

MARGARET GROGAN
Professor and Dean,
School of Educational Studies,
Claremont Graduate University
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Claremont CA, 91711
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margaret.grogan@cgu.edu

EDUCATION

- Ph.D.** Washington State University—Major: Educational Administration, Minor: Social Foundations (1994)
- M.A.** Michigan State University—Major: Curriculum and Instruction (1982)
- Dip.Ed.** University of Queensland, Australia—Teaching subjects: English and Japanese (1973)
- B.A.** University of Queensland, Australia—Majors: Ancient History and Japanese Language, Minor: English Literature (1972)

CERTIFICATION

- Superintendent License** Washington State
4–12 Principal Certificate Washington State

WORK EXPERIENCE

- 2008 — Professor, and Dean, School of Educational Studies, Claremont Graduate University, Claremont, CA.
- 2002— 2008 Professor, and Chair, Educational Leadership and Policy Analysis, University of Missouri-Columbia
- 2000—2002 Associate Professor and Program Coordinator, Administration and Supervision, University of Virginia
- 1994—2000 Assistant Professor, Administration and Supervision, University of Virginia
- 1992—1994 Washington State University, Assistant Editor, *Curriculum in Context*, Washington State ASCD
- 1987—1992 International School Sacred Heart, Tokyo, Japan, Principal/Director of Studies 5–12
- 1981—1987 International School Sacred Heart, Tokyo, Japan, English Department Chair, & IB Coordinator
- 1978—1981 International School Sacred Heart, Tokyo, Japan, Teacher of English and History, 9–12
- 1975—1978 Mitsui Bussan Trading Company, Tokyo, Japan, Teacher of English as a Second Language
- 1974—1975 Pimlico State High School, Townsville, Queensland, Australia, Teacher of English/History 8–12

PUBLICATIONS

REFEREED JOURNAL ARTICLES

- Bjork, L., Grogan, M. & Johnson, B. (2003). The reality and myth of the superintendent shortage: Implications for research and educational policy. *Journal of School Leadership*, 13(4), 451-462.
- Duke, D., Bradley, W., Butin, D., Grogan, M. & Gillespie, M. (1998). Rethinking educational design in new school construction. *International Journal of Educational Reform*, 7(2), 158-167.
- Enomoto, E., Gardiner, M., & Grogan, M. (2000). Notes to Athene: Mentoring relationships for women of color. *Urban Education* 35(5), 567-583.
- Preis, S., Grogan, M., Sherman, W., & Beaty, D. (2007, July). What the research says about the delivery of educational leadership preparation programs in the United States. *Journal of Research on Leadership Education*, 2(2), 1-36.
- Sherman, W. & Grogan, M. (2003). Superintendents' responses to the achievement gap: An ethical critique. *International Journal of Leadership in Education*, 6(2), 1-15.
- Simmons, J., Grogan, M., Preis, S., Matthews, K., Smith-Anderson, S., Walls, B. P., & Jackson, A. (2007). Preparing first-time leaders for an urban public school district: An action research study of a collaborative district/university partnership. *Journal of School Leadership*, 17(5), 5540-569.
- Grogan, M. (2005). Echoing their ancestors, women lead school districts in the United States. *International Studies in Educational Administration* 33(2), 21-30.
- Grogan, M. (2002). Influences of the discourse of globalisation on mentoring for gender equity and social justice in educational leadership. *Leading and Managing*, 8(2), 124-135. (Reprinted in *Leadership, gender and culture*, pp. 90-102, by John Collard and Cecilia Reynolds, Eds., 2004, London: Open University Press.)
- Grogan, M. & Roberson, S. (2002). Developing a new generation of educational leaders by capitalizing on partnerships. *International Journal of Educational Management*, 16(7), 314-318.
- Grogan, M. & Andrews, R. (2002). Defining preparation and professional development for the future. *Educational Administration Quarterly* 38(2), 233-256
- Grogan, M. (2000). A black women superintendent tells. *Urban Education* 35(5), 597-602.
- Grogan, M. (2000). Laying the groundwork for a reconception of the superintendency from feminist/postmodern perspectives. *Educational Administration Quarterly*, 36(1) 117-142. (Reprinted in *Reconsidering feminist research in educational leadership*, pp. 9-34, by Michelle Young and Linda Skrla, Eds., 2003, Albany, NY: SUNY Press).
- Grogan, M. (2000). The short tenure of a woman superintendent: A clash of gender and politics. *Journal of School Leadership*, 10(2), 104-130.
- Grogan, M., Gardiner, M., & Enomoto, E. (1999). Mentoring women into educational administration: Relationships of care. *Leading & Managing*, 5(1), 26-40.
- Grogan, M. (1999). Equity/equality issues of gender, race and class. *Educational Administration Quarterly*, 35 (4), 518-536.
- Grogan, M. & Smith, F. (1998). A feminist perspective of women superintendents' approaches to moral dilemmas. *Just and Caring Education* 4, (2) 176-192. (Reprinted in *Values and educational leadership*, pp. 273-288, by P. Begley, Ed., 1999, Albany, NY: SUNY Press)

BOOKS

- Brunner, C.C. & Grogan, M. (2007). *Women leading school systems: Uncommon roads to fulfillment*. Lanham, MD.: Rowman & Littlefield Education.

- Duke, D., Grogan, M., Tucker, P. & Heinecke, W. (Eds). (2003). *Educational leadership in an age of accountability*. Albany NY: SUNY Press.
- Gardiner, M., Enomoto, E., & Grogan, M. (2000). *Coloring outside the lines, Mentoring women into educational leadership*. Albany, NY: SUNY Press.
- Grogan, M. (1996). *Voices of women aspiring to the superintendency*. Albany NY: SUNY Press.

