

Jackie A. Walsh, Ph.D.
1510 Gilmer Avenue
Montgomery, AL 36104
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To Whom It May Concern:

This is to offer my enthusiastic and unqualified support for Lori Snell as a leader of instruction at the school or district level. Mrs. Snell, an individual of impeccable character, holds high expectations for students, the adults who work in schools, and for herself. I base this assessment on my experience in working closely with Lori over the past five years.

Mrs. Snell exemplifies the personal characteristics that I value in educators. Over time I have observed her consistently display the following traits: honesty, trustworthiness, respect for others, goal-orientation, hard work, persistence, and humility. She is authentic; she aligns her actions with her words. While the term servant leader may be overused in today's environment, it fits Lori perfectly.

These important personal attributes are infused into Mrs. Snell's professional life and work. Over the course of her career, she has developed an impressive set of knowledge and skills that position her to be effective in a range of educational roles. Among her qualifications for leading at the school or district level are the following.

- She possesses a deep knowledge of effective teaching and learning and, as a lead learner, is continuously expanding and deepening her pedagogical knowledge.
- She is a skillful coach of others, including administrators, teachers, and support staff. As such, she understands the value of engaging others in reflection grounded in data as an important strategy for developing individual commitment to change.
- She is highly proficient in the design and facilitation of learning for adults.
- She is strategic, understanding the value of using data to develop plans that take into consideration the development of buy-in and over-time work to achieve goals.
- She practices shared leadership based on partnership principles and, as a result, is successful in mobilizing others around shared goals.
- She successfully builds relationships with individuals at all levels of an organization. Her effectiveness as a relationship-builder is attributable, to a great extent, to the personal traits outlined in the previous paragraph.

As a leader, Mrs. Snell models the way and engages with others in work toward a shared vision.

In closing, I believe that Mrs. Snell would be an excellent addition to any leadership team. If I can provide additional information, please do not hesitate to contact me.

Sincerely,

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