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To whom it may concern,

Terry Espejo was principal at Nakalbun Elementary School, where I am a Grade 3 teacher, during the 2016-2017 school year. During that time he demonstrated excellent leadership skills particularly in the areas of delegation, motivation, collaboration, professionalism, and respect.

Terry delegated duties to the staff to empower teachers, EA's and administrative support staff to build capacity within our school. He supported all staff members in their assigned roles and ensured their success. When dealing with students issues like behavior or academics, Terry was always supportive of my input in finding a solution. I personally felt empowered and energized because Terry demonstrated belief in my abilities and encouraged me to push myself beyond my comfort zone. This happened within my role at school and when thinking about furthering my career.

He also motivated the staff by modeling a passion for his job and for improving the school. Beyond coaching staff members and verbally encouraging students, Terry used data gathered throughout the year to plan strategically for student achievement and to celebrate success as students met their goals. Terry also encouraged the staff to take a more active role in school planning and organization by using a collaborative decision making model. This happened not only in our staff meetings but also when working with groups of staff on specific issues.

Terry was very professional and consistently displayed a high level of respect when dealing with staff, students and parents. He had a way of dealing with people that let everyone know that he was listening with an open mind and taking their concerns seriously; setting matters in an even handed and fair way.

I whole heartedly recommend Terry for a role in your organization, he did an excellent job here and will be sorely missed. If you have any questions for me please contact me at 250-981-0415(cell) or email me at andrew.mulroy@gmail.com.

Sincerely,

Andrew Mulroy