BOOK CHAPTERS

- Brunner, C. Grogan, M. & Björk, L. (2002). Shifts in the discourse defining the superintendency: Historical and current foundations of the position. In Murphy, J. (Ed.), *The educational leadership challenge: Redefining leadership for the 21st century* (pp. 211-238). Chicago: National Society for the Study of Education.
- Crow, G., & Grogan, M. (2004). The development of leadership thought and practice in the United States. In F. English, (Ed.) *The handbook of educational leadership*. (pp. 362-378). Thousand Oaks, CA: Sage Publications.
- Duke, D. Grogan, M. & Tucker, P. (2003). Leading schools in an age of accountability. In D. Duke, M. Grogan, P. Tucker, & W. Heinecke, (Eds.) *Educational leadership in an age of accountability*. (pp. 198-214). Albany NY: SUNY Press.
- Duke, D. & Grogan, M. (1997). The moral and ethical dimensions of leadership. In L. Beck & J. Murphy (Eds.), *Ethics in educational leadership programs*. Columbia, MO: UCEA.
- Hart, J. Grogan, M., Litt, J., & Worthington, R. (in press). Institutional diversity work as intellectual work. In W. Brown-Glaude (Ed.), *Reconstructing the academy: Faculty take the lead*. New Brunswick, NJ: Rutgers University Press.
- Enomoto, E., Gardiner, M. & Grogan, M. (2002). Mentoring women in educational leadership. In F. Kochan (Ed.), *The organizational and human dimensions of successful mentoring programs and relationships*. (pp. 207-220). Greenwich CT: Information Age Publishing
- Shakeshaft, C., Brown, G., Irby, B., Grogan, M. & Ballenger, J. (2007). Increasing gender equity in educational leadership, In S. Klein, B. Richardson, D. A. Grayson, L.H. Fox, C. Kramare, D. Pollard, & C. A. Dwyer, (Eds). *Handbook for achieving gender equity through education, 2nd Edition*. Florence KY: Lawrence Erlbaum Associates.
- Tucker, P. & Grogan, M. (2003). Educators' ethical concerns arising from the Virginia accountability reform. In D. Duke, M. Grogan, P. Tucker, & W. Heinecke, (Eds.) *Educational leadership in an age of accountability*. (pp. 181-197). Albany NY: SUNY Press.
- Watson, S. & Grogan, M. (2005). Towards a more complex understanding of power to better grasp the challenges of the contemporary superintendency. In G. Petersen & L. Fusarelli, (Eds.) *The politics of leadership: Superintendents and school boards in changing times*, (pp. 51-72). Greenwich CT: Information Age Publishing
- Grogan, M., Donaldson, J., & Simmons, J. M. (2007). Disrupting the status quo: The action research dissertation as a transformative strategy. In C. A. Mullen, T. Creighton, F.L. Dembowski & S. Harris (Eds.). *The handbook of doctoral programs in educational leadership: Issues and challenges*. Houston TX: The NCEA Press/Rice University.
- Grogan, M. & Simmons, J. M. (2007). Taking a critical stance in research. In A. R. J. Briggs, & M. Coleman, (Eds). *Research methods in educational leadership and management*. London: Sage Publications.

- Grogan, M. & Brunner, C. (2005). Women superintendents and role conceptions: (Un)Troubling the norms. In L. Björk, & T. J. Kowalski (Eds.), *The contemporary superintendent: Preparation, practice and development*. (pp. 227-250). Thousand Oaks, CA: Corwin Press
- Grogan, M. & Crow, G. (2004). Introduction to section 4, the handbook of educational leadership. Theories of leadership and research problems and practices. In F. English, (Ed.) *The handbook of educational leadership*. London: Sage Publications.
- Grogan, M. (2003). Introduction. In D. Duke, M. Grogan, P. Tucker, & W. Heinecke, (Eds.) *Educational leadership in an age of accountability*. (pp.1-6). Albany NY: SUNY Press.
- Grogan, M. & Roland, P. (2003). A study of successful teachers preparing high school students for the standards of learning tests in Virginia. In D. Duke, M. Grogan, P. Tucker, & W. Heinecke, (Eds.) *Educational leadership in an age of accountability*. (pp. 114-134). Albany NY: SUNY Press.
- Grogan, M. & Sherman, W. (2003). Superintendents in Virginia dealing with issues surrounding the black-white test-score gap. In D. Duke, M. Grogan, P. Tucker, & W. Heinecke, (Eds.) *Educational leadership in an age of accountability*. Albany NY: SUNY Press.
- Grogan, M. & Reck, B. (2002). Superintendents and board members grappling with zero tolerance policies. In G. Perreault & F. Lunenburg (Eds.), *The changing world of school administration* (pp. 109-130). Lanham MD: Scarecrow Press.
- Grogan, M. & Blackmon, M. (2001). A superintendent's approach to coalition building: Working with diversity to garner support for educational initiatives. Brunner C. & Bjork, L. (Eds.), *The new superintendency* (pp. 95-113). Amsterdam: JAI Press.
- Grogan, M. (1999). A feminist poststructuralist account of collaboration: A model for the superintendency. In C. Brunner (Ed.), *Sacred dreams: Women and the superintendency* (pp.199-216). Albany NY: SUNY Press.
- Grogan, M. (1998). Feminist approaches to educational leadership: Relationships based on care. In B. Irby & G. Brown (Eds.), *Women leaders: Structuring success* (pp. 21-29). Houston TX: Kendall/Hunt.
- Grogan, M. & Henry, M. (1995). Women candidates for the superintendency: Board perspectives. In B. Irby & G. Brown (Eds.), *Women as school executives: Voices and visions* (pp. 164-173). Huntsville, TX: Texas Council of Women School Executives.

INVITED/NON-REFEREED

- Andrews, R. & Grogan, M. (2005, Spring). Form should follow function: Removing the EdD dissertation from the PhD straight jacket. *UCEA Review XLVI*(2), 10-13.
- Dettmer, J. & Grogan, M. (2005). Maria Montessori. In F. English (Ed.) *Encyclopedia of educational leadership and administration*. (pp. 671). Thousand Oaks, CA.: Sage Publications
- Dettmer, J. & Grogan, M. (2005). Deborah Meier. In F. English (Ed.) *Encyclopedia of educational leadership and administration*. (pp. 656-7). Thousand Oaks, CA.: Sage Publications
- Grogan, M. & Brunner, C. (2005, February). Women leading systems. *The School Administrator*. 62(2), 46-50.
- Grogan, M. & Crow, G. (2004). Mentoring in the context of educational preparation and development – old wine in new bottles? Introduction to special issue on mentoring. *Educational Administration Quarterly* 40(4), 463-467.

- Grogan, M. (2005). Moral leadership. In F. English (Ed.) *Encyclopedia of educational leadership and administration*. (pp. 673-5). Thousand Oaks, CA.: Sage Publications
- Grogan, M. (2005, Winter). Ethical imperatives for educational leadership: Fifty years beyond Brown. *UCEA Review XLV*(1), 4-9.
- Grogan, M. (2004). Keeping a critical, postmodern eye on educational leadership in the United States: In appreciation of Bill Foster. Special issue on William Foster. *Educational Administration Quarterly* 40(2), 222-239.
- Grogan, M. (2002). Introduction. Special issue on social justice. *Journal of School Leadership* 12(2), 112-115.
- Grogan, M. (2001). Positive and not-so-positive effects of preparing students to pass standards of learning tests in Virginia's high school classrooms. *NASSP Bulletin*, 85(622), 5-14.

BOOK REVIEWS

- Grogan, M. (2006, February). Review of D. Duke, *Education empire: The evolution of an excellent school system*. *Teachers College Record*, <http://www.tcrecord.org> ID Number: 12327.
- Grogan, M. (2000). Book Review of D. Ravitch (Ed.), *Brookings papers on education policy*. *American School Board Journal*, 187 (2) 59 &62.
- Grogan, M. (1999). Book Review of J. Blount, *Destined to rule the schools*. *International Journal of Qualitative Studies in Education*, 12 (4).
- Grogan, M. (1994). Book Review of M. Henry, *School cultures*. *Curriculum in Context* 22, (2) 31–32.
- Grogan, M. & Henry, M. (1993). Book Review of F. Lutz & C. Merz (Eds.), *The Politics of school community relations*. *Curriculum in Context* 21(1), 31–32.

CONFERENCE PROCEEDINGS

- Grogan, M. (February, 2005). US women top executive leaders in education: Building communities of learners. *Proceedings of The 2004 Hong Kong/Shanghai Commonwealth Council for Educational Administration and Management International Conference* (Also translated into Chinese).

GRANTS SUBMITTED

Project Title: *St. Louis New Leaders Project*

Investigators: Margaret Grogan (PI), Juanita Simmons (Co-PI), Betty Walls (Co-PI)

Funding Source: St. Louis Public Schools

Amount: \$118,137.35

Project Date: July 2007-August 2008

Status: **Funded**

Project Title: *New Leaders Project*

Investigators: Margaret Grogan (PI), Juanita Simmons (Co-PI), Jay Scribner (Co-PI), Jerry Valentine (Co-PI)

Funding Source: Institute of Education Sciences

Amount: \$1,901,072.80

Project Date: March 2007 – March 2011

Status: Unfunded

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Project Title: *St. Louis New Leaders Project*

Investigators: Margaret Grogan (PI), Juanita Simmons (Co-PI), Betty Walls (Co-PI)
Funding Source: St. Louis Public Schools
Amount: \$110,183.29
Project Date: July 2006-August 2007
Status: **Funded**

Project Title: *St. Louis New Leaders Project*

Investigators: Margaret Grogan (PI), Jay Scribner (Co-PI), Juanita Simmons (Co-PI), Jerry Valentine (Co-PI), Brendan Maxcy (Co-PI), Betty Porter Walls (Co-PI)
Funding Source: St. Louis Public Schools
Amount: \$206,304.49
Project Date: May 2005-August 2006
Status: **Funded**

Project Title: *Diversity in Curriculum and Pedagogy: Hidden and Sought.*

Investigators: Jeni Hart (PI), Margaret Grogan (Co-PI), Jackie Litt (Co-PI), Roger Worthington (Co-PI)
Funding Source: Institute for Women's Leadership, Rutgers University and Ford Foundation
Amount: \$12,000
Project Date: April 2005-April 2006
Status: **Funded**

Project Title: *Avoiding the sticking point: Initiatives to promote academic women.*

Investigators: Jeni Hart (PI), Margaret Grogan (Co-PI), Marilyn Miller (Co-PI), Michelle Young (Co-PI)
Funding Source: Institute for Women's Leadership, Rutgers University and Ford Foundation
Amount: \$12,000
Project Date: April 2004-April 2005
Status: Unfunded

OTHER EXTERNALLY FUNDED PROJECTS

Planned and conducted meeting with superintendents and professors from Kentucky and Missouri to design and develop a National Superintendent Curriculum, Louisville, KY, March 2004, \$6,000, Missouri Department of Elementary and Secondary Education (with George Petersen.)

