

RECEIVED

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SCHOOL BOARD  
OFFICE

2323 Blueberry Ridge Road  
Matthews, NC 28105

Dear Prospective Employing School District:

If you are looking for a supportive, efficient and effective leader to support your district's mission, I may be of great value to you. Having served as an elementary and middle school assistant principal, as a Hearing Officer and as an alternative learning program administrator for the Charlotte-Mecklenburg School (CMS) district, I have strengthened my expertise in the areas of instructional management, school climate (including safety) and staff management in the last 5 years.

In the area of instructional management, I have been responsible for systematically and continuously monitoring instructional processes to ensure that program activities are related to program outcomes. I was optimally successful in working with the middle school staff at J. T. Williams Middle School in Charlotte, NC, ensuring that curriculum accountability and renewal were continuous and responsive to student needs. In response to those needs, I took very seriously the responsibility of making recommendations for improvement in purpose design and implementation of targeted instructional programs.

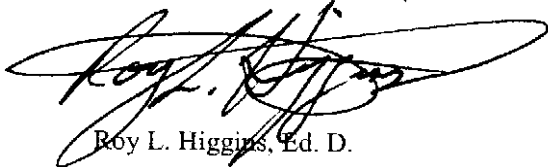
As a supportive communicator, I have always been able to convey and promote high expectations for staff and student performance in manners which provide proper recognition of excellence and achievement. In addition, I hold steadfast to the belief that fostering collegiality and team building among staff and encouraging staff's active involvement with decision making ensures a sense of staff ownership of educational goals, objectives and strategies.

As an efficient and effective collaborator, I have been able to demonstrate the significance of my skills in the area of human relations in my positions at J.T. Williams Middle School, Mountain Island Elementary School, and as a Hearing Officer for the CMS district. I am presently the Site Administrator for the Right Choices Boot Camp program and the Alternative to Long-term Suspension School (both are alternative educational settings). I support the premise that school rules are uniformly observed and that consequences of misconduct are applied equitably to all students unless otherwise designated by an IEP or 504 Plan. I uphold and adhere to Board of Education policies and administrative procedures. I work with faculty and staff members in the development and implementation of a management system that results in positive student, teacher and parental interaction to enhance the school climate. I manage to do this with all stakeholders having shared interest and commitment to what is best for student achievement and safety.

As an evaluator of school district discipline data, I have reviewed CMS elementary, middle and high school suspension data. My experience in evaluating discipline has enabled me to provide schools with valuable recommendations for checks and balances to ensure accuracy in reporting and ways to use that information to reduce student offenses thus resulting in a reduction of suspensions.

I would welcome the opportunity to pursue school leadership opportunities in your district, as I will prove to be a tremendous asset. You will see that my attached resume and credentials provide further in-depth background information on my qualifications. Please contact me at your earliest convenience.

Respectfully submitted,



Roy L. Higgins, Ed. D.

## ROY L. HIGGINS, Ed. D

2323 Blueberry Ridge Rd.

Matthews, NC 28105

Cell (704) 779-2944 or Home (704) 847-7312

**Objective:** A leadership position in school administration where I can be an asset in developing a school site with strong instructional management, a safe climate and a committed staff.

### Education:

Doctorate Degree in Educational Leadership, 2006	South Carolina State University, Orangeburg, SC
M. Ed (Elementary Ed.), 1998	Grambling State University, LA
B. S. (Elementary Ed.) 1986	Grambling State University, LA
Fulbright Scholar (South Africa) 1999	Grambling State University, LA
Superintendent Certification, 2006	State of North Carolina
Administration Certification 2002	State of North Carolina
Administration Certification 1999	Grambling State University, LA
Special Education Certification (grades 1-12), 1992	Grambling State University, LA
Teacher Certification (grades 1-8), 1988	State of Louisiana

### Professional Experience - CMS

Charlotte Mecklenburg Schools, Charlotte, North Carolina – March 15, 2002 - Present

Site Administrator (Principal) – August 2007 – Present: As Site Administrator for the Right Choices Boot Camp program and the Alternative to Long-term to Suspension School (both are alternative educational settings). I support the premise that school rules are uniformly observed and that consequences of misconduct are applied equitably to all students unless otherwise designated by an IEP or 504 Plan. I uphold and adhere to Board Of Education policies and administrative procedures. I work with faculty and staff members in the development and implementation of a management system that results in positive student, teacher and parental interaction to enhance the school climate. I manage to do this with all stakeholders having shared interest and commitment to what is best for student achievement and safety.

