

TO WHOM IT MAY CONCERN:  
**Professional Recommendation for:**  
**Ms. Judy Norman, Counselor**

I am happy to write this recommendation for a school counselor with whom I had the privilege of working for three good years at an international school in Kobe, Japan. Canadian Academy serves 800 students from approximately 35 different countries and Mrs. Norman was head of the Guidance and Counseling Department for the entire school (Pre-Kindergarten through Grade 12) as well as serving as the Lower School Counselor for K-5 students, parents and teachers. As Lower School Principal I worked very closely with this highly respected school counselor on a daily basis. Simply put, this lady was the "heart and soul" of the Lower School! Her expertise was in great demand by parents, colleagues, students and staff. I have nothing but accolades to offer in this recommendation on her behalf!

Mrs. Norman stepped into a position in the Lower School that needed development from the very beginning. She developed a guidance and counseling program for the Lower School that was truly complete and outstanding. She is a very caring and perceptive individual imbued with insight and relevant understandings of both the classroom and parenting. She was able to develop initiatives that supported the curricular programs of the school as well as providing counseling to students and to the diverse parent groups in the school. At all times in the three years I worked with Mrs. Norman she had strong support and respect for her guidance program initiatives from teachers and parents. Her personal counseling skills and expertise extended to the teachers, administrators and staff as well.

She had an "open door" policy for her office for all who wished to enter, and always made every effort to accommodate. Her range of skills were diverse; for example, parent and student support and counseling, program development, curriculum differentiation, supporting faculty development, supervising other counselors and recognizing learning and/or language issues and giving support to corrective measures. In essence, I would say that she was the most effective Guidance Counselor I've had the privilege with whom to work in over 30 years of overseas school administration.

As Department Head for the Pre-Kindergarten to Grade 12 student body, she developed a schoolwide mentorship program that was especially successful in providing role models to the younger students with students from the High School and Middle School serving as mentors. In the Lower School she was Team Leader for Student Support Services personnel which involved her in the development of a Learning Resource program at the school. She chaired a weekly meeting of the Student Services Team with administrators, learning resource teachers, classroom teachers and at times parents and students to develop an IEP (individualized education program) for specific students. As a key member of the Leadership Team at the Lower school she was instrumental in developing

a schedule for the school and was key in identifying needs that were reflected in all schedules, e.g., duty schedules, lunchroom procedures, special teachers/program involvement, assembly planning, etc.

During our tenure together Canadian Academy underwent a re-evaluation process with an Accrediting Association and as a recommendation for school improvement, Mrs. Norman was asked to rewrite the Health Curriculum with a schoolwide curriculum committee. She led this group superbly and efficiently to accomplish a finished document for Health Education, Pre-K-12.

I would be remiss if I did not comment on her sense of humor, her ability to diffuse a sticky situation, her empathy for all parties, her ability to see and give understanding to widely various viewpoints of parenting, behavioural expectations, teacher relationships, and her strong work ethic. Even with a family, Mrs. Norman was often the last to leave the school in the evenings and willingly extended her work day to accommodate a parent, teacher or student for individual counseling. This lady is a credit to our profession and will be a solid performer and contributor to any school or agency fortunate enough to hire her. I would gladly rehire her for any position her qualifications and/or experience warrant. She is "top drawer"!



Robert D. Wenger, Principal  
Canadian Academy  
Kobe, Japan  
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