Designed and Conducted Survey on Women Superintendents and Women in Central Office, AASA (with Cryss Brunner) \$6,000 (2001—2003)

Leaders for Social Justice—a commissioned paper \$2,000 Ford Foundation (2001—2002)

Middle School Evaluation—a commissioned study of Albemarle County Public Schools through Thomas Jefferson Center for Educational Design \$1,700 (2001)

Successful High School Teachers and Principals Preparing Students for SOL—a commissioned study of Region V—Governor's Best Practice Center \$9,000 (1998—2000)

Zero Tolerance Project—a study through UCEA Center for the Study of Leadership and Ethics \$5,000 Biggs Foundation, \$5,000 Circuit City Foundation (1998—2000)

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\$2,000 grant per conference from University of Virginia, Institute for Practical Ethics to help fund three Charlottesville Conferences on Leadership and Ethics, (1997, 1999 & 2001)

\$1,000 Mini-grant per conference from UCEA to help fund three Charlottesville Conferences on Leadership and Ethics, (1997, 1999 & 2001)

\$250 Research Grant, Washington Educational Research Association, 1993

DEVELOPMENT EFFORTS

Participated in development efforts (with Richard Andrews and Meredith Mountford) to create an endowed center in the Department of Educational Leadership and Policy Analysis at the University of Missouri-Columbia, November 2002—January 2004: *The Hook Center for Educational Leadership and District Renewal*, \$900,000 was established in January 2004.

SERVICE IN PROFESSIONAL ORGANIZATIONS

AMERICAN EDUCATIONAL RESEARCH ASSOCIATION: Member 1993—present.

Section Chair, Annual Meeting Program, Division A 2001—2002

Chair, SIG: Research on the Superintendency 2000—2002

Program Chair, SIG: Research on the Superintendency 1999—2000

Member of Division A International Committee 2007—present

Member of Affirmative Action Committee Division A 1996—1997

Member of Division A 1993—present

Member of Division L 2002—present

Member of SIGs: Research on Women in Education 1995—present; Research on the Superintendency, 1999—present.

UNIVERSITY COUNCIL FOR EDUCATIONAL ADMINISTRATION: at Member Institution 1994—present.

Immediate Past President 2004—2005

President 2003—2004

President-Elect 2002—2003

Member of the Executive Committee 2000—2006

Editorial Board member, *Educational Administration Quarterly* (1998—2004).

Reviewer for EAQ (1998—present)

Barbara L. Jackson Scholar Mentor 2004—present

Faculty member at UCEA, Divisions A & L David L. Clark Graduate Seminar, Montreal, April 2005.

Faculty member at UCEA, Divisions A & L David L. Clark Graduate Seminar, San Diego, California, April 2004.

Faculty member at UCEA, Divisions A & L David L. Clark Graduate Seminar, Chicago, April 2003.

Conducted Site Visits for institutions applying for UCEA membership: University of Arizona, (March 2005), University of Dayton, (April, 2001) and for UCEA renewal: University of Buffalo with Michael Dantley (October, 2007).

Member Board of Trustees UCEA Center for the Study of Ethics and Leadership 2003—present.

Co-Chair of Program for Annual Meeting 1998—1999

Member of Sabbatical Review Committee 1997—1998

Member of Advisory Board UCEA Center for the Study of the Superintendency 1997—present.

Chair of Nominating Committee 1996—1997

Plenary Session Representative for UVA 1995—2000

ASSOCIATION OF AMERICAN SCHOOL ADMINISTRATORS: Member 1998—present.

ASSOCIATION OF AMERICAN UNIVERSITY WOMEN: Member 1995—present

HORACE MANN LEAGUE: Member 2003—2007

LEADERS FOR SOCIAL JUSTICE: Member 2001—present

MISSOURI WOMEN'S NETWORK: Member 2002—present

MISSOURI PROFESSORS OF EDUCATIONAL LEADERSHIP: Member 2002—present.

NATIONAL SOCIETY FOR THE STUDY OF EDUCATION: Member 2002—present.

PHI DELTA KAPPA: Member 1995—2002

VIRGINIA PROFESSORS OF EDUCATIONAL LEADERSHIP: Member 1997—2002

WOMEN EDUCATION LEADERS IN VIRGINIA: Member 1998—present.

Member of Founding Board 1998—2002.

Chair of Nominating Committee 1998—2002.

OTHER SERVICE RELATED ACTIVITIES

LEADERSHIP RESPONSIBILITIES

Chair, Academic Affairs Committee, Graduate Faculty Senate, University of Missouri-Columbia (2007—2008)

Associate Editor, *Journal of School Leadership* (2006—2008)

Director of Statewide Cooperative EdD Program, University of Missouri-Columbia (2004—2008).

Director, Hook Center for Educational Leadership and District Renewal University of Missouri-Columbia (2004—2007).

Chair, Academic Program Review Committee, Educational Leadership Program, University of Arizona, (March 2005)

Guest Editor (with Gary Crow) Special Issue on Mentoring for *Educational Administration Quarterly* (2004).

Guest Editor, Two Special Issues on Social Justice for *Journal of School Leadership* (2001).

Chair, Academic Affairs Committee, Curry School of Education (1997—1998).

Co-Director, UCEA Center for the Study of Ethics and Leadership (1996—2002)

Co-Director, EdD Superintendent Preparation Program, Curry School of Education (1996—2002).

Series Editor: *Women in Education*, State University of New York Press (1997—present).

Coordinator of Hampton Roads EdD and MEd Principal Preparation Programs, Curry School of Education (1995—2001).

PARTICIPANT/PROFESSIONAL

Review Team member (with Michael Dantley) for UCEA Renewal Process, University of Buffalo, Department of Educational Leadership & Policy, (October, 2007)

Member (with Joe Donaldson) of the MU Carnegie Initiative for the development of the EdD (2007—2008)

Voting Member of the Hook Center Advisory Board (2007—2008)

Elected member of University of Missouri-Columbia Graduate Faculty Senate (September 2006—2008)

Reviewed materials for tenure and/or promotion, Virginia Commonwealth University, University of Maryland, Duquesne University, University of Toronto (June—August 2007)

Reviewed materials for tenure and/or promotion, Chinese University of Hong Kong, University of Georgia, University of Kentucky, University of Toronto (April—September 2006)

Outside examiner of dissertation, *Wearing a Coat of Many Colours: Archbishop Philip Wilson Practising the Arts of Servant Leadership*, Susan Melhuish, Flinders University of South Australia, (December 2005)

Reviewed materials and wrote supporting letter for research award, Linda Lyman, University of Illinois, September 2005, September 2006.

