



CES Administrator Leadership Development (ALD) Program Professional Reference Form

I am recommending (Candidate's Name) _____ for the Cooperative Educational Services' Administrator Leadership Development Program (ALD).

Principal &/or Superintendent: This document must be returned to leadershipdevelopment@ces.org from your work email address no later than Dec 9th, 2025. Please contact LeAnne Gandy 575-704-9904 with any questions.

Your Name (please print): _____ Today's Date: _____

Your Title: _____ District/Charter: _____ Phone: _____

Please indicate in what capacity you have worked with this candidate.

As: School Principal Supervisor
 Other (please specify): _____

How many years have you worked with this candidate? __ years. If you have worked less than one full school year, another former District/Charter administrator's recommendation would be required.

In comparison to other educators with whom you have worked, please rate this candidate on each of the following qualities and provide specific evidence of the attributes where spaces are provided. Please note that N/O stands for "not observed."

Ethical Leadership	Bottom 50%	Mid 50%	Top 25%	Top 5%	N/O
1. Motivation, energy, and ambition	[]	[]	[]	[]	[]
2. Creativity and innovation	[]	[]	[]	[]	[]
3. Willingness to reflect and evaluate self	[]	[]	[]	[]	[]

Evidence: _____

Multicultural and Disability Leadership	Bottom 50%	Mid 50%	Top 25%	Top 5%	N/O
4. Respects diversity and promotes equity	[]	[]	[]	[]	[]
5. Believes that all children can learn	[]	[]	[]	[]	[]
6. Ability to differentiate instruction for	[]	[]	[]	[]	[]

linguistically diverse students and special populations.

Evidence: _____

Instructional Leadership	Bottom 50%	Mid 50%	Top 25%	Top 5%	N/O
7. Knowledge of effective teaching and learning	[]	[]	[]	[]	[]
8. Ability to engage all children in quality educational experiences	[]	[]	[]	[]	[]
9. Ability to use data to drive instructional decisions	[]	[]	[]	[]	[]
10. Ability and willingness to assume leadership roles (grade level, department level, school level, district level)	[]	[]	[]	[]	[]

Evidence: _____

Personal and Professional Leadership	Bottom 50%	Mid 50%	Top 25%	Top 5%	N/O
11. Ability to collaborate and work on teams	[]	[]	[]	[]	[]
12. Ability to hold students and colleagues accountable	[]	[]	[]	[]	[]
13. Ability to build and maintain healthy interpersonal relationships	[]	[]	[]	[]	[]

Evidence: _____

Visionary Leadership	Bottom 50%	Mid 50%	Top 25%	Top 5%	N/O
14. Ability to learn from constructive feedback	[]	[]	[]	[]	[]
15. Ability to listen and give meaningful feedback	[]	[]	[]	[]	[]
16. Critical thinking and problem analysis skills	[]	[]	[]	[]	[]

Evidence: _____

Managerial Leadership	Bottom 50%	Mid 50%	Top 25%	Top 5%	N/O
17. Communication skills (speaking, listening, giving and receiving feedback)	[]	[]	[]	[]	[]
18. Ability to effectively resolve conflict	[]	[]	[]	[]	[]
19. Ability to effectively manage work and environment	[]	[]	[]	[]	[]

Evidence: _____

Community Relations	Bottom 50%	Mid 50%	Top 25%	Top 5%	N/O
20. Integrity and professionalism	[]	[]	[]	[]	[]
21. Ability to work effectively with families	[]	[]	[]	[]	[]
22. Advocate for students and families	[]	[]	[]	[]	[]

Evidence: _____

Political, Legal and Fiscal Leadership	Bottom 50%	Mid 50%	Top 25%	Top 5%	N/O
24. Ability to manage fiscal resources	[]	[]	[]	[]	[]
25. Ability to communicate with political leaders	[]	[]	[]	[]	[]

Evidence: _____

The CES' Administrator Leadership Development Program seeks to develop relentless, courageous, collaborative and effective instructional leaders who are knowledgeable, highly skilled, passionate and committed to building highly effective school communities designed to accelerate the achievement and success of each and every student, including narrowing the achievement gap.

By signing off on this recommendation, the District/Charter agrees that the ALD Participant will need three Fridays off each semester in order to fulfill the 100% attendance requirement at all ALD sessions. Also, the District/Charter agrees a mentor(s) will work with a participant for the PED required 180 internship hours. Failure to fulfill attendance requirements, internship hours, assignments or any other requirements established by the District/Charter, CES or the PED could result in the participant being withdrawn at any point from the program.

Thank you for taking the time to complete this reference form. Please feel free to add any additional comments about this candidate's fit for the Administrator Leadership Development Program. In addition, please sign the bottom of this form.

Signature of Principal or Recommending Administrator

Superintendent or Charter Leader Signature

LeAnne Gandy
Director of Leadership Development
505-344-5470 ext 146