

**Carolyn Bond Morrison, Ed. D.  
900 Indian Trail Drive  
Raleigh, NC 27609**

August 19, 2009

District 6 Board of Education Vacancy  
Wake County Board of Education  
3600 Wake Forest Rd.  
Raleigh, North Carolina 27609

Dear Members of the Board:

Thank you for allowing me this opportunity of applying for consideration as Beverly Clark's successor. I live in District 6 and have had long-standing connections with the schools in this area. In 1998, I retired from Wake County Schools after 34 years of service as a teacher, central office consultant, principal, and two years on loan to the State Department of Public Instruction. From 1998-2007, I coordinated the Master of School Administration program at Campbell University. From 2007-2009, I taught and coordinated the accreditation process for the new Department of Education at Peace College

My career began in the Raleigh City Schools at Effie Green Elementary in 1964 where I taught first, second, and third grade classes. In 1969, I moved to the Wake County Central Office and assumed the position of Elementary Consultant to all of the elementary schools in the Wake Forest, Millbrook, and Cary areas—a total of ten schools, before the merger of the city and county schools. Following the merger in 1976, I accepted the position of principal at Aldert Root Elementary School which served about 350 students. I worked at Root until 1987 when I accepted assignment as principal Lynn Road Elementary which at the time was over-enrolled by about 400 for a total of 1041 students. In 1994, I left Lynn Road for a year as an on-loan principal at the Department of Public Instruction to coordinate staff development in schools across the state. My assignment in 1995 was to be principal at Briarcliff Elementary in Cary, which was undergoing renovation of the building. During my tenure there, the building program was completed and test scores improved significantly. In 1997, I accepted the position of Assistance Team Chair for one of the initial state teams which were initiated to improve student achievement in the lowest performing schools. I led a five-member team to Phillips

Middle School in Battleboro, North Carolina, where we spent the entire year assisting faculty members to improve instruction. During this year, the test scores at Phillips increased from low-performing to exemplary. The next nine years were spent teaching curriculum, special education, and administration at Campbell University. The Master of School Administration program under my leadership increased from six candidates to 95 and every student passed the School Leaders' Licensure Exam on the first attempt. On July 31, 2009, I completed two years assisting accreditation efforts for the education department at Peace College.

I fully support the Wake County Board goal that "WCPSS students will demonstrate high academic growth; by 2014, all students will graduate on time prepared to compete globally". During my experience for the past 45 years I have observed many strategies that have proven to create conditions which foster high student achievement. I would support the following conditions which would advance the Board's goal. In high-achieving schools:

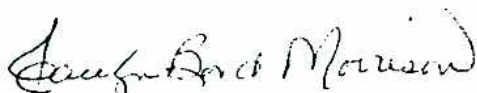
- ✓ Principals are visible throughout the day at carpool, bus lines, the cafeteria, classrooms, and media centers. Children know that the principal expects their best efforts.
- ✓ The school climate is calm, positive, and purposeful.
- ✓ The building and grounds are neat and well-kept.
- ✓ Principals treat teachers, parents, and students courteously and with respect in all circumstances.
- ✓ Principals and teachers consistently respond to parent requests within 24 hours.
- ✓ Parents are involved in supporting and implementing learning activities.
- ✓ Children are actively involved in setting their goals and assessing their own work.
- ✓ Children have sufficient concrete materials to make learning real.
- ✓ Classrooms are language-rich environments with children's work displayed prominently.
- ✓ All students and school personnel observe 20 minutes each day to drop everything and read books or magazines of their choice.
- ✓ All teachers read selected materials to their classes every day.
- ✓ Teachers have designated time to plan together in professional learning communities.
- ✓ Faculty members support each other and celebrate achievements.

Successful schools have principals who are passionate about their work and who do whatever it takes to create conditions in which all students can reach their potential. As a member of the Wake County School Board, I would be a strong advocate for the strategies outlined above.

My past experience has allowed me to work in most of the schools in District 6. Teaching at Effie Green, serving as principal at Root and Lynn Road, and supervising students at Brentwood, Brooks, Carroll, Daniels, Millbrook, Reedy Creek Elementary and Middle Schools, Joyner, and Lacy have allowed me to become familiar with the schools.

I have recently retired from my full-time position at Peace College and anticipate having sufficient time to devote to school board expectations. I believe in the Board's mission. Thank you very much for your consideration of my application to fill this vacancy.

Sincerely,



Carolyn Bond Morrison, Ed. D.

Enclosures: Resume

Letters of Reference: Brown, Hughes, Jones

## RESUME OF PROFESSIONAL QUALIFICATIONS

Carolyn Bond Morrison, Ed.D.

900 Indian Trail Drive  
Raleigh, NC 27609  
cbmorrison@mindspring.com

919-876-6348 (Home)  
919-523-8017 (Cell)

**OBJECTIVE:** To continue to use my training, experience, and expertise in education.

**Current North Carolina Licensure:**

School Administrator-Superintendent  
School Administrator-Principal  
Curriculum Instructional Specialist  
Early Childhood Education

**EXPERIENCE:**

2008-2009      RALEIGH, NC – PEACE COLLEGE  
Director, Division of Education

2007-2008      RALEIGH, NC: PEACE COLLEGE  
Visiting Associate Professor, Division of Education

1998-2007      BUIES CREEK, NC, CAMPBELL UNIVERSITY  
Associate Professor, School of Education

1997-98        RALEIGH, NC, DEPARTMENT OF PUBLIC INSTRUCTION  
Chairperson, State ABC Assistance Team (On-loan Position)

1995-97        RALEIGH, NC, WAKE COUNTY SCHOOL DISTRICT  
Principal of Briarcliff Elementary School

1994-95        RALEIGH, NC, STATE DEPARTMENT OF PUBLIC INSTRUCTION  
Executive Assistant for Effective Schools (On-loan Position)

1988-1994      RALEIGH, NC, WAKE COUNTY SCHOOL DISTRICT  
Principal of Lynn Road Elementary School

1976-1988      RALEIGH, NC, WAKE COUNTY SCHOOL DISTRICT  
Principal of Aldert Root Classical Studies Magnet School

1969-1976      RALEIGH, NC, WAKE COUNTY SCHOOL DISTRICT  
Elementary Curriculum Consultant

1964-1969      RALEIGH, NC, RALEIGH CITY SCHOOL DISTRICT  
Primary Teacher, Grades 1, 2, 3 – Effie Green Elementary School

**EDUCATION:**

1979      DUKE UNIVERSITY Durham, NC  
Ed.D. Supervision and Administration

1968      DUKE UNIVERSITY, Durham, NC  
M.Ed. Elementary Education

1964 UNIVERSITY OF NORTH CAROLINA, Chapel Hill, NC  
A.B. Elementary Education

1962 PEACE COLLEGE, Raleigh, NC  
A.A., Academic Degree

#### ADDITIONAL PROFESSIONAL TRAINING:

- Certified as a Thinking Maps Trainer, Innovative Learning, Inc. 1999
- Certified by the Institute for Control Theory, Reality Therapy, & Quality Management, 1995
- Certified by the National Association of Secondary School Principals as an Assessor, 1991
- Certified as GESA Facilitator (Gender/Ethnic Expectations and Student Achievement), 1995
- Trained in DPI Accreditation Standards, 2002

#### SELECTED PROFESSIONAL ACTIVITIES:

- Presenter, State Reading Conference, Raleigh, March, 1996
- Presenter, State Summer Leadership Conference, Wilmington, July, 1995
- Presenter, State Interdisciplinary Conference, Winston-Salem, October, 1994
- Past Member, Advisory Board, Principals' Executive Program
- Past Member, UNC, School of Education Alumni Board
- Author of educational articles published in *The News and Observer* and *Carolina Comment*
- Member, Selection Committee for District Principal of the Year, 1999-2001
- Member State Evaluation Committee, 2002-2007

