

**Sharon Conley
Curriculum Vitae**

Department of Education
University of California, Santa Barbara
Santa Barbara, CA 93106
Tele: (805) 893-7199
Fax: (805) 893-7264
sconley@education.ucsb.edu

Academic Background

Ph.D. University of Michigan, Ann Arbor, Michigan (1983)
Educational Psychology Secondary Area: Organizational Behavior
Dissertation: *The Relationships among Expectations, Perceived Job
Characteristics, and Work Outcomes.*

Ed.S. University of Michigan, Ann Arbor, Michigan
Education and Psychology

M.A. University of Michigan, Ann Arbor, Michigan
Psychology

B.A. California State University, California
Major: Psychology Minor: Health Science

Professional Experience

Professor of Education
University of California, Santa Barbara, CA (1998 – present)

Associate Professor of Education
University of California, Santa Barbara CA (1995 – 1997)

Associate Professor of Educational Policy, Planning and Administration
University of Maryland, College Park, MD (1993 – 1995)

Associate Professor of Educational Administration
University of Arizona, Tucson, AZ (1990 – 1993)

Assistant Professor of Educational Administration
University of Arizona, Tucson, AZ (1986 – 1990)

Research Associate
Organizational Analysis and Practice, Ithaca, NY (1985 – 1986)

Research Specialist
National Education Association (NEA) Research, NEA, Washington DC (1983 – 1985)

Scholarship

Journal Articles

Conley, S., S. Shaw, and N. S. Glasman. 2007. Correlates of Job and Growth Satisfaction Among Secondary School Administrators. Journal of School Leadership 17:54-88.

Conley, S., D. E. Muncey, and S. You. 2006. Standards-based Evaluation and Teacher Career Satisfaction: A Structural Equation Modeling Analysis. Journal of Personnel Evaluation in Education 18: 39-65.

Collinson, V., T. Cook, and S. Conley. 2006. Organizational Learning in Schools and School Systems: Improving Learning, Teaching, and Leading. Theory into Practice 45: 107-116.

Conley, S. and E. K. Enomoto. 2005. Routines in School Organizations: Creating Stability and Change. Journal of Educational Administration 43: 9-21. **Recipient of W. G. Walker 2006 outstanding paper award, Journal of Educational Administration.**

Conley, S., J. Fauske, and D. G. Pounder. 2004. Teacher Work Group Effectiveness. Educational Administration Quarterly 40:663-703.

Conley, S. and D. E. Muncey. 2001. Negotiating Teacher Compensation: Three Views of Comprehensive Reform. Educational Policy 16: 675-706.

Conley, S., J. Gould, D. E. Muncey, and N. White. 2001. Negotiating a Local Pay for Performance Program Encouraged by State Mandate. Journal of Personnel Evaluation in Education. 15: 137-148.

Ogawa, R., E. Goldring, and S. Conley. 2000. Organizing the Field to Improve Research. Educational Administration Quarterly 36: 340-357.

Kelley, C., S. Conley, and S. Kimball. 2000. Payment for Results: The Effects of the Kentucky and Maryland Group-Based Performance Award Programs. Peabody Journal of Education 75:

159-199.

Conley, S. and S. Woosley, 2000. Role Stress, Higher Order Needs, and Work Outcomes. Journal of Educational Administration 38: 179-201.

Conley, S. 1999. Introduction to the Issue. Journal of Personnel Evaluation in Education 12: 365-385

Muncey, D. E. and S. Conley. 1999. Teacher Compensation and Teacher Teaming: Sketching the Terrain. Journal of Personnel Evaluation in Education 12: 365-385.

Conley, S. and D.E. Muncey. 1999. Teachers Talk About Teaming and Leadership in their Work. Theory into Practice, XXXVIII: 46-55.

Conley, S., E. Bas-Isaac, and J. Brandon. 1998. What Matters to Whom: Predictors of Teacher Satisfaction in a Career Development Plan. Journal of Personnel Evaluation in Education 11:299-322.

Conley, S. and J. Gould. 1997. Knowledge- and Skill-Based Pay Through a Collective Bargaining Lens. Educational Policy 11: 403-425.

Conley, S. and A. Odden. 1995. Teacher Compensation and Teacher Career Development. Educational Evaluation and Policy Analysis 17: 219-237.

Scull, R. and S. Conley. 1995. Reforming the School as a Workplace: Making Sense of Multiple Perspectives. International Journal of Educational Reform 4: 162-171. (Revised and expanded version of the entry in the International Encyclopedia of Education.)

Conley, S., E. Bas-Isaac and R. Scull. 1995. Teacher Mentoring and Peer Coaching: A Micropolitical Interpretation. Journal of Personnel Evaluation in Education 9: 7-19.

Conley, S. and R. Levinson. 1993. Teacher Work Redesign and Job Satisfaction. Educational Administration Quarterly 29: 453-478.

Conley, S.C., B.S. Cooper and J. Robles. c. 1993. A Coalitional View of Site-Based Management: Implications for School Administrators in Collective Bargaining Environments. Planning and Changing 22: 147-159.

Bacharach, S.B., P. Bamberger and S. Conley. 1991. Work-Home Conflict among Nurses and Engineers: Mediating the Impact of Role Stress on Burnout and Satisfaction at Work. Journal of Organizational Behavior 12: 39-53.

Bacharach, S.B., P. Bamberger, S.C. Conley, & S. Bauer. 1990. The Dimensionality of Decision Participation in Educational Organizations: The Value of a Multi-Domain Evaluative Approach. Educational Administration Quarterly 26: 126-167.

Conley, S.C. and S.B. Bacharach. 1990. Performance Appraisal in Education: A Strategic Consideration. Journal of Personnel Evaluation in Education 3: 309-319. Reprinted in Teacher Compensation and Motivation, Larry Frase (Ed.). 1992.

Bacharach, S.B., P. Bamberger and S.C. Conley. 1990. Work Processes, Role Conflict, and Role Overload: The Case of Nurses and Engineers in the Public Sector. Work and Occupations 17: 199-228.

Frase, L. and S. Conley. 1989-90. From Teacher Compensation to School Improvement. National Forum of Educational Administration and Supervision Journal 7: 77-86.

Bacharach, S.B., P. Bamberger and S.C. Conley. 1990. Professionals and Workplace Control: Organizational and Demographic Models of Teacher Militancy. Industrial and Labor Relations Review 43: 570-586.

Conley, S.C. and S.B. Bacharach. 1990. From School-Site Management to Participatory School-Site Management. Phi Delta Kappan 539-544. Reprinted in The School as a Work Environment, Sharon C. Conley and Bruce S. Cooper (Eds.). 1991.

Conley, S.C. 1989. "Who's on First?:" School Reform, Teacher Participation, and the Decision-Making Process. Education and Urban Society 21: 366-379.

Bacharach, S.B., J.B. Shedd and S.C. Conley. 1989. School Management and Teacher Unions: The Capacity for Cooperation in an Age of Reform. Teachers College Record 91: 97-105.

Conley, S.C., S.B. Bacharach and S. Bauer. 1989. The School Work Environment and Teacher Career Dissatisfaction. Educational Administration Quarterly 25: 58-81.

Conley, S.C. 1988. Reforming Paper Pushers and Avoiding Free Agents: The Teacher as a Constrained Decision-Maker. Educational Administration Quarterly 24: 393-404.

Conley, S.C., T. Schmidle and J.B. Shedd. 1988. Teacher Participation in the Management of School Systems. Teachers College Record 90: 259-280.

Bacharach, S.B., S.C. Conley & J.B. Shedd 1987. A Developmental Framework for Evaluating Teachers as Decision-Makers. Journal of Personnel Evaluation in Education 1: 181-194.

Conley, S.C. and S.B. Bacharach. 1987. The Holmes Report: Standards, Hierarchies and Management. Teachers College Record 88: 340-347. Reprinted in Reforming Teacher Education: The Impact of the Holmes Group Report, Jonathon F. Soltis (Ed.). New York: Teachers College Press, 1987.

Bacharach, S.B. and S.C. Conley. 1986. Education Reform: A Managerial Agenda. Phi Delta Kappan 67: 641-648. Condensed and reprinted in The Education Digest.

Bacharach, S.B., S. Conley and J. Shedd. 1986. Beyond Career Ladders: Structuring Teacher Career Development Systems. Teachers College Record 87: 563-574.

Bacharach, S.B., S. Bauer and S. Conley. 1986. Organizational Analysis of Stress: The Case of Elementary and Secondary Schools. Work and Occupations 13: 7-32.

Books

Frase, L.E. and Conley, S. 1994. Creating Learning Places for Teachers Too, Volume 3, Total Quality Education Series. Thousand Oaks: Corwin.

Conley, S.C. and Cooper, B.S. (Eds.). 1991. The School as a Work Environment: Implications for Reform. Boston: Allyn & Bacon.

Book Chapters

Conley, S. 2006. School Climate. Pp. 153-155 in Encyclopedia of Educational Leadership and Administration. Fenwick English (Ed.). Newbury Park: Sage.

Conley, S. 2006. Involvement, in Organizations. Pp. 526-527 in Encyclopedia of Educational Leadership and Administration, Fenwick English (Ed.). Newbury Park: Sage.

Collinson, V., T. Cook and S. Conley. 2006. Ensuring a Cycle of Continuous Learning. Pp. 45-51 in Organizational Learning: Improving Learning, Teaching, and Leading in School Systems, Collinson, V. and T. Cook. Thousand Oaks CA: Sage Publications.

Smylie, M., S. Conley and H. Marks. 2002. Exploring New Approaches to Teacher Leadership for School Improvement. Pp. 162-188 in The Educational Leadership Challenge: Redefining Leadership for the 21st Century, Joseph Murphy (Ed.). Part 1, 101st Yearbook of the National Society for the Study of Education. Chicago: University of Chicago Press.

Riley, V., S. Conley, and N. Glasman. 2002. Superintendents' Views of New and Traditional Collective Bargaining Processes. Pp. 77-101 in The Promises and Perils Facing Today's School Superintendent, Bruce S. Cooper and Lance D. Fusarelli (Eds.). Lanham MD: Scarecrow Press.

Conley, S. and D.E. Muncey. 1999. Organizational Climate and Teacher Professionalism: Identifying Teacher Work Environment Dimensions. Forthcoming in School Climate: Measuring, Improving, and Sustaining Healthy Learning Environments, Jerry Freiberg (Ed.). London: Falmer Press.

Heckman, P.E., W.R. Scull and S. Conley. 1996. Conflict and Consensus: The Bitter and the Sweet in a Community-School Coalition. Pp. 49-67 in Coordination Among Schools, Families, and Communities, James G. Cibulka and William J. Kritek (Eds.). New York: SUNY.

Conley, S. 1994. Teacher Pay Systems. Pp. 46-89 in Valuing Teachers' Work: New Directions in Teacher Appraisal, Lawrence Ingvarson and Rod Chadbourne (Eds.). Melbourne, Victoria: The Australian Council for Educational Research Limited.

Conley, S. 1994. School as a Workplace: Implications for Reform. Pp. 5176-5181 in The International Encyclopedia of Education, 2nd Edition, Vol. 9, T. Husen and T.N. Postlethwaite (Eds.). Oxford: Pergamon Press.

Conley, S. and J. Robles. 1993. When--Teachers Share School-Level Decision Making. Pp. in When Teachers Lead, UCEA Monograph Series, Terry A. Astuto (Ed.). University Park, PA: UCEA.

Odden, A. R. and S. Conley. 1992. Restructuring Teacher Compensation Systems. Pp. 41-96 in Rethinking School Finance: An Agenda for the 1990s, Allen R. Odden (Ed.). San Francisco: Jossey-Bass. Condensed and reprinted in The Task Before Us: A Quest Reader, AFT. Washington, D.C.: AFT, 1993.

Conley, S. 1991. Review of Research on Teacher Participation in School Decision Making. Pp. 225-266 in Review of Research in Education, Volume 17, Gerald Grant (Ed.). Washington DC: AERA.

Cooper, B.S. and S.C. Conley. 1991. From Blame to Empowerment: Critical Issues in the Teacher Work Environment. Pp. 2-16 in The School as a Work Environment: Implications for Reform, Sharon C. Conley and Bruce S. Cooper (Eds.). Boston: Allyn & Bacon.

Bacharach, S.B., P. Bamberger, and S.C. Conley. 1991. Negotiating the "See-Saw" of Managerial Strategy: A Resurrection of the Study of Professionals in Organizational Theory. Pp. 217-238 in Research in the Sociology of Organizations, Volume 8, Pamela S. Tolbert and Stephen R. Barley (Eds.). Greenwich, CN: JAI Press.

Lipsky, D.B. and S.C. Conley. 1990. Incentive Pay and Collective Bargaining in Public Education. In Advances in Research and Theories of School Management and Educational

Policy, Volume 1, Samuel B. Bacharach (Ed.). Greenwich, CN: JAI Press.

Bacharach, S.B., S.C. Conley and J.B. Shedd. 1990. Evaluating Teachers for Career Awards and Merit Pay. Pp. 133-146 in The New Handbook of Teacher Evaluation: Assessing Elementary and Secondary School Teachers, Linda D. Hammond and Jason Millman (Eds.). Newbury Park: Sage.

Bacharach, S.B. and S.C. Conley. 1989. Uncertainty and Decision-Making in Teaching: Implications for Managing Line Professionals. Pp. 311-329 in Schooling for Tomorrow: Directing Reform to Issues that Count, Thomas J. Sergiovanni and John H. Moore (Eds.). Boston: Allyn & Bacon.

Book Reviews

Conley, S. 1995. Review of Transforming School Cultures, Martin Maehr & Carol Midgley Journal of Curriculum Studies 29(4) 485-505.

Conley, S. 1993. Review of Teachers and their Workplace, Pedro Reyes (Ed.) (Corwin, 1991). International Journal of Educational Reform.