Hearing Officer, CMS – January 2004 – August 2007: Supervised and conducted Due Process Hearings on students throughout the school district for middle and high school students based on the system's "Student Rights, Responsibilities and Character Development Handbook" (Please note that there are more than thirty-three middle schools and more than twenty high school within the CMS District).

Assistant Principal (Elementary grades K-5) – August 2003 – January 2004: I have evaluated teachers during classroom instruction according to the TPAIR, managed and trained staff members on techniques to enhance instruction, planned and supervised field trips locally and out of state; disaggregated and aggregated data in both Math and Language Arts (by way of the quarterly assessments), in an effort to produce the very best action plan for individual and collective growth (intellectually as well as socially)

Assistant Principal – 8<sup>th</sup> Grade - Middle grade administrator (Assistant Principal) – March 2002 – August 2003: Collaborated with eleven regular educational teachers, one E.C. teacher, and an eighth grade guidance counselor in an effort to create a school environment conducive to the successful achievement and safety for all students. We have disaggregated and aggregated data in both Math and Language Arts (by way of the 8<sup>th</sup> grade quarterly assessments) in an effort to produce the very best action plan for individual and collective growth (intellectually as well as socially); Conferenced with parents and students concerning nearly every violation of the CMS Students Rights, Responsibilities and Character Development Handbook. I have also recruited teachers during CMS Job Fairs.

### Professional Experience – MCS

Monroe City School System, Monroe, Louisiana – August 1989 – February 2002

Junior High School Teacher - (Monroe, LA – January 1999 – February 2002: I instructed 7<sup>th</sup> and 8<sup>th</sup> grade students in the subjects of Geography, American History and World Civilization.

EC Teacher – (Monroe, LA) – August 1992 – 1999: I have assisted with the writing of Individual Educational Plan (IEP's) for those students diagnosed with special needs. I instructed Exceptional students in both elementary and high school (grades 6<sup>th</sup> - 12<sup>th</sup>)

Elementary Teacher, Monroe City School System (Monroe, LA) 1989 – 1992: I instructed 5<sup>th</sup> and 6<sup>th</sup> grade students in the subjects of Math, Social Studies, Spelling, Language Arts and Reading and Science.

**JOB-RELATED TRAINING AND SKILLS**

Crisis Management Plan Development for High, Middle and Elementary Schools  
Assistant Principal for Elementary and Middle Schools  
Human Resource Screening (Interviewing and Recommending Applicants for Positions for AESS Department)  
Site Administrator (Principal) for the Right Choices Boot Camp/The Alternative to Long-term Suspension School  
Human Resource Screening and Hiring of Personnel for the Right Choices Boot Camp/The Alternative to Long-term Suspension School  
Hearing Officer  
Behavioral-Based Triage (Interviewing Process)  
TPAIR certified which includes evaluation of staff

**References:**

Dr. Ralph W. Taylor  
Director of Alternative Education and Safe Schools  
Charlotte, Mecklenburg Schools  
701 E. Second St.  
Charlotte, NC 28202  
Phone # 980-343-2614 (Office)  
704-400-0875 (Cell)

Dr. James L. Pughsley (Retired)  
Superintendent of Charlotte-Mecklenburg Schools  
9243 Heydon Hall Cr.  
Charlotte, NC 28210  
Phone # 704-858-4767 (Cell)  
704-554-9629 (Home)  
434-293-3823 (Home)  
434-924-3823 (Office)

Dr. Tony A. Aburime, Professor  
South Carolina State University  
300 College St. NE  
Orangeburg, SC 29117  
Phone # 803-536-7191 (Office)  
803-938-6804 (Cell)

STATE OF NORTH CAROLINA  
STATE BOARD OF EDUCATION • DEPARTMENT OF PUBLIC INSTRUCTION



License

DATE ISSUED

08/01/2006

RENEWAL CYCLE

07/01/2006 TO 06/30/2011

THE PERSON NAMED HERE HAS COMPLETED A PROGRAM OF PREPARATION APPROVED BY THE STATE BOARD OF EDUCATION AND IS AWARDED THIS LICENSE TO SERVE IN THE SCHOOLS OF NORTH CAROLINA IN THE AREA(S) INDICATED. THIS LICENSE HAS BEEN ISSUED IN ACCORDANCE WITH STATE BOARD OF EDUCATION REGULATIONS

ROY LEE HIGGINS  
XXX-XX-8186

DATE EFFECTIVE

05/12/2006

DATE EXPIRES

06/30/2011

PROGRAM CODE/STATUS	HQ CODE	CODE/AREA	CLASS CODE	EXP.
06 STANDARD PROFESSIONAL II	98	00011 SUPERINTENDENT	DS	00
06 STANDARD PROFESSIONAL II	98	00012 PRINCIPAL (GRADES K-12)	DP	00
06 STANDARD PROFESSIONAL II	99	00025 ELEMENTARY EDUCATION (GRADES K-6)	A	14

Class Codes:

- V - Non-Degree
- A - Bachelor's level
- M - Master's
- S, AP, AS - Sixth-year level
- D, DP, DS - Doctorate level

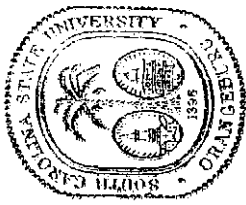
Highly Qualified (HQ) status indicators, pursuant to PL107-110 (NCLB Act of 2001):

- 99 - Not Highly Qualified
- 96 - Not Applicable for Non-Core Academic Areas
- 97 - Highly Qualified not determined
- 89 - Highly Qualified based on undergraduate academic major
- 88 - Highly Qualified based on coursework equivalent to an undergraduate major
- 87 - Highly Qualified based on NC licensing test(s)
- 86 - Highly Qualified based on Other State Licensing test(s)
- 85 - Highly Qualified based on a graduate degree
- 84 - Highly Qualified based on master's level licensure or above
- 83 - Highly Qualified based on NBPTS
- 82 - Highly Qualified based on NC HOUSSE standard
- 81 - Highly Qualified based on Other State HOUSSE standard

EACH LICENSE HOLDER IS RESPONSIBLE FOR KNOWING AND SATISFYING LICENSE RENEWAL REQUIREMENTS AND/OR ANY IDENTIFIED PROVISIONS OR DEFICIENCIES REQUIRED TO REISSUE HIS OR HER LICENSE

*Jane St. Clair Atkinson*

South Carolina State Agricultural College



Be it known that the Board of Trustees upon the recommendation of the Faculty and by virtue of authority vested in it by the State of South Carolina has conferred upon

**Roy Lee Higgins**

the degree of

**Doctor of Education**

with all the rights, privileges and honors thereunto appertaining.

Given in Orangeburg, South Carolina, in the year of our Lord, two thousand and six, this month of May.

*Wm. S. Washington*  
Chairman of Board of Trustees

*John F. ...*  
Governor of South Carolina

*Andrew Higgins, Jr.*  
President of University



**SOUTH CAROLINA STATE UNIVERSITY**  
 P. O. BOX 8104  
 300 COLLEGE STREET  
 ORANGEBURG, SC 29117

ADDRESS LABEL WORKSHEET SOLUTIONS

**NAME: Roy L. Higgins**  
**SSN: -8186**  
**DOB: Jul 15, 1961**

**THIS IS NOT OFFICIAL UNLESS IT BEARS THE REGISTRAR'S SIGNATURE AND UNIVERSITY SEAL**  
**SOUTH CAROLINA STATE UNIVERSITY TRANSCRIPT**

Official Graduate Academic Record

Higher Education Institutions: Jan 1992 Dec 1998  
 GRAMBLING STATE UNIV Aug 1985 Jul 1989  
 GRAMBLING STATE UNIV

Degrees Awarded:  
 DOCTOR OF EDUCATION May 11, 2006  
 SCHOOL OF GRADUATE STUDIES  
 Major: EDUCATIONAL ADMINISTRATION EADM 1304  
 Cum GPA: 4.000  
 Dissertation Title:  
 Reading-Mathematics Relationship: A Race, SES, and Gender-Based Comparative Analysis of the Consistency of Reading Competency in Accounting for Individual Variability and Group Differences in Mathematics Achievement

2002 SUMMER  
 Admitted Program:  
 SCHOOL OF GRADUATE STUDIES  
 NON-DEGREE GRADUATE  
 Major: NON-DEGREE SPECIAL GRADUATE

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 735 FUND OF MANAGEMENT	6.00	6.00	6.00	24.00	4.000
EAM 799 TECHNOLOGY IN EDUCATION	6.00	6.00	6.00	24.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Cumulative	6.00	6.00	6.00	24.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 750 SUPERVISION OF INSTRUCT	3.00	3.00	3.00	12.00	4.000
Current	3.00	3.00	3.00	12.00	4.000
Cumulative	9.00	9.00	9.00	36.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 732 EDUCATIONAL PLANNING	6.00	6.00	6.00	24.00	4.000
EAM 803 EDUC ISSUES/ORGAN RESPON	15.00	15.00	15.00	60.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	15.00	15.00	15.00	60.00	4.000
Cumulative	15.00	15.00	15.00	60.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 804 ADVANCE RESEARCH	6.00	6.00	6.00	24.00	4.000
EAM 759 SEM IN CURR IMPLTN & CHG	15.00	15.00	15.00	60.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	15.00	15.00	15.00	60.00	4.000
Cumulative	15.00	15.00	15.00	60.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 801 DIAGNOSIS IN EDUC ORGAN	6.00	6.00	6.00	24.00	4.000
EAM 803 DATA ANALY EXPR STUDIES	21.00	21.00	21.00	84.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	21.00	21.00	21.00	84.00	4.000
Cumulative	21.00	21.00	21.00	84.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 732 EDUCATIONAL PLANNING	6.00	6.00	6.00	24.00	4.000
EAM 803 EDUC ISSUES/ORGAN RESPON	15.00	15.00	15.00	60.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	15.00	15.00	15.00	60.00	4.000
Cumulative	15.00	15.00	15.00	60.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 804 ADVANCE RESEARCH	6.00	6.00	6.00	24.00	4.000
EAM 759 SEM IN CURR IMPLTN & CHG	15.00	15.00	15.00	60.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	15.00	15.00	15.00	60.00	4.000
Cumulative	15.00	15.00	15.00	60.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 801 DIAGNOSIS IN EDUC ORGAN	6.00	6.00	6.00	24.00	4.000
EAM 803 DATA ANALY EXPR STUDIES	21.00	21.00	21.00	84.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	21.00	21.00	21.00	84.00	4.000
Cumulative	21.00	21.00	21.00	84.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 803 EDUC ISSUES/ORGAN RESPON	6.00	6.00	6.00	24.00	4.000
EAM 710 METHODS FOR RESEARCH	18.00	18.00	18.00	72.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	18.00	18.00	18.00	72.00	4.000
Cumulative	33.00	33.00	33.00	132.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 731 SCHOOL & COMM RELATIONS	3.00	3.00	3.00	12.00	4.000
Current	3.00	3.00	3.00	12.00	4.000
Cumulative	36.00	36.00	36.00	144.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 737 SCHOOL BUILDING PLANNING	6.00	6.00	6.00	24.00	4.000
EAM 899 DISSERTATION SEMINAR	42.00	42.00	42.00	168.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	42.00	42.00	42.00	168.00	4.000
Cumulative	42.00	42.00	42.00	168.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 861 CLIN SEM-INTERN II	6.00	6.00	6.00	24.00	4.000
EAM 899 DISSERTATION SEMINAR	42.00	42.00	42.00	168.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	42.00	42.00	42.00	168.00	4.000
Cumulative	42.00	42.00	42.00	168.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 861 CLIN SEM-INTERN II	6.00	6.00	6.00	24.00	4.000
EAM 899 DISSERTATION SEMINAR	42.00	42.00	42.00	168.00	4.000
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Cumulative	42.00	42.00	42.00	168.00	4.000