Member of University of Missouri-Columbia Chairs Council (September 2004—2007)

Outside reader of dissertation, *Globalisation and Cultural Management: Leading from the Margins*, Yasothara Nadarajah, University of Melbourne, (December 2004)

Outside member of dissertation committee, *Small Steps and Quiet Circles: Student Transformations through the Enactment of the Resilience Process*, Brenda McMahon, Ontario Institute for Studies in Education (May 2004)

Review Team member (with Gary Crow) reviewing EdD Program, University of South Florida, Tampa, FL (April 2004).

Outside member of dissertation committee, *Educational Leadership: Social Justice through Expressive Arts*, Laura Shapiro, Union Institute and University, (March, 2004)

Reviewed materials for tenure and/or promotion, University of North Carolina, Chapel Hill, Old Dominion University, University of Utah, University of Alabama, University of Texas, San Antonio (2004).

Reviewed materials for tenure and/or promotion, Teachers College Columbia, University of Iowa, Old Dominion University, College of William and Mary (2003).

Reviewed materials for tenure and/or promotion, University of Idaho, New Mexico State University, University of Connecticut (2002).

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Editorial Board member, *Values and Ethics in Educational Administration* (2002—present).

Promotions and Tenure Committee member, Curry School of Education (2000—2002).

Advisory Board member, Virginia Center for Educational Policy (2001—2002).

Management Committee member for Virginia Department of Education Review of History SOLs (2000—2001).

Leadership Development Committee member, Commonwealth of Virginia Board of Education, (2000—2001).

Advisory Committee member on Teacher and Administrator Evaluation, Virginia Department of Education (1999—2000).

Associate Member *Thomas Jefferson Center for Educational Design*, UVA (1996—2001).

Search Committee member for Counselor Education Positions, Curry School of Education (1999—2001).

Search Committee member for Qualitative Research Position, Curry School of Education (1995—1996)

Search Committee member for VASS/Faculty Position, Curry School of Education (1995—1996)

Academic Affairs Committee member, Curry School of Education (1995—1998)

Assistant Examiner & Moderator for English A, Higher & Standard Levels, International Baccalaureate Organization, United Kingdom (1988—2002)

PROFESSIONAL COLLABORATIONS

As Chair of ELPA, crafted a successful proposal, with department members, for the University of Missouri Outstanding Graduate Department Award (Awarded \$10,000 per year for three years, 2006—2009)

As Chair of ELPA, crafted a memorandum of agreement with Prince of Songkla University (PSU), Thailand to offer a joint degree program for selected students from PSU (2005—2008)

As Chair of ELPA, member of scientific committee to organize joint international conference with Prince of Songkla University (PSU) on Educational Leadership in Cultural Diversity and Globalization, Phuket, Thailand (April 2008)

As Chair of ELPA, and principal investigator on research grant, formed a partnership with St. Louis Public Schools to co-construct three cohorts of a principal's preparation program and master's degree (2005—2008)

As Chair of ELPA, crafted an agreement of activities with King Mongkut Institute of Technology at Ladkrabang (KMITL) for visiting students and professors from KMITL (2005)

As Chair of ELPA, worked with the superintendent and other central office administrators in the Columbia Public Schools to share and receive information on needs for graduate degrees in leadership and professional leadership development for teachers and administrators in the district (2004—2008)

As Chair of ELPA, served on the governing board for the Missouri Partnership for Educational Renewal (MPER) to share and receive information on needs for graduate leadership degrees and professional leadership development for the 22 partner districts across the state. (2002—2008)

SELECTED SCHOLARLY PAPER PRESENTATIONS

- School Districts Across the United States Responding to the Challenges of Educating the Children of Migrant Workers* (with Peggy Placier) AERA, New York, 3/26/08
- Challenges and Opportunities Embedded in a Collaborative Partnership for Leadership Preparation in an Urban Setting* (with Juanita Simmons), UCEA, Washington D.C., 11/18/07
- Conscious Leadership in a Political World* (with Charol Shakeshaft), UCEA International Women's Leadership Conference, Rome, Italy, 7/25/07
- Teaching Action Research in the EdD in Educational Leadership: Challenges and Dilemmas*, (with Joe Donaldson), AERA, Chicago, IL, 4/13/07
- Including Action Research as an Option for the Capstone in the MU Statewide Cooperative EdD Program* (with Joe Donaldson), for the Carnegie Project on the EdD, AACTE, New York, 2/23/07
- St. Louis New Leaders Project: A collaborative University/District Partnership for Urban Reform* (With Juanita Simmons & Betty Porter Walls), UCEA, San Antonio, TX, 11/10/06
- The EdD as a Distinct Professional Degree* (With Joe Donaldson), UCEA, San Antonio, TX, 11/10/06
- Influence of Gender and Race on Educational Leadership* (With Juanita Simmons), UCEA, San Antonio, TX, 11/10/06
- Professional Development of Women Superintendents and Central Office Administrators* (With Melissa Griggs), AERA, San Francisco, 4/8/06
- Flow in the Superintendency: Women's Experiences* (With Cryss Brunner), AERA, San Francisco, CA, 4/7/06.
- Women and Equity Issues in the Superintendency* (With Cryss Brunner), AERA, San Francisco, CA, 4/7/06
- The Impact of Delivery Methods on Student Learning and Program Quality in Educational Leadership Preparation*, (With Stacey Preis, Whitney Sherman & Dana Beaty) AERA, San Francisco, CA, 4/7/06
- Women of Color in the Superintendency and the Assistant/Associate Superintendency*, Seminar paper at Institute of Education, University of London, London, UK, 3/29/06
- Differentiating the EdD and PhD in Educational Leadership* (With Dick Andrews), UCEA, Nashville TN, 11/12/05
- Motivation Theory and Attitudes of Aspiration: Why Do [Not] Women Central Office Administrators Seek the Superintendency* (With Cryss Brunner), UCEA, Nashville TN, 11/12/05
- Preparing the Next Generation of Leaders for St. Louis City Schools*, (With Juanita Simmons, Betty Porter Walls & Sheila Smith-Anderson) UCEA, Nashville, TN, 11/11/05
- Men and Women in the Superintendency: Similarities and Differences in Early 21st Century* (With Cryss Brunner), AERA, Montreal, 4/14/05

