



CANADIAN ACADEMY

19 June, 2007

To Whom It May Concern:

It is with great pleasure that I write this letter of reference for Judy Norman who has been employed at Canadian Academy for the past six years as Elementary Counselor. Canadian Academy is an international school serving the expatriate community and is accredited by the Western Association of Schools and Colleges. Ms. Norman has served as Elementary Counselor and for the past three years has also been Director of Guidance K-12. She has effectively coordinated the counseling and learning resources staff, and has worked cooperatively with the nurses in Health Services. She has used a team approach to effectively supervise and develop the Guidance and Counseling program at Canadian Academy. This has included oversight of standardized testing, coordination of the Freedom from Chemical Dependency workshop schedule with students, teachers and parents, delivering training for the peer counseling program and developing the peer mentorship "big brother/big sister" program. All of these programs have grown under her leadership. She also has served on the Administrative Advisory Council which meets twice a month with the Administrative Team.

In the Elementary School, I have worked closely with Ms. Norman in my roles as Assistant Elementary Principal, Director of Admissions and Elementary Principal, and was originally involved in hiring her for the position. She has been an invaluable resource to the school and the community and demonstrates all the qualities you would want for an effective counselor. She has developed a variety of programs for the Elementary School. These include the "Safe Child" program for personal safety, "Bullying" program for student rights, "Our Choices" program for character development, and has been a key advisor to our Student Leadership Team similar to an Elementary Student Council. Ms. Norman has developed these programs as part of a proactive approach to problems or issues. She teaches classroom lessons, holds small group problem solving sessions with students, and also does individual counseling on a regular basis. She is involved in student study team meetings with teachers, parent counseling sessions, and works with local professionals in the area who provide private professional counseling services to some of our students. She is trusted and highly respected by the staff and community for her gentle approach, wide experience base, professional advice and her candid, but fair analysis of issues. She has built a very solid counseling program from one that was previously fragmented, and has done it in a most professional, caring manner. After the Elementary Assistant Principal's position was eliminated, Ms. Norman assumed administrative duties. She developed the Elementary Schedule, duty rosters, chaired the Student Study Team, and oversaw the revision of the Health Curriculum along with numerous other tasks.

Ms. Norman is the kind of counselor that is hard to replace. She is a good listener, can work with a kindergartner just as easily as a 10th grader. She can deal with students in crisis one day and lead the circus club in her clown outfit the next day. Students love her, teachers depend on her, and administrators value her advice. In my 26 years in education, she ranks in the top 1% of excellent educators with whom I have worked. I give her my highest recommendation and would not hesitate to hire her again. She will be greatly missed! Please contact me without hesitation if I can be of further assistance.

Sincerely,

Matthew Flinchum, Elementary Principal
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