Program Changed To:  
 DOCTOR OF EDUCATION  
 Major: EDUCATIONAL ADMINISTRATION EADM 1304

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 737 SCHOOL BUILDING PLANNING	6.00	6.00	6.00	24.00	4.000
EAM 899 DISSERTATION SEMINAR	42.00	42.00	42.00	168.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
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Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 861 CLIN SEM-INTERN II	6.00	6.00	6.00	24.00	4.000
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EAM 899 DISSERTATION SEMINAR	42.00	42.00	42.00	168.00	4.000
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Annual	42.00	42.00	42.00	168.00	4.000
Cumulative	42.00	42.00	42.00	168.00	4.000

2004 FALL  
 Program Changed To:  
 DOCTOR OF EDUCATION  
 Major: EDUCATIONAL ADMINISTRATION EADM 1304

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 737 SCHOOL BUILDING PLANNING	6.00	6.00	6.00	24.00	4.000
EAM 899 DISSERTATION SEMINAR	42.00	42.00	42.00	168.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	42.00	42.00	42.00	168.00	4.000
Cumulative	42.00	42.00	42.00	168.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 861 CLIN SEM-INTERN II	6.00	6.00	6.00	24.00	4.000
EAM 899 DISSERTATION SEMINAR	42.00	42.00	42.00	168.00	4.000
Current	6.00	6.00	6.00	24.00	4.000
Annual	42.00	42.00	42.00	168.00	4.000
Cumulative	42.00	42.00	42.00	168.00	4.000

Course	AHRS	EHRS	QHRS	OPTS	GPA
EAM 861 CLIN SEM-INTERN II	6.00	6.00	6.00	24.00	4.000
EAM 899 DISSERTATION SEMINAR	42.00	42.00	42.00	168.00	4.000
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Annual	42.00	42.00	42.00	168.00	4.000
Cumulative	42.00	42.00	42.00	168.00	4.000


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Current	6.00	6.00	6.00	24.00	4.000
Annual	42.00	42.00	42.00	168.00	4.000
Cumulative	42.00	42.00	42.00	168.00	4.000

2006 SPRING  
 Requirements completed for DOCTOR OF EDUCATION  
 END OF Graduate Academic Record  
 NO FURTHER ENTRIES THIS COLUMN

This officially sealed and signed transcript is printed on blue paper with the name of the university printed in blue type across the top of this document. A raised seal is not required. When photocopying, the word COPY should appear.

*Annie R. Belton*  
 ANNIE R. BELTON, REGISTRAR

# State of Louisiana



## State Department of Education

TEACHING CERTIFICATE  
TYPE A, 057139

VALID FOR LIFE FOR CONTINUOUS SERVICE  
OCTOBER 19, 1999

This Certificate is issued to **ROY LEE HIGGINS**

by the Louisiana Department of Education, based upon the following:

DEGREE: B.S., GRAMBLING STATE UNIVERSITY, 1989  
M.S., GRAMBLING STATE UNIVERSITY, 1998  
MASTER'S DEGREE PLUS 30 GRADUATE HOURS  
\*\*\*\*\*ANY DEGREE BELOW THIS LINE IS INVALID\*\*\*\*\*

