

# Reference for Entry-Level Assistant School Administrator Pool



## CONFIDENTIAL

Office of Human Resources and Development  
MONTGOMERY COUNTY PUBLIC SCHOOLS  
Rockville, Maryland 20850

MCPS Form 445-26  
November 2016  
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### MEMORANDUM

To: (Print) \_\_\_\_\_ Position & Location \_\_\_\_\_

Subject: Reference for Entry-level Assistant School Administrator Pool

\_\_\_\_\_ is being considered for the  elementary  secondary  both Entry-level Assistant School Administrator Pool. The associate superintendent for the Office of Human Resources and Development requests your recommendation of this person. The information submitted will be **confidential**.

I. Based on your professional knowledge, use the following rubric to indicate the candidate's abilities in relation to the position for which the candidate is applying. **References that have three or more ratings of "Do Not Know" will not be considered.** The completed reference form should be submitted to [adminstaffing@mcpsmd.org](mailto:adminstaffing@mcpsmd.org)

Experienced:	Demonstrates competency in this area at a level you would expect from a novice assistant school administrator.
Beginning:	Demonstrates competency at a level you would expect from a strong teacher/leader with some competency in this area.
Basic:	Demonstrates competency at a level you would expect from an average teacher/leader with little competence in this area.
Unsatisfactory:	Demonstrates competency at a level you would expect from a below average teacher/leader with no competence in this area.
Do Not Know:	Very limited or no knowledge of candidate's competency in this area.

	Experienced	Beginning	Basic	Unsatisfactory	Do Not Know
1. Shares responsibility for the development of the school improvement process which includes input and feedback from stakeholders.					
2. Fosters a shared commitment to high standards of teaching and learning through successful implementation of classroom strategies and feedback.					
3. Demonstrates high expectations for the achievement of students.					
4. Monitors the effective implementation of curriculum, assessment, and instruction through PLC collaboration.					
5. Shares the leadership for the continuous improvement of instruction through a data-driven analysis of student learning.					
6. Coordinates people and efforts to improve processes to achieve targeted results.					
7. Produces measurable growth in student achievement towards goals set on systemwide milestones and multiple measures.					
8. Promotes the involvement of staff and stakeholder groups for school improvement process through gathering multiple sources of data.					
9. Facilitates parent outreach and collaborative partnerships to strengthen programs and support school goals.					
10. Recognizes individual and group differences, and treats all stakeholders with respect.					
11. Seeks and uses feedback, and reflects on personal leadership.					
12. Demonstrates values, beliefs, and attitudes that inspire others.					
13. Recognizes individual differences among students and adjusts practices accordingly through equitable opportunities and cultural responsiveness.					
14. Shares current research, materials, and experiences with colleagues.					
15. Demonstrates relevant technology skills and knowledge of software applications.					

II. **Overall** recommendation for the position indicated above:  (3) Highly Recommend  (2) Recommend  (1) Do Not Recommend

**Note:** Rating of Highly Recommend or Do Not Recommend require a written explanation under comments.

Check here if you are the applicant's current principal or immediate supervisor

III. Comments (Use the back of this form for comments.)

Print Name \_\_\_\_\_ Position/Title \_\_\_\_\_

School/Office \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Comments: