



Alexander County Schools

700 Liledoun Road
Taylorsville, North Carolina 28681

April 5, 2013

To Whom It May Concern:

It is with great confidence and respect that I write this letter of recommendation for Heather Mullins. Ms. Mullins goes above and beyond what is expected of an educator and she knows firsthand the benefits of a quality education and being a lifelong learner. Heather currently serves as the Professional Development Consultant for Region VII and she has been an amazing source of support to our teachers and administrators in this position.

Ms. Mullins is an extremely talented educator. She is well-spoken and highly respected by her peers and colleagues at the state level and throughout the region. I have worked closely with Heather in my role as a curriculum leader in Alexander County, and I would like to highlight some of the qualities that will make her an asset to your doctoral program at Western Carolina University.

Ms. Mullins' ability to learn new material, work under pressure, and attend to details while utilizing organizational skills have made her an asset as we have worked together during the past two years. I have found that Heather isn't afraid to take risks and she is a team player who enjoys collaboration and problem solving. In one of my first interactions with Heather, I approached her and asked her to help me teach our teachers how to map curriculum at every grade level (in every subject) in my school system. I am certainly no curriculum mapping expert, but I felt it was an important step if our teachers were going to execute what was being asked of them considering the changes with the curriculum and accountability programs in North Carolina. Heather didn't even blink an eye when I asked her to lead this training. She began her research and prepared professional development sessions geared to teachers in every setting/subject. She worked with groups ranging in size from 12-72 people and she never seemed intimidated, even when teachers would ask really difficult questions or not be completely "sold" on the curriculum mapping process.

I have also been an active participant in Heather's training sessions at the regional level. Her high energy and enthusiasm for learning are contagious. She is always knowledgeable of her subject matter, and her personality makes her very approachable when you need clarification or when asking questions. Heather is a master when it comes to professional learning, regardless of the audience. Heather also utilizes a variety of technology tools in her work and she realizes the importance of exposing educators to as many of these tools as possible. She models best practices and routinely communicates with educators across the region/state through email correspondence, wikis, blogs, etc.

As you can see, Ms. Mullins has been an asset to the teachers and administrators in Alexander County. Heather's character, professionalism, and work ethic are second to none. If you want to know more about Ms. Mullins skills and talents she will bring to your program, please feel free to contact me.

Respectfully submitted,

Jennifer F. Hefner, Director
Associate Superintendent, K-12 Curriculum