

University of Washington
DANFORTH EDUCATIONAL LEADERSHIP PROGRAM

PROFESSIONAL REFERENCE

To Applicant: You will need to obtain **three reference forms and three reference letters**
__one reference and letter from your immediate supervisor (Principal or Program Administrator)
__two reference forms and letters from other supervisors or co-workers who can speak to your ability to collaborate, facilitate, & work with others.

(Applicant's Name) _____ *is applying to the University of Washington's Danforth Educational Leadership Program seeking principal and/or program administrator certification. Please provide the selection committee with your assessment of the applicant on each of the qualities listed below.*

To the Applicant: Check the appropriate box, sign and date

- I do not waive the right to view this reference
 I waive the right to view this reference (I agree that this information may be held in confidence)

Date _____

(Signature) _____

To the Respondent:

Public Law 98-380, the Family Educational Rights and Privacy Act of 1974, requires that letters of recommendation on behalf of applicants for admission to graduate study be placed in open files available for review by the student unless the student waives the right to review the recommendation. An applicant signature above indicates that your reference will not be available to the student for review and will be treated as confidential.

Please return this form by February 1

Your Name (please print): _____ (Date) _____

Your Title: _____ Building/Department: _____

School District: _____ Daytime Phone: _____

Please indicate in what capacity you have worked with this applicant and **attach a letter of reference** highlighting applicant's future leadership potential, specific contributions and impact as well as strengths and areas of growth for leadership.

[] School Principal/Assistant Principal/Supervisor

[] Fellow Teacher/Colleague

[] Other* (please specify): _____

____ **Total Score from attached reference rubric (Total 6 to 24 points)**

Additional Comments regarding your belief in the applicant's future leadership potential.

Respondent's signature

Please Return To:
Danforth Admissions
UW College of Education
Box 353600; Miller 313
Seattle, WA 98195-3600

Applicant Name:

Respondent's Signature:

Check the box in each row that best describes the candidate. Enter the rating for each row (1-4) in the column to the right. Add the rows for a total out of 24 possible points.

NOTE: Applicants are not expected to score 24 on this reference rubric.

	Not Yet Ready	Approaching Readiness for Leadership Development	Ready for Leadership Development	Significant Prior Development as an Educational Leader	#
	1	2	3	4	
Self-Knowledge	__ Has done little self-reflection, and/or has difficulty demonstrating integrity and/or building and maintaining trust with colleagues and supervisors.	__ Demonstrates integrity, builds relationships and trust with colleagues and supervisors. May need to further develop, or temper, confidence in own leadership ability.	__ Demonstrates integrity, builds relationships and trust with colleagues and supervisors. Aware of own strengths and areas of need to more effectively lead others.	__ Demonstrates integrity, builds relationships and trust with colleagues/supervisors. Self-reflective, describes specific personal strengths and actively works to improve as a leader.	
Equity & Excellence	__ Reflects deficit thinking regarding students' ability to achieve and/or displays inability to make a difference in education of traditionally marginalized students.	__ Aware of inequities. Able to plan and deliver instruction to meet diverse learning needs of students traditionally marginalized because of race, language, economic status, gender, etc.	__ Addresses inequities by working with others to analyze teaching and learning environments and creates inclusive classrooms through professional development, instructional systems, etc.	__ Leads others to examine institutional systems that have traditionally marginalized students and/or adopts strategies incorporating culturally responsive leadership through awareness, advocacy and action.	
Teaching & Learning	__ Does not apply elements of effective teaching and learning that support student learning such as a coherent curriculum aligned to standards, pedagogy, assessment, learning environment, student engagement.	__ Applies elements of effective teaching and learning that support student learning in own classroom. (coherent curriculum aligned to standards, pedagogy, assessment, learning environment, student engagement).	__ Works alongside other educators to strengthen and apply elements of effective teaching and learning (coherent curriculum aligned to standards, pedagogy, assessment, learning environment, student engagement).	__ Leads others to examine problems of learning/practice. Uses data to drive instructional improvements. Efforts have the potential to improve teaching and student learning outcomes.	
Approach to Leadership	__ Inconsistent in demonstrating skills of listening to others, taking risks, critical thinking and/or problem solving.	__ Demonstrates ability to listen to others, take risks, think critically and problem solve.	__ Works collaboratively with others to take risks, think critically, and problem-solve.	__ Leads and builds capacity with others to create shared vision and systems for collaboration and problem solving.	
Contributions & Impact	__ Contributions have focused primarily on own students in the classroom	__ Has participated in school-level or district-level committees such as Social Committee, PTSA, School Improvement Team, textbook adoption, etc.	__ Actively leads other adults as team leader, department chair, student teacher supervisor, mentor teacher, and/or professional development facilitator to address school and/or district level systems.	__ Has demonstrated leadership contributions by positively impacting teaching practice, student learning, across a school/district.	
Self-Management	__ Has difficulty consistently arriving on time, performing under stress, following through on projects, setting priorities, meeting due dates, etc.	__ Requires some direction and/or re-direction to follow through on projects, determine priorities and meet due dates. May need to develop greater balance under stress.	__ Initiates projects and determines priorities, develops timelines for completion and delivers within agreed upon time frames. Able to maintain composure under stress.	__ Leads others to initiate new projects, set priorities, develop timelines for completion, evaluate progress and meet project goals. Helps others to maintain composure under stress.	
	TOTAL (OUT OF 24 POSSIBLE POINTS)				