session 3                | Closing Program               |  |
| p.m.                  | Registration, &       | (100 mins.)                   | (100 mins.)                   | (100 mins.)                   | (100 mins.)                   | Closing Program               |  |
| 2:40 - 3:00           | Check-in              |                               | Health Brea                   | k (20 mine )                  |                               | Travel time from              |  |
| p.m.                  |                       |                               | Health Drea                   | K (20 mms.)                   |                               | Venue to                      |  |
| 3:00 - 3:30           | Opening               | M1 - Session 4                | M2 - Session 4                | M3 - Session 4                | M5 - Session 1                | Residence                     |  |
| p.m.                  | Program               | (100 mins.)                   | (100 mins.)                   | (100 mins.)                   | (100 mins.)                   | Residence                     |  |







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## Department of Education

#### NATIONAL EDUCATORS ACADEMY OF THE PHILIPPINES

| 3:30 - 4:40<br>p.m. | Pre-test |   |  |  |  |  |  |
|---------------------|----------|---|--|--|--|--|--|
| 4:40 - 5:00         |          | Daily Evaluation and Reminders (20 mins.) |  |  |  |  |  |
| p.m.                |          |   |  |  |  |  |  |

**Note:** Strict adherence to the training schedule **must be observed.** All participants are advised to immediately communicate any concerns regarding this to the PMT.

#### INDICATIVE PROGRAM OF ACTIVITIES

Training of Coaches on Stepping Into School Leadership: Onboarding for New School Heads (School Head Onboarding Program)

Batch 1 (NEAP-Baguio City, July 28 - Aug. 1, 2025);

Batch 2 (Venue; TBD, Aug. 25 - 29, 2025); Batch 3 (Venue: TBD, Nov. 24-28, 2025)

| Time              | Day 1 (Monday)     | Day 2 (Tuesday)   | Day 3 (Wednesday)   | Day 4 (Thursday)   | Day 5 (Friday)                                  |
|-------------------|--------------------|---|---|--|---|
| 8:00 - 8:20 a.m.  |                    |   | Management of Learning  | ر Preliminaries (20 min  | s.)   |
| 8:20 - 10:00 a.m. | Residence to Venue | Session 1: Design<br>Matters: Crafting<br>Meaningful Learning<br>Journeys | Session 5: Facilitating with Purpose: Empowering Adult Learners through Heutagogy | Session 9:<br>Conversations that<br>Inspire: Coaching and<br>Mentoring in Action | Session 13: Planning for Program Implementation |







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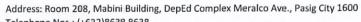
## Department of Education

#### NATIONAL EDUCATORS ACADEMY OF THE PHILIPPINES

| Time               | Day 1 (Monday)                          | Day 2 (Tuesday)  | Day 3 (Wednesday)  | Day 4 (Thursday)  | Day 5 (Friday)   |  |
|--------------------|---|--|--|---|--|--|
| 10:00 - 10:20 a.m. |   |  | Health Brea  | ak (20 mins.)   |  |  |
| 10:20 - 11:30 a.m  |   | Session 2: Inside the  | Session 6: Feedback that Fuels Growth:                                   | Session 10: Measuring What Matters:   | Presentation of Regional<br>Plan for Program<br>Implementation |  |
| 11:30 - 12:00 p.m. |   | Core: Exploring the<br>Heart of the Program                                |  | Mentoring and<br>Evaluating for Success   | Posttest and Other Reminders                                   |  |
| 12:00 - 1:00 p.m.  |   | Lunch Break (60 mins.)   |  |   |  |  |
| 1:00 - 2:40 p.m.   | Arrival,<br>Registration, &<br>Check-in | Session 3: Learning Beyond the Session: Maximizing Asynchronous Engagement | Session 7: Practice with Purpose: Simulating Effective Training Delivery | Session 11:<br>Sharpening the Edge:<br>Refining Your Training<br>and Coaching Craft | Closing Program  |  |
| 2:40 - 3:00 p.m.   |   | Health Break (20 mins.)  |  |   |  |  |
| 3:00 - 4:40 p.m.   | Opening Program<br>& Pretest            | Session 4: Guiding<br>Growth: Unlocking the<br>Power of Coaching and       | Session 8: Polishing the Practice: Simulation and Reflection             | Session 12: Real Talk,<br>Real Solutions: Tackling<br>Challenges Together           | Travel time from Venue to Residence                            |  |