Conley, S. 1989. Review of The Personnel Evaluation Standards: How to Assess Systems for Evaluating Educators, Joint Committee on Evaluation (Sage, 1989). Journal of Personnel Evaluation in Education 377-378.

Conley, S. 1989. Review of Teacher Renewal: Professional Issues, Personal Choices, Frances Bolin and J. M. Falk (Eds.). Educational Policy 445-447.

Book Foreword

Conley, S. 1996. Foreword. The Fire is Back! Principals Sharing School Governance. (Corwin, 1997) viii-x.

Commissioned Papers, Technical Reports (select)

Muncey, D. E. and Conley, S. 2000. Negotiating Teacher Pay: Selected Case Studies and Strategies. A research monograph prepared for the Center for Collective Bargaining, American Federation of Teachers, Washington DC. (contract supported)

Conley, S. 1996. Compensation Alternatives for teachers: The Case of Fairfax County's Merit Pay/Career Ladder Program. A case study submitted to Consortium of Policy Research in Education (CPRE), University of Wisconsin, Madison, WI. (contract supported)

Conley, S. 1994. Final Report: An Examination of Communication Patterns and Coordination Strategies Among More and Less Effective Flight Crews. A research report submitted to Crew

Factors, NASA Ames Research Center, CA. (grant supported)

Britz, J., M. Segal, P. Merrill and S. Conley. 1993. Analysis of Arthur Andersen's Management Audit of the LAUSD. Paper prepared for the United Teachers of Los Angeles (UTLA), Los Angeles, CA. (contract supported)

Conference Paper Presentations

Organizational Routines in Flux: A Case Study of Student Attendance (paper presentation with Ernestine Enomoto). Annual Meeting of the American Educational Research Association, San Francisco, 2006.

Organizational Learning in Schools and School Systems: Improving Learning, Teaching, and Leading (paper presentation with Vivienne Collinson and Tanya Cook, in absentia). Annual Conference of the Association for Teacher Education in Europe, Amsterdam, 2005.

School Routines for Stability and Change (paper presentation with Ernestine Enomoto). Organizational Theory: Change and Structure in Schools Session, Annual Conference of the American Educational Research Association, San Diego, 2004.

Organizational Context, Work Design, and Interpersonal Processes: Testing Predictors of Teacher Work Group Effectiveness (paper presentation with Janice Fauske and Diana Pounder). Annual Meeting of the University Council for Educational Administration, Pittsburgh, 2002.

Work Commitment (paper presentation with Sherry Woosley). Annual Conference of the American Educational Research Association, Chicago, 2002.

Teacher Leadership (paper presentation with Mark Smylie and Helen Marks, in absentia). Annual Conference of the American Educational Research Association, New Orleans, 2001.

Organizational Learning: Theory and Practice (poster session with Vivienne Collinson and Tanya Cook). Annual Conference of the American Educational Research Association, Seattle, 2001.

Organizational Learning: Theory and Applications for Schools and School Systems (paper presentation with Vivienne Collinson and Tanya Cook, in absentia). Annual Conference of the Association for Teacher Education in Europe, Stockholm, Sweden, 2001.

Three Views of Compensation Reform (with Donna E. Muncey & Jewell Gould). Annual Conference of the American Educational Finance Association, Cincinnati, 2001.

School Climate and Teacher Professionalism (with Donna E. Muncey). Annual Conference of the American Educational Research Association, Montreal, April, 1999.

Incentives, Professional Norms, and Local Realities (with Carolyn Kelley and Stephen Kimball). Annual Conference of the American Educational Finance Association, Seattle, March, 1999.

Strands of Professionalism in Teachers' Work (with Donna E. Muncey). Annual Conference of the American Association of Colleges of Teacher Education, Phoenix, February 1997.

Skill-based Pay through a Collective Bargaining Lens (with Jewell Gould). Annual Conference of the American Educational Research Association, New York, April, 1996.

Skill-based Pay and Collective Bargaining (with Jewell Gould). Annual Conference of the American Educational Finance Association, Salt Lake City, March, 1996.

Linking Teacher Compensation to Teacher Career Development (with Allan Odden). Annual Conference of the American Educational Research Association, San Francisco, April, 1995.

Linking Teacher Compensation to Teacher Career Development (with Allan Odden). Annual Conference of the American Educational Finance Association, Savannah, March, 1995.)

Rewards, Incentives, and Work Redesign (with Ralph Levinson). Strategic Issues in Work Redesign Symposium, Annual Conference of the American Educational Research Association, San Francisco, 1992.

Teachers' Work Roles and Job Stress (with Yvonne Cano). Roundtable, Annual Conference of the American Educational Research Association, San Francisco, 1992.

