Curriculum Vita

Scott C. Bauer

School of Education & Human Development
University of Colorado Denver

EDUCATION

January 1996, Ph.D., Cornell University, School of Industrial and Labor Relations, Ithaca, New York, major field: organizational behavior; minor fields: collective bargaining, research methodology.

August 1983, M.S., Cornell University, School of Industrial and Labor Relations, Ithaca, New York, major field: organizational behavior; minor fields: collective bargaining.

January 1981, B.S., Cornell University, School of Industrial and Labor Relations, Ithaca, New York.

PROFESSIONAL EXPERIENCE

Fall 2017 to present, School of Education & Human Development, University of Colorado Denver, Denver, CO.
- Professor & Associate Dean for Advanced Education & Doctoral Programs.
- May 2021 to June 2022, Co-Interim Dean.

Fall 2004 to Summer 2017, Education Leadership, College of Education & Human Development, George Mason University, Fairfax, VA.
- Fall 2014 to Summer 2017, Professor of Education Leadership.
- Fall 2004 to Summer 2014, Associate Professor, Education Leadership.
- Summer 2014 to Summer 2017, Director, Division of Education Leadership.
- Spring 2011 to Summer 2014, Director, Division of Individual and Organizational Transformation.
- Fall 2004 to Winter 2007, Academic Program Coordinator, Education Leadership.

Fall 2001 to Summer 2004, Associate Professor, Department of Educational Leadership, Counseling, and Foundations, University of New Orleans, New Orleans, Louisiana.
- Spring 2002 to Summer 2004, Graduate Program Coordinator.

Spring 1999 to Summer 2004, Research Director, School Leadership Center of Greater New Orleans, New Orleans, Louisiana.

Fall 1996 to Summer 2001, Assistant Professor, Department of Educational Leadership, Counseling, and Foundations, University of New Orleans, New Orleans, Louisiana.

Fall 1995, Adjunct Professor, School of Industrial and Labor Relations, Management Education Certificate Program, Cornell University, Ithaca, New York.

June 1983 to August 1996, Organizational Analysis & Practice, Ithaca, New York:
- January 1993 to August 1996, Managing Partner.
- September, 1988 to January, 1993, Partner.
- June, 1983 to September, 1988, Senior Consultant.

PEER REVIEWED PUBLICATIONS

2021   Thelen, R. & Bauer, S. (submitted). The relationship of professional learning communities and collective teacher efficacy to teacher commitment and satisfaction: A replication. *Teaching and Teacher Education: Leadership and Professional Development.*

2019   Bogotch, I., Bauer, S. & Su-Keene, E. (2019). New beginnings, repeated: The continuing search for educational leadership. *Research in Educational Administration & Leadership, 4* (1), 110-146. DOI: 10.30828/real/2019.1.5

   Bauer, S., Silver, L. & Schwartzer, J. (2019). The impact of isolation on new principal's persistence. *Educational Management Administration and Leadership* 47 (3), 383-399. DOI: 10.1177/1741143217739359.

2018   Bauer, S. & Silver, L. (2018). The impact of job isolation on new principals' sense of efficacy, job satisfaction, burnout and persistence. *Journal of Educational Administration 56* (3), 315-331. DOI: 10.1108/JEA-07-2017-0078.

2016   Kirkland, E. & Bauer, S. (2016). Are leaders influenced by advocates in the special education eligibility decision? *International Journal of Educational Policy & Leadership* 11(2). URL: http://journals.sfu.ca/ijepl/index.php/ijepl/article/view/649.

2015   Kruse, S., Bauer, S., Brazer, S. & Sabina, L. (2015). Editor's statement. *Journal of Organization Theory in Education 1* (1), n.p.

2014   Bauer, S. & Shaklee, B. (2014). Transformative leaders – Supporting teachers and students. *InterEd 41* (118), 22-24, 32.

2013   Causey-Konate, T., Bauer, S., Oescher, J., & Riedlinger, B. (2013). Mentoring new principals: What did leaders seek post Katrina? *ICBCHE Journal, 27* (1), 71-95.

   Robey, P. & Bauer, S. (2013). Change in university-based programs of educational leadership: How responsive have programs been? *Journal of Research on Leadership Education, 8* (3), 261-279.

   Brazer, S. & Bauer, S. (2013). Preparing instructional leaders: A model. *Educational Administration Quarterly, 49,* 645-684.

   Bauer, S. & Brazer, S. (2013). The impact of isolation on the job satisfaction of new principals. *Journal of School Leadership 23*, 152-177.

2011   Brazer, S. & Bauer, S. (2011). Leading change to improve student achievement: Novice leaders take the reins. *Scholar-Practitioner Quarterly, 5 (2), 168-187.*

2010   Stephenson, L. & Bauer, S. (2010). The role of isolation in predicting new principals' burnout. *International Journal of Educational Policy and Leadership, 5* (9).

2009   Bauer, S. & Brazer, S. (2009). Teaching leaders to use research. *Academic Exchange Quarterly,* 13 (2), 91-96.

2006   Bauer, S. & Bogotch, I. (2006). Modeling site-based decision making: School practices in the age of accountability. *Journal of Educational Administration,* 44 (5), 446-470.

Bauer, S. & Brazer, S. (2006). Redesigning leadership programs: 4 puzzles. *Academic Exchange Quarterly,* 10 (3), 245-249.

Hollander, J., Bauer, S., Herlihy, B. & McCollum, V. (2006). Beliefs of certified substance abuse counselors regarding multiple relationships. *Journal of Mental Health Counseling,* 28 (1), 84-94.

2005   Bauer, S., Haydel, J. & Cody, C. (2005). Teaching teachers to lead: Some lessons. *Academic Exchange Quarterly,* 9 (2). 125-131.

2003   Leithwood, K., Riedlinger, B., Bauer, S., & Janzi, D. (2003). Leadership program effects on student learning: The case of the greater New Orleans School Leadership Center. *Journal of School Leadership,* 13 (6), 707-738.

2002   Park, H. & Bauer, S. (2002). Parenting practices, ethnicity, socioeconomic status, and academic achievement in adolescents. *School Psychology International,* 23 (4), 1-15.

2001   Bauer, S. (2001). An initial investigation into the effect of decision-making and communication practices on the perceived outcomes of site-based management. *Research in the Schools*, 8 (1), 13-27.

Bauer, S. & Bogotch, I. (2001). An analysis of the relationships among site council resources, council practices, and outcomes. *Journal of School Leadership,* 11 (2), 98-119.

Park, H. & Bauer, S. & Oescher, J. (2001). Religiousness as a predictor of alcohol use in high school students. *Journal of Drug Education,* 31 (3), 289-303.

2000   Bauer, S. (2000). Should standardized achievement tests be used to judge school quality? *Education Policy Analysis Archives,* 8 (46).

1999   Park, H. & Bauer, S. (1999). Computational mathematical abilities of African American girls. *Journal of Black Studies,* 30 (2), 204-215.

1998   Aspiazu, G., Bauer, S., & Spillett, M. (1998). Improving the academic performance of

Hispanic youth: A community education model. *Bilingual Research Journal*, 22 (2 & 3), 127-147.

Bauer, S. (1998). Designing site based systems, deriving a theory of practice. *International Journal of Educational Reform*, 7 (2), 108- 121.

Park, H., Bauer, S., & Sullivan, L. (1998). Gender differences among top performing elementary school students in mathematical ability. *Journal of Research and Development in Education*, 31 (3), 133-141.

1990 Bacharach, S., Bamberger, P., Conley, S., & Bauer, S. (1990). The dimensionality of decision-making participation in educational organizations: The value of a multi-domain evaluation approach. *Educational Administration Quarterly*, 26 (2), 126-167.