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## Department of Education

#### NATIONAL EDUCATORS ACADEMY OF THE PHILIPPINES

| Time             | Day 1 (Monday) | Day 2 (Tuesday)                                      | Day 3 (Wednesday) | Day 4 (Thursday) | Day 5 (Friday) |  |
|------------------|----------------|--|-------------------|------------------|----------------|--|
|                  |                | Mentoring  |                   |                  |                |  |
| 4:40 - 5:00 p.m. |                | End-of-Day Evaluation and Daily Reminders (20 mins.) |                   |                  |                |  |
| 5:00 - 5:30 p.m. |                | PMT Debriefing                                       |                   |                  |                |  |







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# Department of Education NATIONAL EDUCATORS ACADEMY OF THE PHILIPPINES

Enclosure 1

#### LIST OF PROGRAM MANAGEMENT TEAM AND FIELD PARTICIPANTS

#### A. Program Management Team (NEAP)

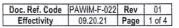
| No. | Name                    | Office   | Position/Designation                   | Terms of Reference  |
|-----|-------------------------|----------|--|---|
| 1   | Marife Morcilla         |          | Project Development<br>Officer V       | - provides overall guidance to the program management team (PMT) and relays management directions for the program   |
| 2   | John Carlo<br>Astilla   | NEAP-PDD | Senior Education<br>Program Specialist | - leads in the implementation of the program; - discusses parameters and standards in the implementation of the program; and - leads in the daily debriefing of the PMT |
| 3   | Richie Carla<br>Vesagas |          | Senior Education<br>Program Specialist | - assists in the implementation of the program - co-leads in the daily debriefing of the PMT  |
| 4   | Ma. Carmila<br>Antonio  |          | Education Program<br>Specialist II     | - serves as host/facilitator during the plenary sessions; and - facilitates the participants' compliance of registration and attendance                                 |
| 5   | Julie Lyka Ignao        |          | Project Development<br>Officer II      | <ul> <li>communicates with participants and partners for announcements;</li> <li>assist in documenting the activity</li> </ul>  |
| 6   | Ann Christine<br>Sison  |          | Technical Assistant II                 | - serves as documenter for the activity; and - prepares supplies, certificates, registration and attendance sheets;   |
| 7   | Jallal Malaguia         |          | Technical Assistant II                 | - makes slide decks and other templates; and,   |















# Department of Education national educators academy of the philippines

|   |                 |            |       | - serves as technical support and photo documenter for the activity |
|---|-----------------|------------|-------|---|
| 8 | Welfare Officer | SDO Baguio | 7000  | - ensures medical needs   |
| 9 | Welfare Officer | City       | Nurse | of participants are appropriately addressed                         |

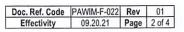
### B. Resource Speakers (National Technical Working Group Members)

|   | Name                       | Regio<br>n | Position/<br>Designation                               | Stepping Into School Leadership : Onboardin g for New School Heads | Training of Coaches on Stepping Into School Leadership: Onboarding for New School Heads (SHOP) | Training of Coaches on Stepping Into School Leadership: Onboarding for New School Heads (SHOP) | Training of Coaches on Stepping Into School Leadership: Onboarding for New School Heads (SHOP) |
|---|----------------------------|------------|--|--|--|--|--|
|   |                            |            |  | 7-11<br>July 2025<br>(NEAP-<br>Baguio)                             | (Batch 1)  28 July – 1  August  2025 (NEAP- Baguio)  | (Batch 2)  25 - 29  August  2025 (Venue- TBD)  | (Batch 3)  24 - 28  November 2025 (Venue- TBD)   |
| 1 | Nestor C.<br>Heraña        | I          | Assistant<br>Schools<br>Division<br>Superintende<br>nt | ~  | ~  | ~  | ~  |
| 2 | Narcie Ricky<br>A. Apilado | I          | Principal I  | ~  | ~  | ~  | ~  |
| 3 | Framel C.<br>Deperalta     | II         | Principal IV   | ~  | ~  | ~  | ~  |
| 4 | Myline J.<br>Respicio      | II         | Principal III  | ~  | ~  |  | ~  |
| 5 | Marie Flo M.<br>Aysip      | III        | Principal II   | ~  | ~  |  | ~  |
| 6 | Maverick V.<br>Catahan     | III        | Public<br>Schools<br>District<br>Supervisor            | <b>~</b>   | ~  | ~  | ~  |