A Multi-Actor View of Site-Based Management (with Bruce Cooper and Justo Robles). Annual Conference of the University Council for Educational Administration, Baltimore, October, 1991.

Coordination Strategies of Crew Management (with Don Bryant and Yvonne Cano, in absentia). Sixth International Symposium on Aviation Psychology, Columbus, Ohio, April, 1991.

Workplace Predictors of Teacher Career Dissatisfaction (with Eugenia Bas-Isaac). Annual Conference of the University Council for Educational Administration, Baltimore, October, 1991.

Prospective Principals and Leadership (with Gary Rhoades). Annual Conference of the American Educational Research Association, Boston, 1990.

The Doctoral Dissertation: Should it be Eliminated or Retained? Annual Conference of the University Council for Educational Administration, Phoenix, October, 1989.

Rethinking Participation in Schools: The Issues of Authority and Influence. Restructuring the Authority Relationship in Schools Symposium, Annual Conference of the American Educational Research Association, San Francisco, 1989.

School Management and Teacher Unions: The Capacity for Cooperation in an Age of Reform (with Samuel Bacharach and Joseph Shedd). Annual Conference of the Industrial Relations Research Association, New York, 1988.

Teaching, Learning, and School-Site Management. School-Site Management. A New Paradigm, New Context for Education Administration Symposium, Annual Conference of the American Educational Research Association, New Orleans, 1988.

The Teacher Work Environment as a Focus for School-Based Change. School Climate: A Holistic View Symposium, Annual Conference of the American Educational Research Association, Washington, DC, 1987.

Cooperative Development of Criteria and Standards (with Rose Malanowski). Teachers Look at Career Development Systems Symposium, Annual Conference of the American Educational Research Association, Washington, DC, 1987.

Training Teachers for Instructional Leadership (with Rose Malanowski). "Holmes Sweet Holmes": Induction, Instruction and Internship Models for Beginning Teachers Symposium, Annual Conference of American Educational Research Association, Washington, DC, 1987.

Uncertainty and Decision Making in Teaching: Implications for Managing Line Professionals" (with Samuel Bacharach). Conference on Restructuring Schooling for Quality Education, San Department of Education, Trinity University, San Antonio, Texas, 1987.

Performance Appraisal and Career Development Systems for Teachers. Redesigning Work and Rewards in Schools: Management and Organization of Professionals, Annual Conference of the American Educational Research Association, San Francisco, 1986.

Collective Bargaining in Education (with David Lipsky). Collective Bargaining and Educational Reform Symposium, Annual Conference of the American Educational Research Association, San Francisco, 1986.

Career Ladders and Labor Management Cooperation (with Joseph Shedd and Rose Malanowski). Managing Career Development Systems in Schools Symposium, Annual Conference of the American Educational Research Association, San Francisco, 1986.

Invited Papers, Presentations, and Professional Activities

Workshop and Paper Presentation (with Donna Muncey), Teacher Compensation, American Federation of Teachers National QUEST Conference, Washington DC, July, 1999.

Panel Presentation (with Ellen Goldring and Rodney T. Ogawa), Organizing the Field to Improve Research, AERA Division A Task Force on Inquiry and Research, Annual Conference of the American Educational Research Association, April, 1998.

Invited Address, Knowledge and Skill-based Pay, National Educational Association Annual Research Conference, Phoenix, October, 1998.

Panel Presentation, Career Development Professional Compensation, Kentucky Education Association Summer Leadership Conference, Louisville, June, 1995.

Discussant, Symposium on School Restructuring and Teacher Participation: Critical Perspectives, Annual Conference of the American Educational Research Association, San Francisco, April, 1995.

Invited Address and Workshop, Teacher Compensation, Nebraska Education Association, Lincoln, May, 1994.

Invited Address, Beyond the Traditional Salary Schedule, National Conference of the National Education Association, Nashville, March, 1994.

Invited Address, Bureaucracy, Professionalism and the Teacher as a Constrained Decision Maker, Fall Conference of the California Council for Teacher Educators, Irvine, CA, October, 1993.

Testimony, Teacher Compensation and Time, National Commission on Time and Learning, Santa Monica, March, 1993.

Participant, Harvard Leadership Conference, Harvard University, Boston, October, 1990.

Panelist, Strategic Issues in Teacher Rewards, Satisfaction, and Work Redesign Session, Arizona State Conference on Career Ladders, Phoenix, May, 1992.

Discussant, Teacher Job Satisfaction Paper Session, Annual Conference of the American Educational Research Association, Boston, April, 1990.

Panelist, Teacher Collaboration and School Management, Invitational Conference, American Association of School Administrators and the Politics of Education Association, Vail, June,

1989.