1989 Conley, S., Bacharach, S., & Bauer, S. (1989). The school work environment and teacher career dissatisfaction. *Educational Administration Quarterly,* 25 (1), 58-81.

1986 Bacharach, S., Bauer, S., & Conley, S. (1986). Organizational analysis of stress: The case of elementary and secondary schools. *Work and Occupations,* 13 (1), 7-32.

Bacharach, S., Bauer, S., & Shedd, J. (1986). The work environment and school reform. *Teachers College Record,* 88 (2), 241-256.

PEER REVIEWED BOOKS AND BOOK CHAPTERS

Books
2019 Brazer, S., Bauer, S., & Johnson, B. (2019). *Leading schools that learn, grow, and thrive: Using theory to strengthen practice*. New York: Routledge.

2012 Bauer, S. & Brazer, S. (2012). *Using research to lead school improvement: Turning Evidence into action*. Los Angeles: Sage.

1989 Mitchell, S., Bauer, S., & Malanowski, R. (1989). *The principal in a participative environment*. Washington, DC: National Governors' Association and Trenton, NJ: New Jersey State Department of Education.

Chapters
2022 Bauer, S. (in press). Leadership contexts and how they matter: Leader's working conditions. In Gu, Q. & Leithwood, K. (eds), *International encyclopedia of education, 4th ed.,* (section 5011: Leaders' working conditions). Amsterdam: Elsevier Ltd.

2019 Bauer, S. (2019). Weick's organizing. In Johnson, B. & Kruse, S. (eds), *Educational leadership, organizational learning, and the ideas of Karl Weick* (pp. 119-135). London:

Routledge.

2018   Bauer, S. & Brazer, S. (2018). Structural theories of school organization. In Connolly, M., Eddy-Spicer, D., James, C. & Kruse, S. (Eds.), *The SAGE Handbook of School Organization* (pp. 119-138). Los Angeles: Sage.

2015   Bauer, S., Van Lare, M., Brazer, S. & Smith, R. (2015). Teacher leadership in collaborative teams: The importance of process. In Tenuto, P. (Ed.), *Renewed accountability for access and excellence: Applying a model for democratic professional practice in Education* (pp. 131-146). Lanham, MD: Lexington Books.

Bogotch, I. & Bauer, S. (2015). Katrina at 10 and counting. In Miron, L., Beabout, B. & Boselovic, J. (Eds.), *Only in New Orleans: School choice and equity in post-Hurricane Katrina* (pp. 173-189). Boston: Sense Publishers.

2013   Bauer, S., Brazer, S., Van Lare, M, & Smith, R. (2013). Organizational design in support of professional learning communities in one district. In S. Conley and B. Cooper (Eds.) *Teacher collaboration: Advancing professionalism & school quality* (pp. 49-80). New York: Rowman and Littlefield.

Van Lare, M., Brazer, S., Bauer, S. & Smith, R. (2013). Professional learning communities using evidence: Examining teacher learning and organizational learning. . In S. Conley and B. Cooper (Eds.) *Teacher collaboration: Advancing professionalism & school quality* (pp. 157-181). New York: Rowman and Littlefield.

2010   Bauer, S. & Brazer, S. (2010). The impact of isolation on the self-efficacy of new principals. In S. Conley & B. Cooper (Eds.), *Growing and understanding tomorrow's educational leaders: Recruiting, sustaining, and retaining the best* (pp. 89-112). New York: Rowman and Littlefield.

2009   Leithwood, K., Bauer, S. & Riedlinger, B. (2009). Developing and sustaining school principals: Lessons from the Greater New Orleans School Leadership Center. In M. Fullan (Ed.), *The challenge of change: Start school improvement now! 2nd ed.* (pp. 135-154). Thousand Oaks, CA: Corwin.

Hackman, D., Bauer, S., Cambron-McCabe, N., & Quinn, D. (2009). Characteristics, preparation, and professional development of educational leadership faculty. In M. Young, G. Crow, J. Murphy & R. Ogawa (Eds.), *Handbook of research on leadership education* (pp. 225-268). New York: Routledge.

2007   Leithwood, K., Bauer, S. & Riedlinger, B. (2007). Developing and sustaining school principals: Lessons from research. In B. Davies (Ed.), *Sustaining and developing leaders*, (p. 97-115). London: Sage Publications Ltd.

1999   Bauer, S. & Meza, J. (1999). Building a conceptual model for shared accountability in an accelerated school district. In S. Slovacek and T. Ray (Eds.), *Accelerated Schools SIG Conference Proceedings* (pp. 5-32). Los Angeles: Los Angeles Accelerated Schools Center.

1988   Bacharach, S., Bauer, S., & Shedd, J. (1988). The learning workplace: The conditions and resources of teaching. In *Conditions & Resources of Teaching: A Special Report by NEA*, (p. 7-40). Washington, DC: National Education Association.

1987   Bacharach, S., Schmidle, T., & Bauer, S. (1987). Higher education. In D. Lipsky and C. Donn (Eds.), *Collective Bargaining in American Industry: Contemporary Perspectives and Future Directions,* (p. 225-264). Lexington, MA: D.C. Heath.

GRANTS AND CONTRACTS

Grants and contracts received (principal investigator or equivalent)

Summer 2015 – Summer 2017. Co-investigator (with Rebecca Fox & Supriya Baily), US Department of State grant, *US-Pakistan collaboration for faculty excellence in teaching and research (CFETR),* $480,000.

Fall 2013 – Summer 2015. Co-recipient (with Anne-Marie Balzano), George Mason University Distance Education, Design of Education Leadership Master's Program, $80,000.

Summer 2011-Summer 2012. Co-Principal Investigator (with D. Brazer & M. Van Lare), Spencer Foundation, *Data use in professional communities*, $46,000.

Summer 2005 – Summer 2007. Co-principal investigator (with D. Brazer) Fairfax County Public Schools, *Lead Fairfax - accelerated certification cohort*, $100,000.

Summer 2002 – Summer 2003. Principal investigator, BellSouth Foundation, *Teacher leadership for school improvement*, $75,000.

Fall 2001 -- Summer 2002. Principal investigator, School Leadership Center of Greater New Orleans, *Social networking of principals*, $4500.

Spring 1999-Fall 2000. Co-principal investigator (with Hae-Seong Park), Louisiana Department of Education, *Starter grant – Evaluation of LaCEPT Training*, $20,000.

Spring 1999-Summer 2000. Principal investigator, School Leadership Center of Greater New Orleans, *Use of standardized achievement tests to assess school effectiveness*, $3800.

September 1998-August 1999. Co-principal investigator (with J. Oescher, C. Brooks and C. Cody), Orleans Parish Schools, *Evaluation of the New Orleans Public Schools Urban*

Systemic Initiative, $280,000

Spring 1998. Co-principal investigator (with J. Oescher and C. Brooks), Orleans Parish Schools, *Design for interim evaluation of the New Orleans Public Schools Urban Systemic Initiative*, $15,000.

Grants and contracts received (not principal investigator)

Fall 2020 – Summer 2021, research team, Colorado Dept of Higher Education Open Educational Research Grant, *ThinqStudio Open Press (ThinqPress)*, Remi Kalir & Diane Hegeman, PI's, $30,000.

Fall 2006 – Summer 2009, grant writer & research team lead, USDE (IES) Grant #R305E50082, *The Coaching Model: A Collaborative Pilot Program*, School Leadership of Greater New Orleans, $1,800,000.

Summer & Fall 2007, faculty associate, *Eurasia/South Asia Teaching Excellence and Achievement Program* (S. Steeley & F. Shahrokhi, PI's), $75,000.

Summer 2005 – Spring 2007, grant writer & co-chair, Virginia Department of Education, *Arlington County Public, Alexandria City Schools, and Falls Church City Urban School Leaders Preparation Program*, $100,000.