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- Increasing Gender Equity in Educational Leadership* (With Charol Shakeshaft, Genevieve Brown, Beverly Irby, Catherine Hackney, Cryss Brunner, Delores Grayson), AERA, Montreal, 4/14/05
- Women's Conception of the Role of the Superintendent.* (With Cryss Brunner,) AERA, San Diego, CA, 4/15/04.
- A Tribute to Bill Foster.* (With Hanne Mawhinney, Colleen Larson, Gary Anderson, Bruce Cooper, Jerry Starratt, Paul Bredeson,) AERA, San Diego, CA, 4/12/04.
- Towards a Reappraisal of Power to Better Understand the Challenges of the Contemporary Superintendency.* (With Sheldon Watson,) UCEA, Portland, 11/9/03
- Early Findings from the 2002 AASA Survey of Women in the Superintendency and Central Office.* (With Cryss Brunner and Cindy Prince,) AASA Women's Conference, Arlington, VA, 10/31/03
- Preparing Educational Leaders for Social Justice Work in Schools,* UCEA Conference on Values and Ethics, State College, PA, 10/17/03
- Significance of Report on AASA Survey for Missouri Women Superintendents and Aspirants,* Missouri Superintendents Conference, Tan Tara Resort, Osage Beach MO, 8/3/03
- AASA National Survey of Women in the Superintendency and Central Office: Preliminary Results.* (With Cryss Brunner,) AERA, Chicago, IL. 4/21/03
- Embedding Social Justice Standards into State Certification and Accreditation.* AERA, Chicago, IL. 4/22/03
- Mentoring Practices that Help Districts Grow their Own Leaders.* AASA, New Orleans, LA. (2/21/03)
- Towards a Reappraisal of Power to Frame a Study of the Relationship of School Boards and Women Superintendents.* (With Sheldon Watson,) UCEA, Pittsburgh, PA (11/2/02).
- Leadership Perspectives of the Superintendency – Perceptions, Reflections, and Observations from the Field.* With Michael DiPaola, Michele Acker-Hocevar, James Davis & Gary Ivory. UCEA, Pittsburgh, PA (11/1/02).
- Perceptions and Experiences of Licensed and Aspiring Superintendents Regarding Pursuit of the Superintendency.* UCEA, Pittsburgh, PA (11/1/02).
- Feminist Approaches to Leadership and Leadership from an International Perspective: Living and Working in Japan.* Commonwealth Council for Educational Management (CCEAM) Conference, Umea, Sweden (9/23-25, 02).
- Developing a New Generation of Educational Leaders by Capitalizing on Partnership.* With Stewart Roberson, AASA, San Diego, CA (2/17/02).
- Defining Preparation and Professional Development for the Future.* With Dick Andrews, NCAELP, Racine, WI (2/9/02).
- Superintendents' Responses to Test-Score Gaps in Virginia.* With Whitney Sherman, UCEA, Cincinnati, OH (11/3/01).
- Virginia's Accountability Initiative: Possibilities and Pitfalls.* A symposium with Dan Duke, Pam Tucker and Brie Reck, UCEA, Cincinnati, OH (11/3/01).
- Mentoring Women into Educational Leadership: Excerpts from Coloring Outside the Lines.* With Mary Gardiner AERA, Seattle, WA (4/13/01).

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A superintendent's approach to coalition building: Working with diversity to garner support for educational initiatives. AERA, Seattle, WA (4/14/01).

Women Superintendents in Virginia Dealing with Issues Surrounding the Black-White Test Score Gap. American Association of School Administrators AASA, Orlando, FL (2/18/01).

A Study of Successful Teachers Preparing High School Students for the Standards of Learning Tests in Virginia, UCEA, Albuquerque, NM (11/3/00).

Who Exercises Discretion in the Implementation of Zero Tolerance Policies in Virginia? With Brie Reck, UCEA, Albuquerque, NM (11/4/00).

A Feminist Poststructuralist View of Affirmative Action, and Women View the Superintendency: A Dialogue Among Researchers/Practitioners. AERA, Chicago IL(1997)

Mentoring Women into Educational Leadership Positions, and A Feminist Poststructuralist View of Women in the Superintendency. UCEA, Orlando, FL. (1997).

Political Skills for the 21st Century Superintendent, AASA, San Diego, CA (1996)

Exploring the Perceptions of Superintendents: Moral Choices or Procedural Alternatives. With Francie Smith, AERA, New York, NY (1996)

Women First, Administrators Second: A Poststructuralist Account, AERA, San Francisco, CA. (1995)

INVITED ADDRESSES

Women in Leadership, Invited **panelist** at International Conference on Educational Leadership in Cultural Diversity and Globalization, Phuket, Thailand (4/9/08)

The Politics of Quality in Leadership Development: A US and International Perspective, Invited **panelist**, UCEA General Session, Washington D.C. (11/18/07)

Uncommon Roads to Fulfillment, Invited **keynote** at the AASA Women in School Leadership Forum, Chicago, Ill. (11/11/07)

Women Leading Collectively. Invited **address** to Sororities Kappa Delta and Zeta Tau Alpha, University of Missouri-Columbia, Columbia, MO. (9/17/07).

