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**Your future.  
Our focus.**

July 2018

To whom in may concern,

This letter of recommendation is written on behalf of Jamie Nord. I have worked with Jamie for the past five years through our professional relationship with the St. Croix River Education District (SCRED), where she serves as executive director. In addition to our work together at SCRED, Jamie completed her superintendent internship hours with me during the 2017-18 school year. Jamie is a true educational leader and the following paragraphs will provide examples of her effectiveness.

Jamie is a leader by nature. During the 2017-18 school year she successfully transitioned SCRED to an independent public employer. This transition was a huge undertaking and would not have been possible without Jamie's ability to lead change, communicate her intentions, and persistently focus on her vision for the organization. For the first time in a while SCRED has a renewed sense of direction and this is because of Jamie's leadership. Each of the six SCRED member school districts have unique needs and Jamie does a great job meeting our needs while remaining focused on the vision for the future. This vision was created through a strategic planning process, which Jamie led three years ago.

Jamie is student centered. Perhaps it is her background in special education, but Jamie's first priority above all else is the needs of students. Time and time again when tough decisions have to be made Jamie brings us back to our core mission. This is one of my favorite traits about Jamie and a big reason why she is so successful. This trait will serve her well should she ever decide to pursue a Superintendent position.

Jamie is a reflective leader. Every year Jamie sets goals for herself, regularly checks in on her progress toward those goals, and reflects on her ability to meet those goals. She asks her staff to do the same and because of this SCRED continues to get better and better at providing service to its member districts.

Jamie is analytical and persistent. A topic that causes Superintendents to become pessimistic is funding for special education. Not only does this funding lag behind what is constitutionally mandated but the formulas for allocations to school districts are convoluted and overwhelming. Jamie's dogged persistence to understand this process, maximize funding for school districts, and communicate in an understandable way is outstanding. Currently, Jamie is leading the process for SCRED to host student programs so member school districts can maximize special education funding. This has required countless meetings and hours upon hours of analysis. Jamie is our go to person when we need support to understand special education funding. She is a fast learner and sees the big picture.

SCRED has a long-standing reputation for basing decisions on data and analytics. This sums up Jamie's personality. Jamie is proficient in the use of data to decide on the best course of action.

On a personal note, Jamie is the kind of person any organization would like to have as their leader. She cares deeply about her employees and supports them both in their work and in their personal lives. You would be very fortunate to have Jamie Nord lead your organization should you chose to employ her. Her sense of humor coupled with her friendly outgoing nature makes working alongside her enjoyable. I would be very sad to see Jamie leave SCRED but I understand her desire to take this next step in her career. Jamie will leave SCRED better than she found it and she has set the organization up for long term success. Please call me if you require further information.

Sincerely,

A handwritten signature in black ink, appearing to read "A. M. Almos". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Andrew M. Almos, Superintendent