Summer 2005 – Spring 2007, grant writer & co-chair, Virginia Department of Education, *Loudoun County Public School's Loudoun Leadership Fellows Program*, $100,000.

Spring 2004 – Fall 2004, co-chair of grant-writing team working on behalf of the Louisiana State Department of Education awarded a three-year Wallace Foundation grant to support statewide reform of educational leadership programs, $5,000,000.

Fall 1998 - Summer 1999, associate working with UNO Accelerated Schools Center to document and evaluate the implementation of the Accelerated Schools Process in the Lafourche Parish Schools.

Summer 1998 - Summer 2004, grant writer & staff associate (research director), BCM Foundation grant to start the *School Leadership Center of Greater New Orleans*, $8,000,000.

Grants and contracts submitted but not funded

Spring 2017, co-principal investigator (with S. Brazer & R. Smith), *School District Efforts to Narrow Achievement* Spencer Foundation, $50,000.

Spring 2016, co-principal investigator (with S. King), *Building Capacity for Student-Led Assessment*, Spencer Foundation, $50,000 (not funded).

Spring 2016, co-principal investigator (with S. Brazer), *A Proposal to Provide Assessment Development and Training for Licensure of School Administrators in the Emirate of Abu Dhabi—Private Schools*, Emirate of Abu Dhabi, $75,000 (not funded).

Spring 2016, principal investigator, *University Principal Preparation Parternship*, Wallace Foundation, $5.6M (not funded).

Summer 2014, curriculum designer & evaluator, *Community College Administrators Program for India* (S. Baily & F. Shahrokhi, PIs), Office of Global Educational Programs of the U.S. Department of State's Bureau of Educational and Cultural Affairs, $125,000 (not funded).

Summer 2014, co-principal investigator (with S. Brazer & A. Kelman), *A Research Initiative in Jewish Education Understanding and Enhancing Leadership in Jewish Education,* Consortium for Applied Studies in Jewish Education, $90,000 (not funded).

Fall 2013. co-principal investigator (with A. Holleb, A. Pelligrino, L. Hall), *Problem-Based Learning Interventions: Studying Student Achievement*, IES: Researcher-Practitioner Partnerships in Education Research, $280,000 (not funded).

Fall 2012, co-principal investigator (with S. Brazer & M. Van Lare), *Data Use in Professional Communities: Impact on Classroom Practice*, Spencer Foundation, $375,000 (not funded).

Summer 2009, project evaluator, *Alternative Certification Pathways to Prepare Aspiring Leaders for School Leadership*, US Department of Education, IES Research Grant (Education Leadership Competition), $425,000 (not funded).

Summer 2009, lead researcher, *Improving Achievement by Distributing Instructional and Professional Development Leadership: A Process for Model Development*, US Department of Education IES Research Grant (Education Leadership Competition), $380,000 (not funded).

Summer 2009, evaluator, *Accelerated Principal Leadership for Underrepresented Students [A+P.L.U.S.]*, US Department of Education IES Research Grant (Education Leadership Competition), $360,000 (not funded).

Summer 2008, research team member, *Extent and Impact of the Implementation of a State Unfunded Mandate to Bring the Level of Physical Activity for High School Students to 150 Minutes per Week*, Robert Wood Johnson Foundation, $400,000 (not funded).

Fall 2007, co-principal investigator (with B. Riedlinger), *Distributing leadership to improve schools. Proposal submitted to the US Department of Education*, IES Research Grant

(Education Leadership Competition), $480,000 (not funded).

NON-PEER REVIEWED PUBLICATIONS, ETC.

2019   Bauer, S. & Balzano, A. (2019). *School leadership team experience & Strategy Lab*. Washington, DC: National Association of Independent Schools.

2017   Bauer, S. & Balzano, A. (2017 & 2018). *School leadership team experience*. Washington, DC: National Association of Independent Schools.

2012   Bauer, S. & Brazer, S. (2012). Navigating your way through the research jungle. *Principal* 92 (2), 22-25.

    Bauer, S. & Brazer, S. (2012). Turning evidence into action: School improvement planning. Webinar series presented by the National Association of Elementary School Principals, Alexandria, VA: http://www.naesp.org/career/webinars.

2009   Bauer, S. (2009). The coaching model: A collaborative pilot project. USDE Grant # R305E50082. Unpublished report.

2003   Bauer, S. (2003). School Leadership Center of Greater New Orleans: A brief overview. New Orleans: School Leadership Center of Greater New Orleans.

2002   Bauer, S. (2002). Some (5000 year-old) tips for school leaders. *Network Visions*, 10 (Spring), 14-15.

2001   Bauer, S. (2001). Have you got the blues? *INPC Newsnotes* (Fall), np.

    Bauer, S. (2001). What have we become? A nerd's reflection of the 2001 INPC Conversation. *INPC Newsnotes* (Fall), np.

1999   Bauer, S. (1999). Lafourche Parish accelerated schools project, first year evaluation: District capacity. New Orleans, LA: University of New Orleans.

    Bauer, S., Brooks, C., Cody, C., & Oescher, J. (1999). External evaluation of the Urban Systemic Initiative in the New Orleans Public Schools. New Orleans,LA: University of New Orleans.

1996   Bauer, S. (1996). Site based management: A design perspective. Unpublished doctoral dissertation. Ithaca, NY: Cornell University.

1994   Bauer, S. (1994). The decline of private sector unions: A quality perspective. Unpublished working paper. NYS School of Industrial & Labor Relations,

Cornell University, Ithaca, NY.

1992   Bauer, S. (1992). Myth, consensus, and change. *The Executive Educator*, 14 (7), 26-28.

1991   Mitchell, S. & Bauer, S. (1991). Tompkins County employee survey: Analysis and recommendations to the Tompkins County, NY, Recruitment and Retention Committee. Ithaca, NY: Organizational Analysis and Practice.

1994   Mitchell, S., Bauer, S., & Shedd, J. (1988-1994). Quality audit reports. Reports prepared for client school districts based on research and analysis of the efficacy of the district's administrative structure. Ithaca, NY: Organizational Analysis and Practice.

1990   Bauer, S. (1987 – 1990). Cooperative relationships project - district and school climate reports (sixteen annual reports). Ithaca, NY: Organizational Analysis and Practice.

1985   Bauer, S. (1985). Salaries and fringe benefits of full-time instructional faculty in NYS community colleges. Ithaca, NY: Organizational Analysis and Practice.

1984   Bauer, S. (1984). An initial investigation into the relationship between job stress and dissatisfaction. Unpublished working paper presented to the Organizational Behavior Workshop, Cornell University, Ithaca, NY.

1984   Mitchell, S., Bauer, S., & Markham, J. (1984). OAP/AT&T, Inc., Information management in human resources survey - final report. Ithaca, NY: Organizational Analysis and Practice.

1983   Bauer, S. (1983). Job evaluation systems survey analysis - TRW subsidiaries. Ithaca, NY: Organizational Analysis and Practice.

Bauer, S. (1983). The quality of working life of New York State management/ confidential employees. Ithaca, NY: Organizational Analysis and Practice.

1982   Bacharach, S., Mitchell, S., Bauer, S., & Gash, D. (1982). The quality of working life of professional, scientific and technical employees of New York State. Ithaca, NY: Organizational Analysis and Practice.

1979   Bacharach, S., Mitchell, S., & Bauer, S. (1979). Consensus and power in school districts: NIE final report. Grant # NIE G 78 0080.

PEER REVIEWED PRESENTATIONS AT PROFESSIONAL MEETINGS

2019   Brazer, S., Bauer, S., & Johnson, B. (2019). Organization theory strengthening practice.

Paper presented at the Annual Meeting of the American Educational Research Association, Toronto, ON.