#### ACHIEVEMENTS:

- Phi Beta Kappa, UNC-CH, 1964
- Phi Delta Kappa, UNC-CH, 1974
- Kappa Delta Phi, Duke, 1974
- Delta Kappa Gamma, Raleigh, 1995
- Master Principal, Wake County Public Schools, 1984
- Principals' Executive Program, Chapel Hill, 1986
- Advanced Principals' Executive Program, Chapel Hill, 1990
- Outstanding District Educator, State PTA, District 19, 1995
- National PTA School Reading/Literacy Award, 1994
- State Superintendent's Golden Key Award for Lynn Road School, 1994
- Proven ability to raise test scores—significant increases at Briarcliff in 1996 and Phillips Middle School in 1997
- Dean's Award for Teaching Excellence, Campbell University, 2002
- Deacon, First Presbyterian Church, Raleigh, 2000-2003
- Elder, First Presbyterian Church, Raleigh, 2004-2007
- State of North Carolina, Order of the Long Leaf Pine, 2005
- Member, Board of Visitors, Peace College, 2005-Present

#### REFERENCES:

- Charlotte Hughes, former teacher, Lynn Road and Briarcliff Elementary School
- Linda Jones, former teacher, Aldert Root Elementary School
- Caralie Brown, volunteer, Aldert Root Elementary School

#### PERSONAL:

Married to Fred G. Morrison Jr, Senior Administrative Law Judge, NC Office of Administrative Hearings

**PUBLIC SCHOOLS OF NORTH CAROLINA**

STATE BOARD OF EDUCATION William C. Harrison, Ed.D., *Chairman and Chief Executive Officer*  
DEPARTMENT OF PUBLIC INSTRUCTION June St. Clair Atkinson, Ed.D., *State Superintendent*  
WWW.NCPUBLICSCHOOLS.ORG

August 18, 2009

District 6 Board of Education Vacancy  
Wake County Board of Education  
3600 Wake Forest Rd.  
Raleigh, NC 27609

Dear Wake County Board of Education Members:

It is a pleasure to recommend Dr. Carolyn Morrison to you for the District 6 vacancy on the Wake County Board of Education. Dr. Morrison was my principal when I began my teaching career in 1986, a mentor at the on-set of my educational administrative career, and a cherished friend. Prior to my educational journey, I had the opportunity to serve as PTA President at Lynn Road Elementary School while she was principal. Serving as a parent volunteer provided the opportunity to work with Dr. Morrison as a community advocate for education.

During the 25 years that I have known Dr. Morrison, she has been an exceptional leader, administrator, and practitioner of educational policy and practice. She researched educational practice, sought professional development for herself and others, and supported staff to be risk-takers in pursuing new cutting edge best practice for instructional purposes. She was always looking for ways to improve her leadership skills in order to influence others to make educational decisions that had a positive and lasting impact on student achievement.

Dr. Morrison stays current with educational philosophy, research, and practices. She enjoys working in a collegial, team structured atmosphere that establishes goals and encourages ideas and participation from all community stakeholders. She strives to establish an environment of trust, cooperation, and warm-heartedness for everyone's welfare.

An excellent administrator and leader, I believe that Dr. Morrison would be an asset to the Wake County Board of Education. It is the combination of education, experience and commitment that makes her an effective candidate for District 6. It is my honor to give Dr. Morrison my highest recommendation. If you have any questions, please feel free to contact me at 919.807.3443 or email [chughes@dpi.state.nc.us](mailto:chughes@dpi.state.nc.us).

Sincerely,

A handwritten signature in black ink, appearing to read "Charlotte Nash Hughes".

Charlotte Nash Hughes, Director  
Program Monitoring and Support Division

**PROGRAM MONITORING AND SUPPORT DIVISION**

6351 Mail Service Center, Raleigh, North Carolina 27699-6351 | (919) 807-3957 | Fax (919) 807-3968

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

3316 Fairhill Drive  
Raleigh, North Carolina 27612  
August 18, 2009

Wake County Board of Education  
3600 Wake Forest Road  
Raleigh, North Carolina 27609

Dear Members of the Board:

I highly recommend Dr. Carolyn Morrison as a candidate for the vacancy in District 6 on the Wake County Board of Education. I have known Dr. Morrison since 1983 when I became a member of the faculty of Aldert Root Elementary School when she was the principal there. I was fortunate to have experienced her leadership and guidance. Her life's work has been the improvement of students, teachers, and schools. No one could be more highly qualified to serve on the Wake County Board.