ELEMENTARY GRADES  
MILD/MODERATE (1-12)  
\*\*\*\*\*ANYTHING BELOW THIS LINE IS INVALID\*\*\*\*\*

\*\*\*\*\*SUBJECTS AND SERVICES SPECIFIED\*\*\*\*\*  
\*\*\*\*\*ANYTHING BELOW THIS LINE IS INVALID\*\*\*\*\*

**PAUL G. PASTOREK**

President, State Board of  
Elementary and Secondary Education

**CECIL J. PICARD**

Superintendent of Public Education

Eligibility: This certificate authorizes the employment of the holder to teach only those subjects and/or to engage in other services specified on the certificate.

Recommendation Request  
for  
**DR. ROY HIGGINS**

**Dr. James Pughsley (retired)**  
**Superintendent of Charlotte-Mecklenburg Schools**  
**9243 Heydon Hall Cr.**  
**Charlotte, NC 28210**

(Name and Address of Referent)

The person above has requested that you provide a reference. Please carefully evaluate the candidate's experience based upon your professional contact with him/her, by checking the appropriate box.

Category for Evaluation	No basis for Judgment	Inadequate	Below Average	Satisfactory	Strong	Outstanding
<b>Instructional Leadership.</b> The administrator has consistent and on-going experience in observing instruction and giving high-quality feedback that leads to improvements in teaching. He/she is able to focus on the amount and quality of student learning taking place.						X
<b>Knowledge of Curriculum.</b> The administrator consistently assesses whether the district curriculum is being taught and give appropriate feedback to teachers related to their understanding and presentation of the curriculum.						X
<b>Performance Evaluation of Personnel.</b> The administrator demonstrates understanding and effective implementation of the District's evaluation processes for classified and certificated personnel. Feedback is unambiguous and focuses on acknowledging instructional strengths and/or areas for improvement.						X
<b>Leadership.</b> The administrator demonstrates the ability to communicate an instructional vision and inspire others to work toward that vision. The administrator demonstrates initiative and an ability to make decisions. The administrator demonstrates effective staff development that leads to substantive transformation						X
<b>School Administration and Management.</b> The administrator exhibits evidence of knowledge and skill in the following: <ul style="list-style-type: none"> <li>• establishing and maintaining appropriate behavioral standards;</li> <li>• running an efficient and highly organized operation;</li> <li>• communicating, clearly, effectively, frequently and comprehensively with all constituencies, orally and in writing;</li> <li>• securing supplementary resources and using all resources appropriately.</li> </ul>						X
<b>Interpersonal Relations.</b> The administrator demonstrates the following: <ul style="list-style-type: none"> <li>• awareness of and sensitivity to individuals with disabilities as well as cultural, ethnic, socioeconomic and gender differences;</li> <li>• ability to listen to different points of view and manage conflict;</li> <li>• understanding of group processes and ability to bring members of a group to consensus on key program issues;</li> <li>• ability to accept feedback and participate actively in continued professional growth.</li> </ul>						X

Would you hire or rehire this candidate in an administrative leadership capacity? Yes X No \_\_\_\_\_  
**(PLEASE SEE REVERSE SIDE FOR REMARKS AND SIGNATURES.)**

**REMARKS** (positive or negative):

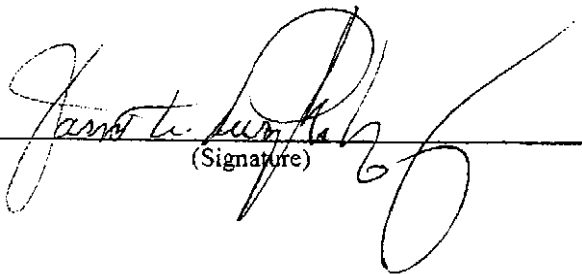
(Remarks are not required. However, all ratings lower than SATISFACTORY should be substantiated with remarks.)