Bauer, S. (2019). The effects of isolation, efficacy, burnout, and commitment on new principals practice. Paper presented at the Annual Meeting of the American Educational Research Association, Toronto, ON.

Bauer, S. & Thelen, R. (2019). Professional learning communities, teacher collective efficacy, and teaching outcomes: A replication. Paper presented at the Annual Meeting of the American Educational Research Association, Toronto, ON.

2018   Lebron, J., Bauer, S., Fox, R., Wrightsman, K., Samaras, A., Marklein, M. (2018). From faculty agency to organizational learning through international collaboration. Paper presented at the Annual Meeting of the American Educational Research Association, New York, NY.

Silver, L., Schwartzer, J. & Bauer, S. (2018). New teacher induction programs: An examination of eleven school divisions' programs and their leadership's perceptions. . Paper presented at the Annual Meeting of the American Educational Research Association, New York, NY.

Johnson, B., Bridwell-Mitchell, E., Cho, V., Mintrop, R., Schechter, C. & Bauer, S. (2018). The substance and structure of school leadership: Understanding and researching the school as organization. Paper presented at the Annual Meeting of the American Educational Research Association, New York, NY.

2017   Silver, L., Schwartzer, J. & Bauer, S. (2017). New teacher induction programs: An examination of eleven school divisions. Paper presented at the Annual Meeting of the University Council on Educational Administration, Denver, CO.

Kuo, Y., Balzano, A. & Bauer, S. (2017). Online orientation: An effective approach to initiating an online learning community. Paper presented at the Annual Meeting of the American Educational Research Association, San Antonio, TX.

2016   Bauer, S. (2016). Karl Weick's *organizing*. Paper presented at the Annual Meeting of the American Educational Research Association, Washington, DC.

Bauer, S. & Silver, L. (2016). The impact of job isolation on new principal's sense of efficacy, job satisfaction, burnout and persistence. Paper presented at the Annual Meeting of the American Educational Research Association, Washington, DC.

2015   Bauer, S., Silver, L., & Schwartzer, J. (2015). The impact of isolation on new principal's job satisfaction and persistence. Paper presented at the Annual Meeting of the University Council on Educational Administration, San Diego, CA.

Brazer, S. & Bauer, S. (2015). Learning leadership by solving problems. Paper presented at the Annual Meeting of the University Council on Educational Administration, San Diego, CA.

Bauer, S., Van Lare, M., Brazer, S. & Smith, R. (2015). Organizational design of collaborative teams: The importance of process. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.

Bauer, S., Brazer, S.& Smith, R. (2015). Changing education one project at a time. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.

2014   Brazer, S., Van Lare, M., Bauer, S., & Smith, R. (2014). Decision making for and by teacher collaborative teams. Paper presented at the Annual Meeting of the University Council on Education Administration, Washington, DC.

Bauer, S. (2014). Teaching org theory with cases: An inside-out approach? In the invited session, *Organizational Theories in Practice: Using Case-Based Learning Methods for Leader Development*. Paper presented at the Annual Meeting of the American Educational Research Association, Philadelphia, PA.

2013   Bauer, S. & Kirkland, E. (2013). Instructional leadership for students with special needs: The influence of advocates in eligibility decisions. Paper presented at the Annual Meeting of the American Educational Research Association, San Francisco, CA.

Brazer, S. & Bauer, S. (2013). Organizational design and multiple stakeholder decision making in professional learning communities. Paper presented at the Annual Meeting of the American Educational Research Association, San Francisco, CA.

2012   Bauer, S. & Brazer, S. (2012). Organizational design in support of professional learning communities. Paper presented at the Annual Meeting of the University Council on Education Administration, Denver, CO.

Bauer, S. & Kirkland, E. (2012). Are leaders influenced by advocates in the special education eligibility decision? Paper presented at the Annual Meeting of the University Council on Education Administration, Denver, CO.

2011   Bauer, S. & Robey, P. (2011). Reform in university-based programs of educational leadership: How responsive have programs been? Paper presented at the Annual Meeting of the University Council on Education Administration, Pittsburgh, PA.

Bauer, S. & Brazer, S. (2011). Preparing leaders for databased decision making through site-based participatory action research. Interactive Discussion presented at the Annual

Meeting of the University Council on Education Administration, Pittsburgh, PA.\

Bauer, S. & Brazer, S. (2011). The impact of isolation on the self-efficacy of new principals. Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, LA.

2010   Bauer, S. & Brazer, S. (2010). The impact of isolation on new principals' sense of efficacy. Paper presented at the Annual Meeting of the University Council on Education Administration, New Orleans, LA.

Bauer, S. & Brazer, S. (2010). Using research to lead school improvement: A mini-course. Professional development workshop presented at the Annual Meeting of the American Educational Research Association, Denver, CO.

2009   Bauer, S., Brazer, S., & Stephenson, L. (2009). The impact of isolation on the job satisfaction of new principals. Paper presented at the Annual Meeting of the University Council on Education Administration, Anaheim, CA.

Brazer, S. & Bauer, S. (2009). Conversation/Dialogue: Meeting the leadership preparation challenge: Innovative ideas for rigor, relevance, and instructional leadership. Interactive Roundtable presented at the Annual Meeting of the University Council on Education Administration, Anaheim, CA.

Doolittle, G., Bauer, S. & Sanders, N. (2009). Meaningful interpretations of professional standards in preparation programs: Faculty strategies for using new ISLLC and ELCC standards in accreditation. Interactive Roundtable presented at the Annual Meeting of the University Council on Education Administration, Anaheim, CA.

Bauer, S., Bernard, J., Oescher, J. & Kirby, P. (2009). Coaching new principals: Interim results and observations. Poster presented at the I.E.S. Fourth Annual Research Conference, Washington, DC.

Brazer, S. & Bauer, S. (2009). Leading change to improve student achievement: Novice leaders take the reins. Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.

2008   Bauer, S., Oescher, J. & Kirby, P. (2008). Fostering student success: Coaching new principals to be instructional leaders. Poster presented at the Annual Meeting of the University Council on Education Administration, Orlando, FL.

Bauer, S. & Brazer, S. (2008) Preparing leaders to foster student success: Learning by leading change. Paper presented at the Annual Meeting of the University Council on Education Administration, Orlando, FL.

Causey-Konate, T., Bauer, S., Oescher, J., Riedlinger, B. (2008) Mentoring new principals: What help did leaders seek post-Katrina? Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Knoxville, TN.

Bauer, S. & Stephenson, L. (2008) Correlates of professional isolation for first-year principals. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Knoxville, TN.

Bauer, S., Porter, B. & Bernard, J. (2008). Coaching new principals: A multi-district collaborative. Poster presented at the I.E.S. Third Annual Research Conference, Washington, DC.

Oescher, J., Bauer, S., & Kirby, P. (2008). Coaching new principals: A multi-district collaborative. Presented at the Annual Meeting of the American Educational Research Association, New York, NY.

Bauer, S. & Brazer, S. (2008). Learning leadership through making change. Paper presented at the Annual Meeting of the American Educational Research Association, New York, NY.

Hackman, D., Bauer, S., Cambron-McCabe, N., & Quinn, D. (2008). Characteristics, preparation, and professional development of educational leadership faculty. Paper presented at the Annual Meeting of the University Council on Education Administration, Alexandria, VA.

2007   Bauer, S. & Brazer, S. (2007). Creating a leadership development center: An interactive dialogue. Presented at the Annual Meeting of the University Council on Education Administration, Alexandria, VA.

Kidd, J., Brazer, D., Fox, R., Bauer, S., & Maxwell, J. (2007). The faculty writing club: Transforming manuscripts into publications. Paper presented at the Annual Meeting of the College Reading Association, Salt Lake City, Utah.

Bauer, S. (2007). Leading after Katrina: Experiences of principals in the Algiers Charter Schools. Presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.