In 1983 Root was one of the new "magnets" in Wake County operating with a specialized program intended to attract students to previously under-enrolled schools. With Dr. Morrison's leadership Root quickly became a sought-after school, one where parents felt confident that high academic achievement was assured. There was consistent encouragement to deliver the curriculum in ways that meant all students would be successful. Dr. Morrison personally monitored that success with her high visibility throughout the school and with her active involvement with teachers and students. I remember well how she wrote notes of encouragement on individual student report cards and how a note of appreciation would appear in a teacher's mail box the day after a class event. She understood the school's main function and led others by her example. People called Root an "excellent" school.

Dr. Morrison embraced the diversity of the school. She led all members of the school community to honor that diversity and to find ways to meet the needs of every student whether through materials, programs, or personnel. She welcomed parents as partners and supported a high level of parent involvement throughout the school. She understood the challenges faced by the teachers and worked to alleviate those challenges when possible. She knew that a positive environment was crucial to school success and found ways through parent-staff relationships to enhance that environment for the total school community.

Communication was another of Dr. Morrison's strengths. She felt it important that the good work of the school be known and never hesitated to share it within the

staff, with parents, and with the greater public at large. She was a wonderful school "cheerleader." Enhancing school pride was a natural outcome. Proud students, proud teachers, and proud parents created a wonderful learning environment.

Since leaving Root, Dr. Morrison has continued her efforts toward making all schools successful for students. She has been the principal of schools in a variety of communities of Wake County, served at the State level toward improving low-achieving schools, and has worked at the college/university level in teacher/administration training. Her broad experiences provide unmatched understanding of the wide spectrum of issues facing the school system. She operates with respectfulness, intelligence, and fairness. She would bring strength to the Wake County Board of Education.

I recommend Dr. Morrison without reservation. If you have further questions, please do not hesitate to contact me.

Sincerely,



Linda J. Jones

919-787-7184

[lindajjones2@att.net](mailto:lindajjones2@att.net)

3704 Shadybrook Drive  
Raleigh, N. C. 27609  
August 26, 2009

Wake County Board of Education  
3600 Wake Forest Road  
Raleigh, N. C. 27609

Dear Members of the Board:

It is my privilege to recommend Dr. Carolyn Morrison as the successor to Ms. Beverly Clark on the Wake County School board. Her willingness to serve, if chosen by you, is a characteristic I have seen in her as she has accepted new challenges and served effectively in different capacities through the years.

I met Carolyn in the summer of 1985, just after I had retired from teaching at Millbrook High School. I shared with her my desire to continue to teach, but as a volunteer, and not in high school but in the Root Elementary School where she was the principal. She was very receptive to the idea of teaching Latin and Classical Mythology to first graders. At the time that was a novel idea in Wake County. She liked the plan of my teaching the same group of students until they moved to Middle School and made several suggestions about its implementation. After my visit, she wrote me a letter that included these words:

"Thank you for volunteering. Your program will enrich our curriculum significantly." With such encouragement I began to work on the details of the curriculum and started in the fall of 1985.

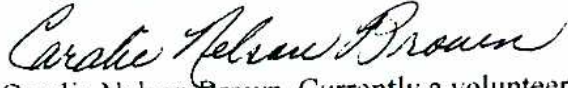
Carolyn observed my three first grade classes regularly. I had never had such supervision in all my twenty years of teaching in high school. I was certain she now doubted her decision to let me teach at Root and wanted to make certain that I was not teaching material or instructing in a manner that was inappropriate for first graders. I finally mentioned my concern to one of the teachers and she replied, "Oh! She supervises all of us regularly, not just you." And so she did! Aware of what was happening in her school, she was able to support and encourage us all to be more effective...

Though my professional association with Carolyn ended after two years when she left Root for Lynn Road, our friendship has grown and I have continued to learn from her as we have shared information about our families as well as concepts of education. Therefore, I would like to add to Carolyn's impressive resume her roles as mother and grandmother through which she has added personal understanding to her academic knowledge that there are different styles of learning and the need for constant vigilance as to the relevance of the curriculum.

Undergirding her life is Carolyn's faith in God that has given her a special relation with students.

parents, and teachers that has made of her career a calling. For this reason and the ones described previously, I heartily endorse the application of Dr. Carolyn Morrison as successor to Ms. Beverly Clark on the Wake County School Board from District 6 where I live..

Respectfully submitted,



Caralie Nelson Brown, Currently a volunteer teacher of Latin and Classical Mythology at Aldert Root Elementary School