Presenter, An Ecological View of School Restructuring (with Michael Sacken). Arizona State Conference of the American Association for Supervision and Curriculum Development, Phoenix, November, 1989.

Organizer, Symposium, Restructuring the Authority Relationship in Schools, Annual Conference of the American Educational Research Association, San Francisco, April, 1989.

Discussant, Teachers' Influence on Administrators, or Who Leads Whom? Symposium, Annual Conference of the American Educational Research Association, New Orleans, April, 1988.

Discussant, Stress Among Professional Educators Paper Session, Annual Conference of the American Educational Research Association, New Orleans, April, 1988.

Organizer, Symposium, Teachers Look at Career Development Systems, Annual Conference of the American Educational Research Association, Washington, DC, April, 1986.

Organizer, Symposium, Redesigning Work and Rewards in Schools: Management and Organization of Professionals, Annual Conference of the American Educational Research Association, San Francisco, April, 1986.

Research Projects, Contracts, and Grants

UCSB Faculty General Research Grant, Teacher Evaluation: Examination of 4 Career Groups, 2001–2004. (PI Conley - \$4,315).

Researcher, Carpinteria Collaborative Grant, Teacher and Student Motivation, 2001 (PI Hudley, Co-PI Conley - \$80,000).

American Federation of Teachers, Teacher Compensation, 1999 - 2000. (PI Conley, Co-PI Muncey \$5,000).

AERA Grants Program, Teacher Workplace Commitment, 1999-2000. (PI Conley, Co-PI Woosley - \$5,000).

Researcher, Consortium for Policy Research in Education, University of Wisconsin-Madison, WI, Teacher Compensation Project, 1996-2000 (PI Kelley and Odden).

National Aeronautics and Space Administration, NASA-Ames Research Center, Moffett Field, CA, Cockpit Communications, 1993-1994. (PI Conley \$17,500)

Small Grants Program, University of Arizona, Teacher Work Attitudes, 1990–1991 (PI Conley -

\$4,500).

National Education Association, Washington DC, Work of Teaching, 1986–1987 (PI Conley - \$15,000).

Honors and Awards

Recipient, W. G. Walker Outstanding Paper Award (with Ernestine Enomoto), Journal of Educational Administration, 2006.

Visiting Scholar (with Donna Muncey), American Federation of Teachers (AFT) Bargaining Scholars Program, 1999-2003.

Selected as participant for “A Study of Productive and Influential Scholars in Educational Administration,” sponsored by AERA Division A, 1999.

Summer Teaching Fellow, Syracuse University, Summer, 1990.

Recipient, Rackham Dissertation Grant, University of Michigan, 1982.

Membership, Phi Kappa Phi Honor Society, California State University, 1977.

Teaching and Advising

Courses Developed and Taught (University of California, Santa Barbara)

Organizational Theories
Case Study Research
Advanced Organizational Theory
Action Research Methodology and Practice
Qualitative Interviewing
Human Relations in Educational Organizations
Observation and Small Group Analysis
Directed Readings
Seminar on Teachers’ Work and Labor Relations
Seminar on Human Resource Development
Seminar on Models of Work Behavior

Courses Developed and Taught (University of Maryland)

Leadership Theory
Planning and Goal Setting in Educational Organizations
Dissertation Critique Seminar

Directed Readings
Doctoral Research Seminar: Educational Reform

Courses Developed and Taught (University of Arizona)

The Principalship
Theory and Behavior in School Organizations
Educational Policy
Supervision of Interns
Seminar on Current Problems in Education
Seminar on Issues in Educational Administration
Seminar on Selection, Socialization, and Management of Education Professionals
Seminar on Education and Policy Reform

Dissertations Supervised (University of California, Santa Barbara)

Adrian Palazuelos, "Teacher Control Over Evaluation," 2007.

Andrew Kent Faulk, "Administrators' Views of Zero-Tolerance," 2006.

Kevin Bontenbal, "An Exploration of a Community College's Learning and Response to New Accreditation Standards for the Assessment of Student Learning Outcomes," 2006.

Cathy Pine, "Investigating the Effects of a Teacher Induction Program Using Success Cases," 2006.

Elizabeth Truesdell, "Ways of Being, Not Doing: The Influence of Professional Development During an Era of Reform," 2005.

Itamar Harari, "A Process of Collaboration among Agencies to Improve Youth Services: A Qualitative Investigation in One California County," 2005.

Mitchell Jancic, "Teacher Evaluation and the Implementation of Peer Assistance and Review (PAR) with Non-Tenured Teachers in California: A Case Study," 2005.

Louise Talarico McKenzie, "Developing the Knowledge, Skills and Dispositions to Teach Students with Special Needs in General Education Classrooms: Beginning Elementary Teachers Reflect on their Practice," 2005.

