



**To Whom It May Concern**

Re: Personal Recommendation: Judith Norman

I am pleased to offer this recommendation of Ms. Judy Norman, whom I have known for eight years. I was the Headmaster of the Canadian Academy in Kobe, Japan, when Judy was hired to be the elementary school counselor. After a few years as a counselor Judy became the Head of Counseling and Learning Resource Depts.

The Canadian Academy, founded in 1913, is an American curriculum, international school serving almost 800 students in Kobe, Japan. The Western Association of schools and colleges and the International Baccalaureate Program accredit the school.

Judy possesses great insight and wisdom. These two characteristics provided her with excellent skills to serve as a counselor. She adeptly assisted children and families with the "ups and downs" of childhood. During this time she developed a comprehensive counseling program and made it relevant to the diverse population of an international school. The range of the curriculum was in the areas of leadership, bullying, personal safety, grade level programs, and individualized learning programs.

In addition to keen interpersonal skills, she is able to lead people. As department chairperson she was Peer Counseling Program Facilitator, and developed a school wide mentorship program.

Beyond her counseling duties, Judy has accepted many additional roles to improve the function of Canadian Academy. She worked closely with the counseling and administrative teams to create and implement a comprehensive crisis plan. She also assisted in the Implementation of the Integrated Thematic Instructional (ITI) frameworks as means of creating consistency within the elementary program. In addition she worked closely with me to determine the need for special education services at Canadian Academy.

From a personal perspective, I can attest to her skills and appreciate the counseling she provided to my own teenage daughter. When Kate, our teenage daughter, was going through a rebellious time Ms. Norman was very perceptive and affective, helping to provide the necessary guidance. We were very grateful for this assistance, as Kate has successfully and independently completed her degree at Wesleyan University.

I recommend Judy most highly for any position which affects change in children. She is a caring expert who is very capable of leadership. I would be pleased to elaborate further on Judy's talents and abilities if you have questions.

Sincerely,



David A. Ottaviano, Ed.D.

Director

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