Leithwood, K., Bauer, S. & Riedlinger, B. (2007). How a leadership center makes a difference. Presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.

Bauer, S. (2007). Using research to lead school improvement: An example of performance-based redesign. Presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.

2006   Bauer, S. & Luster, J.N. (2006). Redesigning leadership preparation programs. Interactive dialogue, facilitated at the Annual Meeting of the Mid-South Educational Research Association, Birmingham, AL.

Bauer, S. & Luster, J.N. (2006). Making professional presentations, II: Tips, tricks, and words to the wise. Training session presented at the Annual Meeting of the Mid-South Educational Research Association, Birmingham, AL.

Bauer, S. & Brazer, S.D. (2006). Redesigning educational leadership programs: Lessons from three partnership projects. Presented at the Annual Meeting of the American Educational Research Association, San Francisco, CA.

2005   Bogotch, I., Maslin-Ostrowski, P. & Bauer, S. (2005). A critical look at the qualitative interview in education: Questions of context, relationships, and words. Presented at the Annual Meeting of the American Educational Research Association, Montreal, PQ, CA.

Bauer, S. (2005). The impact of a social learning network on principal's leadership learning. Presented at the Annual Meeting of the American Educational Research Association, Montreal, PQ, CA.

Bauer, S. (2005). An oasis in the desert: Lessons from the School Leadership Center of Greater New Orleans. Presented at the Annual Meeting of the American Educational Research Association, Montreal, PQ, CA.

2004   Bauer, S., Cody, C., & Haydel, J. (2004). Developing leaders at all levels: Lessons from a performance-based initiative. Presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.

2003   Bauer, S. & Luster, J.N. (2003). Making professional presentations: Tips, tricks, and words to the wise. Training session presented at the Annual Meeting of the Mid-South Educational Research Association, Biloxi, MS.

Bauer, S. (2003). The job search process for non-traditional candidates. Interactive Symposium: *Graduate Student Transitions: Moving Successfully into Education from a "Foreign" Discipline*. Presented at the Annual Meeting of the Mid-South Educational Research Association, Biloxi, MS.

Bauer, S., Haydel, J., & Cody, C. (2003). Cultivating teacher leadership for school improvement. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Biloxi, MS.

Leithwood, K., Riedlinger, B., Bauer, S., & Janzi, D. (2003). Leadership program effects on student learning: The case of the greater New Orleans School Leadership Center.

Paper presented at the Annual Meeting of the University Council on Education Administration, Portland, OR.

2002 Bauer, S. & LeBlanc, G. (2002). Teacher perceptions of the mentoring component of the Louisiana teacher assistance and assessment program. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Chattanooga, TN.

Bauer, S. (2002). An oasis in the desert: Case analysis of the School Leadership Center of Greater New Orleans. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Chattanooga, TN.

Bauer, S. (2002). Creating principal learning communities and reducing isolation through network mentoring. Interactive symposium: *School leadership, Professional Development, and Organizational Learning: Making the Connection*. Presented at the Annual Meeting of the American Educational Research Association, New Orleans, LA.

Porter, B., Bauer, S., & Oescher, J. (2002). Evaluation of the transition first grade program in a southern school district. Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, LA.

2001 Cody, C. & Bauer, S. (2001). Dark clouds and silver lining: Lessons from a "failed" systemic initiative. Paper presented at the Annual Meeting of the American Educational Research Association, Seattle, WA.

Bauer, S. & Berger, J. (2001). Organizational environments, empowerment, and teacher career satisfaction in urban schools. Paper presented at the Annual Meeting of the American Educational Research Association, Seattle, WA.

Bauer, S. (2001). Caught in the middle: District administrators' experiences in comprehensive school reform. Paper presented at the Annual Meeting of the American Educational Research Association, Seattle, WA.

2000 Bauer, S. (2000). Is it true that nothing is quite so practical as a good theory? Graduate student training session conducted at the Annual Meeting of the Mid-South Educational Research Association, Bowling Green, KY.

Bauer, S. (2000). Becoming a restructured district: Exploring the district role in comprehensive school reform. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Bowling Green, KY.

Park, H. & Bauer, S. (2000). Parenting practices, ethnicity, socio-economic status, and academic achievement in adolescents. Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, LA.

Bauer, S. (2000) Using norm-referenced tests to judge school quality: An empirical

analysis. Paper presented at the Annual Meeting of the Louisiana Educational Research Association, Lafayette, LA.

1999   Bauer, S. (1999). Should achievement tests be used to judge school quality? Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Point Clear, AL.

Bauer, S. & Cody, C. (1999). Supporting reform: Lessons from the urban systemic initiatives. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Point Clear, AL.

Bauer, S., Brooks, C., Cody, C. & Oescher, J. (1999). Evaluating systemic reform: Analyzing capacity and achievement. Paper presented at the Annual Meeting of the American Educational Research Association, Montreal, Canada.

Bauer, S., Meza, J. & Duplantis, M. (1999). Building a conceptual model for shared accountability in an accelerated school district. Paper presented at the Annual Meeting of the American Educational Research Association, Montreal, Canada.

Park, H. and Bauer, S. (1999). A longitudinal study to determine the impact of siblings on academic achievement. Paper presented at the Annual Meeting of the Louisiana Educational Research Association, New Orleans, LA.

1998   Aspiazu, G. & Bauer, S. (1998). Improving the academic performance of Hispanic youth: a community education model. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, New Orleans, LA.

Bauer, S. (1998). Measuring site-team practice - Louisiana Education Research Association Distinguished Research Paper of the Year. Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.

Bauer, S. & Bogotch, I. (1998). An Analysis of the relationship between site council resources, practices, and outcomes - Mid-South Education Association Distinguished Research Paper of the Year. Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.

Park, H., Bauer, S. & Oescher, J. (1998). The relationship between religiosity and substance use of high school students. Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.

Bogotch, I., Cody, C. & Bauer, S. (1998). Teaching and learning school based management: Learning how to do school reform. Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.

Bauer, S., Bogotch, I. & Park, H. (1998). Modeling site-based decision making: The relationship between inputs, site council practices, and outcomes. Paper presented at the Annual Meeting of the American Educational Research Assn, San Diego, CA.

Bauer, S. (1998). Structuring accountability in team contexts. Paper presented at the Annual Meeting of the Louisiana Education Research Association, Shreveport, LA.

1997   Park, H. & Bauer, S. (1997). Success stories in a graduate introductory statistics course. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Memphis, TN.

Bauer, S. & Bogotch, I. (1997). An analysis of the relationship between site council resources, practices, and outcomes. Paper presented at the Annual Meeting of the Mid-South Educational Research Association, Memphis, TN.

Bauer, S. & Mitchell, S. (1997). The quality audit: A framework for internal analysis of school district capacity for change. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.

Bauer, S. (1997). Leveling the playing field for site-based management. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL.

Bauer, S. (1997). Why site based management doesn't work: An alternative view and proposal. Paper presented at the Annual Meeting of the Louisiana Education Research Association, Baton Rouge, LA.

Bauer, S. (1997). Measuring site team practice. Paper presented at the Annual Meeting of the Louisiana Education Research Association, Baton Rouge, LA.

1996   Bauer, S. (1996). The quality audit. Paper presented at the 26th Annual Meeting of the International Society for Educational Planning, New Orleans, LA.

SEMINARS / WORKSHOPS TAUGHT

2020   Online workshops designed, created, launched: (1) Leadership institute for new school heads; (2) Introduction to school governance; (3) Trustee leadership; (4) Board culture. National Association of Independent Schools, Washington, DC.

Workshops: (1) Leading change and (2) Planning for school improvement. School of Education & Human Development Leadership Academy for the Charter School Institute, Spring 2020.