# Department of Education national educators academy of the philippines

| 7  | Eleazar C.<br>Magsino          | IV-A<br>Calaba<br>rzon | Public<br>Schools<br>District<br>Supervisor | ~        |   | ~        | ~        |
|----|--------------------------------|------------------------|---|----------|---|----------|----------|
| 8  | Magdaleno<br>R. Lubigan        | IV-A<br>Calaba<br>rzon | Principal IV                                | ~        | ~ | <b>~</b> | <b>~</b> |
| 9  | Ma.<br>Ciaralyn P.<br>Valencia | IV-B<br>Mimar<br>opa   | Principal III                               | ~        |   | <b>~</b> | <b>~</b> |
| 10 | Cristobal A.<br>Sayago         | V                      | Principal III                               | ~        | ~ | ~        | ~        |
| 11 | Elwood L.<br>Prias             | V                      | Public<br>Schools<br>District<br>Supervisor | ~        |   | ~        | ~        |
| 12 | Joe-Bren<br>Consuelo           | V                      | Education<br>Program<br>Supervisor          | ~        | ~ | ~        | ~        |
| 13 | Jesus C.<br>Insilada           | VI                     | Public<br>Schools<br>District<br>Supervisor | ~        | ~ |          | ~        |
| 14 | Julieta M.<br>Abellana         | VII                    | Principal II                                | ~        | ~ |          | ~        |
| 15 | Carmencita<br>B. Lopez         | VII                    | Education<br>Program<br>Supervisor          | ~        |   | ~        | ~        |
| 16 | Hera Paz B.<br>Yamson          | VIII                   | Principal IV                                | ~        | ~ | ~        | ~        |
| 17 | Said M.<br>Macabago            | X                      | Public<br>Schools<br>District<br>Supervisor | ✓        | ~ | ~        | ~        |
| 18 | Wilma B.<br>Obatay             | Х                      | Principal I                                 | <b>✓</b> | ~ | ~        | ~        |
| 19 | Judith V.<br>Romaguera         | IX                     | Assistant Schools Division Superintende nt  | ~        | ~ | ~        | ~        |
| 20 | Delliva Jr.                    | IX                     | Principal II                                | ~        | ~ | ~        | ~        |
| 21 | Genciano M.<br>Cambalon        | XI                     | Principal II                                | ~        | ~ |          | ~        |
| 22 | Jose Allan<br>M. Suganob       | XI                     | Principal III                               | ~        | ~ |          | ~        |















# Department of Education national educators academy of the philippines

| 23 | Emilyn B.<br>Borja      | XII        | Principal II                                | ✓        | ~ | ~        | ✓        |
|----|-------------------------|------------|---|----------|---|----------|----------|
| 24 | Shiela G.<br>Balbon     | XII        | Public<br>Schools<br>District<br>Supervisor | ~        |   | ~        | <b>~</b> |
| 25 | Marigold G.<br>Querimit | XII        | Public<br>Schools<br>District<br>Supervisor | <b>✓</b> | ~ | ~        | <b>~</b> |
| 26 | Jocelyn M.<br>Dinapo    | CARA<br>GA | Public<br>Schools<br>District<br>Supervisor | <b>~</b> | ~ | ~        | <b>✓</b> |
| 27 | Analou O.<br>Hermocilla | CARA<br>GA | Education<br>Program<br>Supervisor          | ~        | ~ | ~        | ✓        |
| 28 | Nenita P.<br>Sabino     | CAR        | Principal II                                | ~        |   | ~        | ~        |
| 29 | Melvin Willy<br>Roque   | NCR        | Public<br>Schööls<br>District<br>Supervisor | ~        | ~ | ~        | ~        |
| 30 | Rodelio I.<br>Perez Jr. | NCR        | Principal I                                 | ~        | ~ | <b>✓</b> | ~        |