I have known Roy Higgins for more than fifteen years. In these years, he has always served as a dedicated, consistent, and compassionate educator and educational leader with great charisma, foresight and the ability to get the job done. As Deputy-Superintendent for the Charlotte Mecklenburg School System, I brought Higgins into the System as an assistant principal. Following this two-year assignment, I appointed Higgins to the position of Hearing Officer for the district, providing him the opportunity to develop a diversified skill-set, as he worked toward obtaining his doctorate degree in Educational Leadership. I also acted as Higgins' mentor during his internship for his superintendent's endorsement for licensure for the state of North Carolina (Fall of 2005) during his doctoral studies at South Carolina State University. In his internship under my supervision, he was always reliable, punctual, eager to learn new things and receptive of recommendations. I have nothing but praise, respect and admiration for Dr. Roy Higgins as both a present and future leader, and given the opportunity in any leadership capacity, I believe that he would most certainly be an asset to any school district.

This person has served:  Full-time  Part-time as:

Site Administrator (principal)/Hearing Officer Assistant Principal for the CMS School System from: March 2002 to present  
( Position)

while I served as Superintendent of the Charlotte-Mecklenburg School System  
(Title/Role)

  
(Signature)

April 4, 2008  
(Date)

Recommendation Request  
for  
**DR. ROY HIGGINS**

**Dr. Ralph Taylor**  
**Director of Alternative Education. and Safe**  
**Schools**  
**Charlotte-Mecklenburg Schools**  
**701 E. Second St.**  
**Charlotte, NC 28202**

The person above has requested that you provide a reference. Please carefully evaluate the candidate's experience based upon your professional contact with him/her, by checking the appropriate box.

(Name and Address of Referent)

Category for Evaluation	No basis for Judgment	Inadequate	Below Average	Satisfactory	Strong	Outstanding
<b>Instructional Leadership.</b> The administrator has consistent and on-going experience in observing instruction and giving high-quality feedback that leads to improvements in teaching. He/she is able to focus on the amount and quality of student learning taking place.						X
<b>Knowledge of Curriculum.</b> The administrator consistently assesses whether the district curriculum is being taught and give appropriate feedback to teachers related to their understanding and presentation of the curriculum.						X
<b>Performance Evaluation of Personnel.</b> The administrator demonstrates understanding and effective implementation of the District's evaluation processes for classified and certificated personnel. Feedback is unambiguous and focuses on acknowledging instructional strengths and/or areas for improvement.						X
<b>Leadership.</b> The administrator demonstrates the ability to communicate an instructional vision and inspire others to work toward that vision. The administrator demonstrates initiative and an ability to make decisions. The administrator demonstrates effective staff development that leads to substantive transformation						X
<b>School Administration and Management.</b> The administrator exhibits evidence of knowledge and skill in the following: <ul style="list-style-type: none"> <li>• establishing and maintaining appropriate behavioral standards;</li> <li>• running an efficient and highly organized operation;</li> <li>• communicating, clearly, effectively, frequently and comprehensively with all constituencies, orally and in writing;</li> <li>• securing supplementary resources and using all resources appropriately.</li> </ul>						X
<b>Interpersonal Relations.</b> The administrator demonstrates the following: <ul style="list-style-type: none"> <li>• awareness of and sensitivity to individuals with disabilities as well as cultural, ethnic, socioeconomic and gender differences;</li> <li>• ability to listen to different points of view and manage conflict;</li> <li>• understanding of group processes and ability to bring members of a group to consensus on key program issues;</li> <li>• ability to accept feedback and participate actively in continued professional growth.</li> </ul>						X

Would you hire or rehire this candidate in an administrative leadership capacity? Yes X No \_\_\_\_\_

(PLEASE SEE REVERSE FOR REMARKS AND SIGNATURES)

**REMARKS** (positive or negative):

(Remarks are not required. However, all ratings lower than SATISFACTORY should be substantiated with remarks.)

