

April 6, 2026

To District Search Committee,

It is a privilege to provide this letter of recommendation for Carmen Flores. Throughout her extensive career in education and specifically in Tomball ISD, Carmen has distinguished herself as a leader in bilingual and ESL instruction, a detailed compliance specialist, and a dedicated advocate for emergent bilingual students. Her resume reflects a blend of high-level administrative oversight and hands-on instructional expertise.

Carmen's most recent tenure as a Content Specialist for Multilingual Programs at Tomball Independent School District highlights her ability to manage complex, district-wide initiatives. In this role, she successfully:

- Coordinated Curriculum and Assessment: Aligned district goals with Texas Administrative Code and ESSA guidelines to foster biliteracy.
- Led Professional Development: Designed and delivered tiered training and district-wide sessions to elevate teacher capacity and student academic achievement.
- Ensured LPAC Compliance: Managed compliance across elementary campuses and collaborated with Special Education departments to create protocols for dually served students.

Carmen Flores is a consummate professional whose deep understanding of bilingual pedagogy and commitment to systemic excellence would make her an invaluable asset to any educational organization. Please let me know if you have any questions or need further clarification.

Sincerely,