

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA  
HUMAN RESOURCES DEPARTMENT  
1960 Landings Blvd.  
Sarasota, FL 34231-3331  
Telephone: (941) 927-9000 FAX: (941) 927-4020

**REFERENCE REQUEST – ADMINISTRATIVE PERSONNEL**

**TO THE APPLICANT**

\_\_\_\_\_  
*Applicant's Last Name*

\_\_\_\_\_  
*First Name*

\_\_\_\_\_  
*M.I.*

I understand that, according to the Family Educational Rights and Privacy Act of 1974 and the Florida Records Law, I have the right to see this completed recommendation form and that I cannot be considered for employment until three (3) completed references, using this form, are included in my employment application.

I have communicated with the following reference and he/she has agreed to complete this recommendation based on his/her knowledge of my abilities.

\_\_\_\_\_  
*Applicant's Signature*

\_\_\_\_\_  
*Date*

**TO THE REFERENCE**

We would appreciate your personal reference on the above-listed applicant who is applying for a position with the School Board of Sarasota County, FL. Your prompt reply and cooperation in helping us to identify qualified, professional personnel is greatly appreciated. Upon completion of the information requested below, please mail this form directly to the **Human Resources office at the address shown above**. Thank you in advance for your assistance.

My contact with the applicant is/was:

Daily  Frequently  Infrequently  Supervising the Candidate  Not Supervising the Candidate

What period of time did you supervise/employ the applicant?

\_\_\_\_\_  
*From Month/Year*

\_\_\_\_\_  
*To Month/Year*

What type of position(s) has this applicant held within your system? *(please list)*

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
**Name of Reference** (Please Print)

\_\_\_\_\_  
**Company Name**

\_\_\_\_\_  
**Title of Reference**

\_\_\_\_\_  
**Street Address**

\_\_\_\_\_  
**Telephone Number**

\_\_\_\_\_  
**City, State, Zip Code**

**DIRECTIONS:**

The reverse side of this form reflects the criteria used by the Sarasota County School District to gain insight into an applicant's leadership potential. Please use the scale below to respond to each item by circling the number that best reflects the candidate's performance.

5 = Superior  
4 = Above Average  
3 = Satisfactory  
2 = Below Average  
1 = Poor  
0 = No basis for judgment

Applicant Name: \_\_\_\_\_

**Instructional Leadership**

- 0 1 2 3 4 5 **Instructional Leadership:** Promotes a positive learning culture, provides an effective instructional program, and applies best practices to student learning, especially in the area of reading and other foundational skills.
- 0 1 2 3 4 5 **Managing the Learning Environment:** Manages the organization, operations, facilities and resources in ways that maximize the use of resources in an instructional organization and promotes a safe, efficient, legal, and effective learning environment.
- 0 1 2 3 4 5 **Learning, Accountability, and Assessment:** Monitors the success of all students in the learning environment, aligns the curriculum, instruction, and assessment processes to promote effective student performance, and uses a variety of benchmarks, learning expectations, and feedback measures to ensure accountability for all participants engaged in the educational process.

**Operational Leadership**

- 0 1 2 3 4 5 **Communication:** Expresses ideas clearly and correctly, orally, in writing, and in multi-media presentations for different audiences – students, teachers, colleagues, parents, community members, and others.
- 0 1 2 3 4 5 **Decision-Making Strategies:** Plans effectively, uses critical thinking and problem solving techniques, and collects and analyzes data for continuous school improvement
- 0 1 2 3 4 5 **Technology:** Plans and implements the integration of technological and electronic tools in teaching, learning, management, research, and communication responsibilities.
- 0 1 2 3 4 5 **Human Resource Development:** Recruits, selects, nurtures, and, where appropriate, retains effective personnel, develops mentor and partnership programs, and designs and implements comprehensive professional growth plans for all staff – paid and volunteer.
- 0 1 2 3 4 5 **Ethical Leadership:** Acts with integrity, fairness, and honesty in an ethical manner.
- 0 1 2 3 4 5 **Change:** Is reflective and fulfills responsibilities for change agent and situational awareness and the pacing of various change initiatives -- when to push, when to support, when to back off and encourage others to push.

**Global Leadership**

- 0 1 2 3 4 5 **Vision:** Has a personal vision for the school/district and the knowledge, skills, and dispositions to develop, articulate, and implement a shared vision that is supported by the larger organization and the school community.
- 0 1 2 3 4 5 **Community and Stakeholder Partnerships:** Collaborates with families, business, and community members, responds to diverse community interests and needs, works effectively with the larger organization, and mobilizes community resources.
- 0 1 2 3 4 5 **Diversity:** Understands, responds to, and influences the personal, political, social, economic, legal, and cultural relationships in the classroom, the school, and the local community.

What are the applicant’s chief assets or limitations? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Would you re-employ this individual for a position in your organization?  Yes  No

Remarks: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
**Signature of Reference**

\_\_\_\_\_  
**Date**