Findings from Research Illustrating Changes for Women in Leadership, Invited **keynote** at the Women in Educational Leadership Conference, University of Houston-Clear Lake, TX. (9/8/07)

Women Executives Find Fulfillment. Invited presentation at the Women's Leadership Conference 2007, University of Missouri-Columbia, Columbia, MO. (3/3/07).

Women Finding Self-fulfillment in the Superintendency. Invited **keynote** at the Seventh Annual Women Education Leaders in Virginia Conference, Charlottesville, VA, (3/23/06)

Women Superintendents and the Concept of Flow, Invited **keynote** (with Cryss Brunner) at the AASA Women's Conference, Washington, D.C., (11/5/05)

Leadership for Change. Invited speaker, NWREL National Forum on Comprehensive School Reform, Portland, OR, (10/11 & 10/12, 2005)

Ethical Imperatives for Educational Leadership Fifty Years Beyond Brown. **Presidential Address,** UCEA, Kansas City, MO, (11/11/04).

- Women Top Executive Leaders in Education: Building Communities of Learners.* Invited **keynote** at the Commonwealth Council for Educational Administration and Management Conference, Shanghai, (10/25/04)
- Voices of Women Superintendents and Women Central Office Administrators.* Invited **keynote** (with Cryss Brunner) at the PASA Women's Caucus Conference, Hershey, PA (5/6/04.)
- Profiles of Women Superintendents and Women Central Office Administrators: Instructionally Focused, Community Builders Responding to NCLB.* Invited address at the Jean Winsand Institute, University of Pittsburgh, Pittsburgh, PA, (4/22/04).
- Central Office Women Leaders and Mentoring to Challenge the Status Quo,* Invited Presentation at the Smallwood Seminar, University of North Carolina, Chapel Hill, NC, (11/15/03)
- Developing Leadership to Transform Culture Systemwide to Assure Continuous Improvement.* Invited speaker, NWREL National Forum on Comprehensive School Reform, Seattle, WA, (10/27 & 10/28, 2003)
- The Dark Side of Mentoring in a World of Globalized Education: Opportunities or Deterrents for Women in Leadership.* Invited **keynote** at the Joan L. Curcio International Conference on Women and Leadership, St. Hilda's College, Oxford, UK (8/31/02).
- Contemporary Educational Leadership Issues in the United States.* Invited lecture, Australian Catholic University, Brisbane, Queensland, Australia (1/8/02).
- Mentoring Women into Educational Administration,* Invited speaker, Virginia Association of Secondary School Principals Annual Conference, Williamsburg, VA (5/13/00).
- Women Leaders Challenging Tradition,* Invited **keynote**, Women Administrators' Leadership Forum, Tri-State Area School Study Council and the University of Pittsburgh, Pittsburgh, PA (3/15/00).
- New Educational Leadership out of Women's Lives,* Invited **keynote**, Women's Conference, Umea University, Sweden (2/11/00).
- Women's Ways of Leading and What it Takes to be a Successful Professional,* Invited speaker, Women Education Leaders in Virginia Conference, Charlottesville, VA (11/12/99).
- So You Wanna Be a Superintendent?: What it Takes to be A Successful Professional,* Invited speaker, AASA's Women Administrator's Conference, Arlington, VA (5/6/99).
- Women's Leadership Styles: What the Literature Says.* Invited **keynote**, Women Administrators' Leadership Forum, Tri-State Area School Study Council and the University of Pittsburgh, Pittsburgh, PA (3/11/99).
- A Postmodern View of the Social Context of the Superintendency at the End of the 20th Century.* Opening speaker, UCEA Joint Center for the Study of the Superintendency & Kentucky Institute for Women in School Administration, Lexington, KY (1/16/99)
- Mentoring Women into Administration in Virginia's Public Schools & Women's Ways of Leading,* Invited speaker, Women Education Leaders in Virginia Conference, Charlottesville, VA (11/13/98)
- Celebrating Women in Leadership.* Invited speaker, Alpha Delta Kappa Sorority Regional Conference, Charlottesville VA, (4/4/98)
- Women in the Superintendency: Towards 2000 and Beyond.* Invited **keynote**, Kentucky Institute for Women in School Administration, Lexington, KY (1/14/98)

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Feminist Approaches to Leadership, Invited speaker, JAG School, University of Virginia,(1996 & 1997)

Readiness for Leadership: Women's Perspectives, Invited presentation at Education Day, Curry School of Education, Charlottesville, VA, (1995)

COURSES TAUGHT FOR THE COLLEGE OF EDUCATION, UNIVERSITY OF MISSOURI-COLUMBIA

Inquiry IV, Winter 2007

The Principalship, Summer 2006 (St. Louis)

Curriculum Leadership, Summer 2004

Educational Leadership, Winter 2004, Winter 2006

Ethics in Education, Winter 2003, Winter 2005, Winter 2008

Organizational Analysis and Research Methods, Summer 2003, Summer 2005, Summer 2007

COURSES TAUGHT FOR THE CURRY SCHOOL OF EDUCATION, UNIVERSITY OF VIRGINIA

School Policy in Curriculum and Instruction (1994—2002); Taught on-grounds: Summer 1994-1996; Off-grounds: Fall 1995, 1997, 1999, 2001.

School Personnel Administration (1995—2002); Taught on-grounds: Spring 1995-2002; Off-grounds: Spring 1995, 1997; Fall 1996, 1998, 2000.

Moral and Ethical Dimensions of Leadership (1995—2000, with Dan Duke); Taught on-grounds: Spring 1995, 1996, 1997, 1998, 1999, 2000.