Shirley Shaw, "An Examination of Job Characteristics among Secondary School Administrators to include Role Stress," 2004

Margaret Christensen, "Effective Comprehensive High School Administration Teams," 2002

Van Riley, "Superintendents' Perceptions of the Collective Bargaining Process," 1999

Jody Brandon, "The Role of Leadership in Divisions of Student Affairs Implementing Systemic Change Efforts," 1997

Dissertations Supervised (University of Maryland)

Tom Hiter, "Teacher Participation in Decision Making in Elementary Schools," 1997

Chris Reynolds, "A Study of the Relationship among Measures of Teacher Participation in School-Based Decision Making and Job Satisfaction in Elementary Schools," 1996

Jean Tien, "A Comparison of Alternatively and Traditionally Certified Teachers on Teacher Efficacy and Students' Perceptions of their Classroom Environments," 1996

David Bryan Chase, "A Comparison of Sources of Support for Beginning Teachers in More and Less Effective Elementary Schools," 1995

Ronald W. Carlton, "Evaluating the Effectiveness of a Corporate Worksite Health Promotion Campaign in a Risk Rating Environment," 1995

Missale Kumalachew, "An Analysis of the Retirement Readiness of University Employees," 1995

Bonnie Ward, "Student and Teacher Attitudes toward Computer Adaptive Testing Methods in a Middle School Setting," 1994

Dissertations Supervised (University of Arizona)

Reed Scull, "An Inquiry into the Theoretical Dispositions of Educational Leaders," 1994

Samuel McClung, "Peer Evaluator Beliefs Analyzed within a Teacher Belief Framework," 1993

Eugenia Bas-Isaac, "Teacher Mentoring: A Micro-Political Study of Collegiality" 1993

Linda Hall, "Effectiveness of Interdisciplinary Team Organizational Pattern of One-Half of a Seventh Grade Class Compared with Traditional Departmentalized Pattern of the Other Half of the Seventh Grade of a Selected American Middle School in Europe" 1993

Dissertation Committee Memberships 2000 -

James Brescia	John Ashbaugh
Omar Noorzad	Carolyn Buford

Pat Hosgood Martin	Dulcie Sinn
Nancy Schatzer	Robert McCann (Communications Dept.)
Robin Doerr	Val Delvecchio
Ruby Durias	Jim Gentilucci
Sally Grubb (Kingston)	Margarita Gonzalez
Alan Daly	Catherine Ulrich
Jarice Butterfield	Janet Lowry McPherson
Eric Olsen	Zachary Hall
Lynne Lamb	Pamela Yeagley

ASC Portfolio Review Committee 2000 -

David Hodges	John Dewey
Lisa Maglione	Andrea Lawrence
Sandra Bravo	

MA Committee Member or Chair 2003 -

Steven Dull	Elizabeth Truesdell
Rachel Corley	Pamela Yeagley
Adrian Palazuelos	Lynne Pritchard
Celeste Darga	John Dewey
Elizabeth Gilkey	Andrea Lawrence
Janet McPherson	Eric Olsen
Dana Sadan	Philip Solis
Lisa Martin Williams	Kimberlee Sia
Ronald Zecher	Laila Digulio
Susan Rotermund	Kathryn Tucciarone

Current Advising

Academic Advisor or Co-Advisor:

Donna Coyne
 Monica DiVito
 Cheri Scriptor
 John Dewey
 Eric Tigri

Dissertation Chair or Co-chair:

Laura Galido
 Basha Milhollen
 Chris Skinner

Anne Haberkern
Lisa Bell

Professional Service

Editorial Boards, Reviewing, and Professional Activities

Editorial Board Member, Educational Administration Quarterly (EAQ), 2003, 2005-present.
Editorial Board Member, Journal of Personnel Evaluation in Education, 1999-present.
Editorial Board Member, Journal of School Leadership, 2001-present.
Editorial Board Member, Leadership and Policy in Schools, 1999-present.
Plenary Representative, UCEA, October, 2007.
Book Review Editor, Journal of Personnel Evaluation in Education, 1999-2001.
Member, Committee to select 2007 Davis Award (for EAQ), 2007.
Manuscript Reviewer, American Journal of Education, 2007; Educational Evaluation and Policy Analysis, 1994-2003; American Educational Research Journal, 1993-present; Teachers College Record, 1995-2000; Sociology of Education, 2000, American Journal of Education 2007.
Reviewer, book manuscript, AERA Publications Committee, 2004.
Reviewer, book manuscript, Corwin Press, 2003.
Reviewer, chapter, Handbook of Research on Educational Administration, Handbook of Research on Teaching, Fourth Edition, 2001-2003.
Member, Review Panel for the U.S. Department of Education Office of Educational Research and Improvement (OERI) Field Initiated Studies Educational Grant Research Program, 2001.
Reviewer, book manuscript, Public Policy Institute of California, 2000-2001.
Reviewer, research monograph, Consortium for Policy Research in Education, 2001.
Participant, Study of Influential Scholars in Educational Administration, AERA sponsored research project, Spring, 1999.
Member, Division A Task Force on Inquiry and Research in Educational Administration, AERA, 1997-1999.
Plenary Representative, University Council of Educational Administration, 1994.
Reviewer, book manuscript, Allyn & Bacon, 1989, 1993.
Reviewer, book manuscript, Teachers College Press, 1993.
Visiting Professor, Syracuse University, Summer 1990.
Reviewer, American Educational Research Association, Division A, 1987-1989, 1993-1995.