Workshop: Independent school governance. Annual Meeting of the National Association

of Independent Schools, Philadelphia, PA, February 2020.

2019   Workshop: Culture – friend or foe. School of Education & Human Development Leadership Academy for the Charter School Institute, September 2019.

Faculty & Curriculum Designer, *School Leadership Team Experience & Strategy Lab,* National Association of Independent Schools, Summer 2019.

Workshop: Leading planned change. Annual Meeting of the National Association of Independent Schools, Long Beach, CA, March 2019.

2018   Workshop: Vision & mission – what are they and why bother? Annual Meeting of the National Association of Independent Schools, Atlanta, GA, March 2018.

Workshop: (Almost) everything you need to know about facilitating school change. Annual Meeting of the National Association of Independent Schools, Atlanta, GA, March 2018.

Faculty & Curriculum Designer, *School Leadership Team Experience II*, National Association of Independent Schools, Summer 2018.

2017   Keynote presentation: Facilitating change: Three big ideas and a tool. Annual Meeting of the National Business Officers' Association, Washington, DC, March 2017.

Workshop: (Almost) everything you need to know about facilitating school change. Annual Meeting of the National Association of Independent Schools, Baltimore, March 2017.

Faculty & Curriculum Designer, *School Leadership Team Experience II*, National Association of Independent Schools, Summer 2017.

2016   Invited speaker & instructor, International Research and Exchange Board (IREX), International Leadership in Education Program; Teaching Excellence and Achievement Program, & University Administration Support Program (designed & led curriculum for groups of teachers & leaders from over 20 developing countries on leadership for change & action planning), Fall 2008 – present.

Invited speaker & Instructor, American Councils for International Education (designed and led programs for teachers and leaders from developing countries on leadership for school change, action planning, and principles of adult learning & development), Fall 2009 – present.

Workshop: Facilitating change. Annual Meeting of the National Association of Independent Schools, San Francisco, February 2016.

Faculty & Curriculum Designer, *School Leadership Team Experience*, National Association of Independent Schools, Summer 2016.

2015   Faculty & Curriculum Designer, Leadership Teams Improving School Performance Summer Institute joint project, San Jose State University & Stanford University, Summer 2015.

2012   Faculty, School Leadership Center of Greater New Orleans *Summer Institute*, 1999 – 2012

Facilitator, *Leadership for school improvement*, professional development for Loudoun County Schools, Fall 2012.

2009   Keynote speaker, New Jersey Department of Education Turnaround Leader Network Summer Institute, Rowan University, July 2009.

Keynote speaker & facilitator, Fairfax County Public Schools, Cluster 5 Leadership Development Program, August 2009.

2008   Faculty, Region 1 & School Leadership Center of Greater New Orleans *Superintendent's Summit*, an effort designed to help build district-level leadership teams and establish cross-district collaborative among the seven major school systems in Southeast Louisiana. Fall 2003, Fall 2004, Spring 2005, Spring 2006, Spring 2008.

2006   Faculty, School Leadership Center of Greater New Orleans Learning Initiatives. Designed and lead series of workshops for school leaders and school improvement teams on school improvement planning and implementation, 2000 – 2006

2005   Facilitator, Jefferson Parish Chamber of Commerce *Smart Summit* – community-based partnership effort between business community and school system to establish strategic commitments for the betterment of Jefferson Parish Schools. December 2003 through June 2005.

2004   Faculty, School Leadership Center of Greater New Orleans, Pre-Sessions for Summer Institute on use of technology, school improvement planning, and examination of data relating to school performance. 1999-2004.

2003   Facilitator, Louisiana Association for Non-Profit Organizations (LANO) visioning and strategic planning initiative, January 2003.

2002   Facilitator, Jefferson Parish Public Schools' *School Renaissance Program*, a professional development program on planning for school renewal. Involved five schools' leadership teams. Spring 2002.

Facilitator, Harold Keller Elementary School. Series of workshops on collaborative planning and problem-solving. Fall 2002.

Facilitator, Family Services of Greater New Orleans, workshop on collaborative planning and teamwork, Fall 2002.

2001   Facilitator, McDonogh 35 High School workshop on school improvement planning, Spring 2001.

Facilitator, St. Bernard Parish Principals and Supervisors Summer staff development series.

1999   Facilitator, New Orleans Accelerated Schools Center workshop on leadership and systemic change, Memphis City Schools, Fall 1999.

PROFESSIONAL AFFILIATIONS

American Educational Research Association
    Executive committee, Division A, 2015-2017
    Program committee, 2017 Annual Meeting
    Learning & Teaching in Educational Leadership SIG
    Leading School Improvement SIG
    Survey Research SIG
    Organizational Studies SIG
Association for Supervision and Curriculum Development.
International Society for Educational Planning.
Kappa Delta Phi.
Louisiana Educational Research Association.
Mid-South Educational Research Association.
Virginia Professors of Education Leadership.
National Association of Secondary School Principals.
Phi Delta Kappa.

PUBLICATIONS IN PREPARATION

Kuo, Y.Y. & Bauer, S. (in progress). A framework for sustainable online course development.

Bauer, S. & Thelen, R. (in progress). Teacher involvement in PLCs: Team practice impact on teaching and teacher persistence.

TEACHING EXPERIENCE

Courses taught – University of New Orleans
    EDAD 6090 – Research Seminar in Education Administration (PhD)
    EDAD 6800 - School Leadership*
    EDAD 6816 - School-Based Management*
    EDAD 6840 - Organization and Governance of K-12 Schools
    EDAD 6875 – School Improvement
    EDAD 6920 - Advanced Theories of Educational Administration (PhD)*
    EDAD 6930 - Leadership Behavior in Educational Administration (PhD)*
    EDAD 6993 - Special Topics (Pre-Dissertation Research Seminar) (PhD)
    EDFR 6705 – Quantitative and Qualitative Research Designs in Education (PhD)*

Courses taught – George Mason University
    EDRS 590 – Education Research
    EDLE 620 -- Organizational Theory and Leadership Development*+
    EDLE 690 – Using Research to Lead School Improvement*+
    EDLE 791 – Internship in Educational Leadership+
    EDLE 801 – Contemporary Organizational Theory (PhD)*
    EDLE 803 -- Foundations of Education Leadership: Economics and Leadership (PhD)*
    EDLE 815 – Conceptual Frameworks in Educational Leadership (PhD)
    EDLE 895 – Emerging Issues on Administration & Supervision (PhD)
    EDUC 802 – Leadership Seminar (PhD)*

Courses taught – University of Colorado Denver
    RSEM 7001 – EdD Research Methods 1+
    RSEM 7003 – EdD Research Methods 3
    DSEP 8990 – Scholar Circles 1, 2, 3 (EdD)*+
    EDUC 7100 – School Leadership (EdD)*+

    *Courses marked with an asterisk are courses that I designed or took the lead in redesigning significantly.
    +Courses marked with a plus sign were taught at least once fully online.

PROFESSIONAL SERVICE

Service in role of discussant, critic, reviewer for professional meeting or publication
    Member, Editorial Board, *Journal of Research on Leadership Education*, January 2015 –
        December 2017.
    Associate Editor, *Journal of Organizational Theory in Education*, Spring 2014 – December
    2020.
    Member, Editorial Board, *Journal of School Leadership*, 2000-present.
    Member, Editorial Board, *Educational Administration Quarterly*, July 2008 – June 2012.
    Member, Editorial Board, *Journal of Research for Educational Leaders*, 2004-2008.