School Law (1996—2002); Taught on-grounds: Fall 1996, 1997, 1999, 2000, 2001; Off-grounds: Spring 1996, 1998, 2002; Summer 1999.

Critical Issues in the Superintendency (1997—2002); Taught on-grounds: Summer 1997- 2001; Fall 1997-2001

Public School Administration (1994—1997); Taught on-grounds: Fall 1994, 1995; Off-grounds: Summer 1996, 1997.

DISSERTATIONS CHAIRED

Second-Order Change at Mark Twain Elementary: An Action Research Study
Ronnee Laughlin, Ed.D May 2008, MU

A School Based Induction Program to Encourage Teacher Retention
Robert Smith, EdD August 2008, MU

A Leadership Approach to Using Technology to Enhance Organizational Learning and the Creation of a Knowledge-Centered Culture in this School District
Gloria Stephenson, Ed.D December 2007, MU

Leadership Challenges to Public School Principals in the Era of Educational Reform and Cultural Unrest in Border Provinces of Southern Thailand
(Co-chair with Brendan Maxcy)
Ekkarin Sungtong, Ph.D December 2007, MU

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The Importance of Ownership in the Renewal Process in One Middle School
Deborah Stephens, Ed.D December 2007, MU

Action Research Investigation into Supports Needed for Teacher Leaders to Develop Teaming in a School District in Missouri
Kristina Kindwall, Ed.D December 2007, MU

Middle School Restructuring and Renewal in One District from the Perspective of a District Administrator
Marla Jill Karr, Ed.D December 2007, MU

Assessment for Learning and Connecting Students to their Learning
(Co-chair with Joe Donaldson)
David Wood, Ed.D December 2007, MU

The Importance of Relationships in the Renewal Process in Once Middle School
Elizabeth Savidge, Ed.D December 2007, MU

A Comparative Study of Relationships Between Supervisory Leadership Styles and High School Teachers' Job Satisfaction and Commitment in China and the United States
(Co-chair with Motoko Akiba)
Wen Ouyang, Ph.D December 2006, MU

Utilizing Cognitive Coaching to Enhance the Implementation of Recommended Middle School Instructional Strategies.
Robert E. Evans, Ed.D May 2005, UVA

An Exploratory Study of Fund Raising by Athletic Directors at NCAA Division I-A and Division I-AA Institutions
(Co-chair with Vicki Rosser)
Brian Brown, Ph.D May 2005, MU

Principal Leadership in Selected Illinois Elementary Schools in Times of Financial Constraints and High, External Accountability.
Ann Behrens, Ed.D May 2005, MU

At-risk Youth: Making the Transition from Alternative High School Settings to Regular High Schools
Precilla Stone, Ed.D January 2003, UVA

Teacher's Perspectives on an Effective Reading Program and Implications of Staff Development in a Small School District
Howard B. Kiser, Ed.D January 2003, UVA

A comparison of Multi-Age Group Programs in Virginia.
John Hicks, Ed.D August 2002, UVA

Perceptions and Experiences of Licensed and Aspiring Superintendents Regarding Pursuit of the Superintendency

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Carol Smith Fenn, Ed.D May 2002, UVA

Ninth Grade Transition Programs

Jerry E. Bourdeaux, Ph.D May 2002, UVA

Women's Experiences in Formal Mentoring Programs

Whitney H. Sherman, Ph.D May 2002, UVA

Teacher's Perceptions of their Professional Status as it Relates to Job Satisfaction

Gwendolyn R. Good, Ed.D January 2002, UVA

Increasing Stakeholders' Participation in the Individual Education

Plan (IEP) Development Process Through Action Research

Teresa Lee, Ed.D January 2002, UVA

Middle School Principals' Perception of the Outcomes of Accountability-Based Reform

Beverly D. Epps, Ph.D May 2001, UVA

A Study of the Comparison Between Three Scheduling Model Types and Performance on The Virginia High Schools Standards of Learning Tests

Gregory N. Killough, Ed.D January 2001, UVA

Virginia Public School Superintendents' Perceptions of Affirmative Action

Harriet Rae Morrison, Ed.D 2000, UVA

The Woman in the Headmaster's Office: A Study of Lived Experiences of Being a Woman of Color Who is Head of a School

Monica McTeague Gillespie, Ph.D May 1999, UVA

Principals' Experiences with School Crises

Sheryl E. Cohen, Ph.D. May 1998, UVA

Attitudes and Priorities School Board Members Have About Physical Fitness for Public School Children and How These Influence Local Board Policy

Alesia Hicks Orren, Ed.D August 1997, UVA

Interdisciplinary Education in a High School: Perspectives from Teachers of a Ninth Grade Course

Cathy Crocker, Ed.D May 1996, UVA

AWARDS AND RECOGNITION

Listed in Who's Who Among American Teachers, 2006

Listed in the AcademicKeys Who's Who in Education, 2005

Listed in Marquis Who's Who of American Women, 2008

Recognized with Cryss Brunner by AASA for 10 years research on women in leadership, 2005.

Honorable Mention, Reviewer of the Year, EAQ Editorial Board, 2005

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Selected to participate in the Leadership Development Program sponsored by the President's Academic Leadership Institute, University of Missouri System, 2004—2005

High Flyer Award for Teaching, 2003, 2004, 2006, 2007

Outstanding Reviewer of the Year, EAQ Editorial Board, 2003

Outstanding Paper in AERA, SIG Mentoring and Mentorship, 2001

Willower Award of Excellence, 1997, to honor scholarship in the field of leadership and ethics in education

Runner-Up Award for Outstanding Dissertation 1994, Division A, AERA

George Brain Leadership Award 1993, Washington State University

Dorothy B. Cook Scholarship Award 1992, Washington State University