Dr. Roy Higgins has served in a leadership role in various Charlotte Mecklenburg Schools alternative school programs. These effective research-based programs are designed to meet the needs of the population (short and long term students on suspension) enrolled in the Charlotte Mecklenburg Schools (CMS) district. He effectively communicates with students, parents and program staff members; has developed a system of recording data important for documenting students disciplinary issues; has designed procedures to address discipline issues, including due process procedures for students who have repeatedly violated the CMS Student Code of Conduct while attending the alternative school program. Dr. Higgins has initiated many proactive strategies designed for smooth operation of the program(s) with a focus on drastically reducing the number of students who are suspended from CMS alternative school programs.

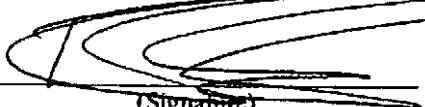
I highly recommend Dr. Roy Higgins be considered for a leadership position. His experience working in a leadership role in the area of alternative education and safe schools makes him a prime candidate. His professionalism, excellent interpersonal skills and management style generate a very high rate of staff productivity. Dr. Higgins' dedicated work ethics and caring nature make him an outstanding candidate for a leadership position.

This person has served:  Full-time      \_\_\_ Part-time as :

Site Administrator (Principal)/Hearing Officer from 3/15/2002 to present for 6 ½ years.  
(Position) (date) (date) (months/years)

while I served as Director of Alternative Education and Safe Schools

(Title/Role)



(Signature)

March 15, 2008

(Date)

Recommendation Request  
for  
**DR. ROY HIGGINS**

**Dr. Tony Aburime**  
Professor  
South Carolina State University  
300 College St. NE  
Orangeburg, SC 29117

The person above has requested that you provide a reference. Please carefully evaluate the candidate's experience based upon your professional contact with him/her, by checking the appropriate box.

(Name and Address of Referent)

Category for Evaluation	No basis for Judgment	Inadequate	Below Average	Satisfactory	Strong	Outstanding
<b>Instructional Leadership.</b> The administrator has consistent and on-going experience in observing instruction and giving high-quality feedback that leads to improvements in teaching. He/she is able to focus on the amount and quality of student learning taking place.						X
<b>Knowledge of Curriculum.</b> The administrator consistently assesses whether the district curriculum is being taught and give appropriate feedback to teachers related to their understanding and presentation of the curriculum.						X
<b>Performance Evaluation of Personnel.</b> The administrator demonstrates understanding and effective implementation of the District's evaluation processes for classified and certificated personnel. Feedback is unambiguous and focuses on acknowledging instructional strengths and/or areas for improvement.						X
<b>Leadership.</b> The administrator demonstrates the ability to communicate an instructional vision and inspire others to work toward that vision. The administrator demonstrates initiative and an ability to make decisions. The administrator demonstrates effective staff development that leads to substantive transformation						X
<b>School Administration and Management.</b> The administrator exhibits evidence of knowledge and skill in the following: <ul style="list-style-type: none"> <li>• establishing and maintaining appropriate behavioral standards;</li> <li>• running an efficient and highly organized operation;</li> <li>• communicating, clearly, effectively, frequently and comprehensively with all constituencies, orally and in writing;</li> <li>• securing supplementary resources and using all resources appropriately.</li> </ul>						X
<b>Interpersonal Relations.</b> The administrator demonstrates the following: <ul style="list-style-type: none"> <li>• awareness of and sensitivity to individuals with disabilities as well as cultural, ethnic, socioeconomic and gender differences;</li> <li>• ability to listen to different points of view and manage conflict;</li> <li>• understanding of group processes and ability to bring members of a group to consensus on key program issues;</li> <li>• ability to accept feedback and participate actively in continued professional growth.</li> </ul>						X

Would you hire or rehire this candidate in an administrative leadership capacity? Yes  No

(PLEASE SEE REVERSE FOR REMARKS AND SIGNATURES)