Ad hoc reviewer [in addition to the above-mentioned journals]: *American Educational Research Journal*; *Educational Evaluation and Policy Analysis*; *Educational Policy*; *Educational Research, Exceptional Children*; *International Journal for Education Policy and Leadership; International Journal for Education Management; Journal of Education Administration; Journal of Cases on Educational Leadership; Journal of Education of Students Placed at Risk; Journal of Research om Leadership Education, School Effectiveness & School Improvement; Journal for Students Placed at Risk; Leadership and Policy in Schools; School Effectiveness and School Improvement; School Leadership and Management; Teacher's College Record; Urban Education.*

Reviewer for book manuscript proposals, Corwin Press; Eye on Education, Inc.; Sage Publishing; Pearson / Merrill / Prentice Hall; Stanford University Press; University of Chicago Press.

Reviewer, AERA proposals for Teaching in Education Administration / Learning and Teaching in Educational Leadership (LTEL) SIG, Organization Theory SIG, Strategic Change SIG, Teachers' Work/Teachers' Unions SIG, Division A (Administration & Leadership), Division H (Evaluation Studies), Division L (Politics and Policy).

Reviewer, Kottkamp Award, LTEL SIG.

Reviewer, proposals for Annual Meeting of the University Council for Education Administration (UCEA).

Session chair and discussant, AERA Division A (Administration), H (Evaluation Studies) and L (Politics and Policy); Survey Research, Organization Theory, Teaching in Educational Administration, and Leadership for School Improvement Special Interest Groups, & for University Council on Educational Administration annual meetings.

Reviewer, proposals for Mid-South Educational Research Association Annual Meeting, Distinguished Dissertation and Distinguished Research Paper competitions.

Reviewer, proposals for Louisiana Educational Research Association Annual Meeting, Distinguished Research Paper Competition.

Service as an officer, program committee member, or session organizer for a community organization or professional association

American Educational Research Association:
> Web Content Manager, Learning and Teaching in Educational Leadership SIG; Spring 2010 – Spring 2014.
> Member, Board of Directors, Learning and Teaching in Educational Leadership SIG, Spring 2012-present.
> Section chair, Division A-Section 5 (Leadership Development), 2014 Annual Meeting
> Faculty, David L. Clark Graduate Seminar, AERA Division A representative, 2014 Annual Meeting.
> Co-chair, Program committee, Division A, 2016 Annual Meeting.
> Program Chair, Division A, 2017 Annual Meeting.
> Secretary-Treasurer, Organizational Theory SIG, 2018-2020.

Mid-South Educational Research Association:
> Member of the Local Site Planning Committee; Future Site Planning Committee; the Nominations Committee; the Distinguished Research Paper Award Review Panel;

and the Graduate Student Advisory Committee.
  Chair, Graduate Students Advisory Committee, 1999-2000.
  Member, Board of Directors (at large seat), 2000-2002.
  Program Chair for the 2001 Annual Meeting.
  Chair, Development Committee, 2002-present.
  Chair, Distinguished Paper Selection Committee, 2003.
  President-Elect, 2003.
  President, 2004.
  Chair, Nominations Committee, 2005.
  Past president (ex-officio member of the board), 2005 – present.
Louisiana Educational Research Association:
  Member of the Board of Directors, 1998-2001;
  Program Chair for the 1999 Annual Meeting;
  President-Elect, 1998-1999; and President, 1999-2000.
  Local Arrangements Chair, 2003 Annual Meeting.
International Network of Principal Centers:
  Program chair, 2001 International Network of Principal Centers Conversation.
  Member, Board of Directors, Fall 2002 to Spring 2008.
  Steward, Spring 2008 to present.
UCEA – Learning and Teaching in Educational Leadership SIG Joint Taskforce on School
  Leadership – member of team investigating providers of leadership development, and
  assessment practice in EDLE. Spring 2005 to Spring 2009.

Service in role of officer, content expert, instructor, or consultant
  Research Director, School Leadership Center of Greater New Orleans, Feb. 1999-2004.
  Member, Research Council, School Leadership Center of Greater New Orleans, 1998-2004.
  Member, International Project on Non-profit Leadership Advisory Board, 2003-2004.
  Member, Orleans Parish Schools planning team for the *New Orleans Professional
    Development Academy*, Fall 2003 to Summer 2004.
  Board of Trustees and officer, Congregation Gates of Prayer, Metairie LA, 1998-2004.
  AEL / Edvantia, Higher Education Co-Venture.
    Member of the Board of Directors, Spring 2006 – Spring 2008.
  Critical friend, Algiers Charter School Association. Provide advice and support to school and
    system-level leaders on matters relating to organizational design and school
    improvement. Spring 2006 to Spring 2009.
  Consultant on curriculum redesign, University of New Orleans, Department of Educational
    Leadership, Counseling and Foundations. Summer 2008.
  Chair of the Evaluation Team, University of Massachusetts at Amherst – Academic Quality
    Assessment and Development Program Review, Education Policy, Research &
    Administration Program, Summer – Fall 2005.
  Participant, Educational Theory into Practice (ETIPS) trial (faculty participant in grant to
    develop a system for web-based case analysis in educational leadership)
  Consultant, University of New Orleans, Education Leadership Program, NCATE review,
    Summer – Fall 2008.

Curriculum developer, Educational Leadership Master's Program, Ministry of Education, United Arab Emirates, Fall 2009.

Panel member, National Review of US Department of Education Comprehensive Technical Assistance Centers (contracted through Branch Associates, Inc.), Fall 2008 – Spring 2010.

Panel member, National Review of the Regional Educational Laboratories for the US Department of Education (contracted through WestEd), Spring 2010.

Panel member, Louisiana Educational Leaders Network, Spring 2009 – present. Participate as a "national resource" on Louisiana's $3.4 million Wallace Grant to improve educational leadership practice.

Content expert, Mid-Atlantic Comprehensive Center at George Washington University, Spring-Summer 2012. Content expert on performance management in education; designed program delivery system to assist center in providing technical expertise to State Education Agencies in the Mid-Atlantic.

Chair, State Review Team for James Madison University NCATE review, Spring 2012.

External chair, doctoral committee for V. Hansford, Educational Leadership & Policy Studies, University of Toronto.

School Leadership Center of Greater New Orleans. Member of the Board of Directors, Fall 2010 to present. Secretary, Spring 2012 to present

School Leadership Center of Greater New Orleans Faculty, School Turnaround Program, Summer 2014 – present.

External review team, Chair, Ed.D. in Educational Leadership Program Review, Northern Kentucky University, Spring 2015.

Panel member, Programme Council for Fundamental Scientific Education Research (PROO) Programme for Education Research, Netherlands Initiative for Educational Research, 2010-2013 and 2016-2019.

Board of Trustees, VP and President, Temple B'nai Shalom, Fairfax Station, VA, July 2006– present.

Quantom Studios, Burke, Virginia. Member of the Board of Directors, Spring 2013 to Summer 2015.

Apple Federal Credit Union, Fairfax, VA. Member of the Supervisory Committee of the Board of Directors, Summer 2013-Fall 2017.

Apple Education Foundation, Fairfax, VA. Member of the Foundation Board, Fall 2013 to Fall 2017.

Apple Federal Credit Union, Fairfax, VA., Member of the Advisory Board, Summer 2017-Spring 2018.

National Association of Independent Schools, Washington, DC. Governance education task force. Fall 2019 – present.

ACADEMIC AND COMMUNITY SERVICE

College of Education & Human Development, University of New Orleans
Co-organized with various colleagues the Fall and Spring research colloquia for Ed.

Leadership program, 1996-97, Fall 1997.

Secretary, Committee on Organized Research, College of Education, 1996-1998.

Subcommittee Chair, design proposal for EDFR 6705, Qualitative and Quantitative Research Designs in Education (1998-1999).

Faculty Advisor, Leadership in Educational Administration Doctoral Support Group (LEADS), Spring 1998- Fall 2002.

Member, Committee on Organized Research, College of Education, 2000-2002.

Member, Education Strategic Planning Group, College of Education, 2000-2002.

Chair, Faculty Committee on Grade Appeals, ELCF, 2000-2001.

UNO College of Education Representative, Leadership Consortium Planning Committee, Governor's Blue Ribbon Commission on Teacher Quality, 2000-2003.

Member, College of Education Task Force on Teacher Education Quality and Chair, Sub-committee on Professional Development Schools (2001-2003).

Co-Facilitator, UNO Professional Development Schools (2001-2002).

Member, PK-16 Steering Committee, Blue Ribbon Initiative (2001- 2004).

Member, College of Education, Human Development Task Force (2001-2002).

Member, Courses and Curriculum Committee, College of Education, 2002-2004.

Member, Faculty Council Committee on Academic Computing, University-wide, 1998-2000.

Member, Faculty Council Committee on University Honors and Awards, 1999-2001.

Member, UNO Strategic Technology Planning & Implementation Group, 2000-2002.

Member, All-University Committee on the Use of Human Subjects, Fall 1999- Summer 2003.

Chair, All-University Committee on the Use of Human Subjects, Summer 2003 to Summer 2004.

Member, UNO Faculty Senate, 2000-2002; 2003-2005.

Member, UNO Policy Committee, 2003-2005.

Faculty Advisor, UNO Chapter of Phi Delta Kappa, Fall 1998-Summer 2004.

College of Education & Human Development (CEHD), George Mason University

George Mason University, Chair of Faculty Senate Grievance Committee, Fall 2010 – Spring 2012.

George Mason University, Senator, Spring 2012– Summer 2013. Member of standing committee on Faculty Matters.

George Mason University Academic Program Review Committee, Fall 2016 – present.

CEHD Faculty Evaluation Team member, Spring 2005 (appointed to replace elected member who was on study leave).

CEHD Promotion & Tenure Committee. Elected to serve Fall 2005 – Spring 2007.

CEHD Council. Elected to serve Fall 2007 – Spring 2009.

CEHD, Co-Coordinator, College (NCATE) Accreditation, Spring 2009 – August 2016.

CEHD, Co-Chair, Graduate Survey and Unit Decision-Making Task Forces, Summer 2012- August 2016.

CEHD, Co-chair, Unit Assessments & Clinical Practice Task Groups, Fall 2014- August 2016.

CEHD, Chair, CAEP Standard 5 Task Group, Fall 2016 – present.

CEHD Program Assessment Committee member, Fall 2004 – Spring 2009.
CEHD Governance Taskforce member, Fall 2004 – Spring 2005.
CEHD Committee on Faculty Mentoring. Spring 2005 – Spring 2007.
CEHD Committee on Plagiarism, Spring 2006 – Summer 2008.
CEHD Vision Committee, Spring 2006 – Fall 2008.
CEHD Building Vision Committee, Spring 2006 – Summer 2009.
CEHD Collegial Program Seminars, Summer 2008 – Fall 2011.
CEHD Director, Division of Individual and Organizational Transformation, Spring 2011 to
    Fall 2014.
CEHD Director, Division of Education Leadership, Fall 2014 to present.
CEHD Search Committee, Director of Finance search, Spring-summer 2012.
CEHD Search Committee Chair, Assistant Dean search, Fall 2012.
Education Leadership (EDLE) Academic Program Coordinator, Fall 2004 to Winter 2007.
EDLE, Faculty Search Committee Chair, Spring 2005, Spring 2006, Spring 2009, Fall 2010.
EDLE Design and Steering Committee Member, Northern Virginia School Leadership
    Center.
EDLE Annual Leadership Conference, planning team member and faculty. Spring 2005-7 &
    2009-2010. Faculty co-coordinator, Spring 2008.
EDLE Curriculum Redesign. Ongoing redesign of Master's/Licensure and Doctoral course
    sequence. Spring 2005 – present.
EDLE Planning Committee Member and teaching faculty, Lead Fairfax Accelerated
    Certification Program.
EDLE Planning Committee Member, Loudoun Leadership Fellows Program (partnership
    with Loudoun County Schools).
EDLE Planning Committee Member, Urban School Leaders Certification Program
    (partnership with Arlington, Alexandria City, and Falls Church City schools).
AEL/Edvantia Higher Education Co-Venture. Represented College of Education & Human
    Development at regional consortium meeting, Spring 2005.
State leadership redesign taskforce. Represent College of Education & Human Development
    at state-level taskforce meetings concerning the redesign of leadership development
    programs and certification requirements for school leaders. Spring 2005 to Spring 2006.
State leadership standards alignment task force. Represented College of Education & Human
    Development at state-level taskforce meeting to align licensure standards with ELCC
    program review standards. Spring 2009.
Patriot Innovation Academy. Appointed by the George Mason University Board of Visitors
    to serve on as a member of the Governing Board for the Lab School, a partnership
    between GMU and Fairfax County Public Schools. Spring 2013 to Spring 2015.

School of Education & Human Development (SEHD), University of Colorado Denver

> I am actively involved in a variety of service activities as a regular part of my administrative role as Associate Dean (e.g., participating in planning, budget, strategic planning, and other ongoing administrative responsibilities). Listed below are specific activities assigned or volunteered:

> Faculty / leadership search committee member: Leadership for Educational Organizations faculty (2020); CLDE clinical faculty member (2020); College of Business Assistant Dean - Student Services (2020).

> Campus-wide Associate Deans and Academic Support Group (ongoing).

> Campus-wide Strategic Planning – Putting our people first vision group (2021).

> Campus-wide safe return team – Research and scholarly activities (2021).

> Campus-wide Full Professors mentoring group (ongoing).

> Co-designer (with J. Brennan) – Department chairs leadership development program (2021-2022).

> Provost's Council of Deans (2021-2022).

> Lynx return team, focus on research and scholarly activities (2021).

> School of Education & Human Development: Dean's Advisory and Education Planning teams (ongoing). Leadership and Finance team (ongoing). Program Leaders (ongoing). EdD and PhD Faculty lead (ongoing). Strategic Enrollment Management team (ongoing). State reauthorization planning team (Fall 2021).

> School of Education & Human Development Quality Improvement Research Review team (2020-present).

> Graduate School: Chancellors Scholarship Program reviewer (Spring 2020 – present). Graduate Program Directors (ongoing).

HONORS AND AWARDS

2018   "The impact of job isolation on new principals' sense of efficacy, job satisfaction, burnout and persistence," selected by the *Journal of Educational Administration* editorial team as an Outstanding Paper in the 2018 Emerald Literati Awards for Excellence.

2017   Effective Practice Award: Online Orientation to Promote Learning Communities. Presented to A. Balzano, Y. Kuo & S. Bauer, at the Annual Meeting of the Online Learning Consortium, New Orleans, LA.

2015   Distance Education Teaching Award, 2015, George Mason University.

2013   Best Article Award, *Journal of Research on Leadership Education,* 2013 volume year.

2009   Outstanding Reviewer of the Year Award, *Educational Administration Quarterly*, 2008-2009.

2002   Milton Ferguson Faculty Award, College of Education & Human Development, University of New Orleans, Spring 2002.

2002   Outstanding Research Paper of the Year, Evaluation of the transition first grade program in a southern school district, Mid-South Educational Research Association (with B. Porter), November 2002.

1998   Awarded scholarship to the American Educational Research Association Grants Program

Institute on Statistical Analysis for Education Policy, April 1998.

1997   Outstanding Research Paper of the Year, An analysis of the relationship between site council resources, practices, and outcomes, Mid-South Educational Research Association (with I. Bogotch), November 1997.

Outstanding Research Paper of the Year, "Measuring Site Team Practice," Louisiana Education Research Association, March, 1997.

1996   Outstanding Dissertation of the Year Award, International Society for Educational Planning, September, 1996.