University/College/Department (University of California, Santa Barbara)

Member Education Department Executive Committee, 2005-present.
Member, Education Department, Fellowship Committee, 2003-2004, 2005-2007
Co-Emphasis Leader (with N. Glasman), Education Department, Educational Leadership and Organizations (ELO) Emphasis, 2005-present.

Member, Joint Graduate Group (Cal Poly and UCSB) Steering Committee, 2003-present and Co-Director (UCSB-side) 2006-2007.

Member, Education Department, Statistics Search Committee that hired Karen Nylund, 2006-2007.

Member, Education Department, Chair Nominating Committee that established a department co-chair, 2006.

Member, Ratepayers Board, Parking and Transportation, 2004-2005.

Member, Education Department, Restructuring Committee, 2006.

Member, GGSE Executive Committee Constituted Committee to Evaluate Administrative Services Credential (ASC).

Member, School Psychology Program, Search Committee that hired Amanda Vanderheyden, 2003-2005.

Member, Personnel Review Committee, 2003-2005.

Chair, GGSE Executive Committee, 2002-2003.

Member, Administrative Services Review Committee, 2003-2004.

Member, Nominating Committee for Department Chair, 2003.

Member, Joint Doctorate (Ed.D.) Planning Committee, 2002.

Member, Committee for Review of Faculty Focused Initiatives, 2002-2004.

Member, GGSE Executive Committee, 2001-2002.

Member, University Centrally Administered Fellowship Committee, 2001, 2002.

Member, Education Program Recruitment Committee, 2001-2002.

Member, GGSE Development Committee, 2001-2002.

Member, Getman Service to Students Award Committee, 1999.

Academic Senate Representative, Sexual Harassment Advisory Panel, 1995-2002.

Acting Co-Coordinator, Educational Leadership and Organizations Emphasis 1997 (winter, spring).

Member, Education Structure Committee, 1999.

Member, Education Space Committee, 1999.

Member, Affirmative Action Committee, 1999-2000.

Member, Department Colloquium Committee, 1998-1999.

Member, Ad Hoc Curriculum Committee, 1997-1998.

Member, Personnel Review Committee, 1996-1998.

Member, GSE Executive Committee, 1996-1997.

Member, Senior Women's Council, 1996-1997.

Member, GSE Graduate Affairs Committee, 1995-1996.

University/College/Department (University of Maryland)

Member, School Improvement Project (with E. Enomoto, EDPA & S. Bennett, EDCI), 1994-1995.

Member, Department Curriculum Committee, 1993-1995.

Member, Program Area Doctoral Student Handbook Committee, 1993-1994.

Member, Professional Development Study Group, College of Education, 1993-1994.
Co-Chair (with Robert Stephens), Administration and Supervision Search Committee that hired Vivienne Collinson and Betty Malen, 1993-1994.
Co-Chair (with Linda Valli). Institute for Professional Development, 1993-1994.

University/College/Department (University of Arizona)

Acting Program Head, Educational Administration Program, University of Arizona, 1992-1993
Member, College Promotion and Tenure Committee, 1991-1992.
Representative, Library Advisory Committee, 1992-1993.
Member, University Small Grants Program Evaluation Committee, 1991-1993.

Reviewer for Faculty Promotion and Tenure (select)

2006 – University of California, Davis
2006 – George Mason University
2005 – University of California, San Diego
2004 – University of California, Davis
2002 – University of Pennsylvania

Paid Consultancies (select)

Project Consultant, AFT Teacher Compensation, 1999-2000.
Project Consultant, Consortium for Policy Research in Education (CPRE), Teacher Compensation Project, Madison, WI, 1994-1998.
Consultant, United Teachers of Los Angeles on a "management audit" of the Los Angeles Unified School District, April, 1993-present (with J. Britz, M. Segal, and P. Merrill).

Service to School Districts (select)

I have worked with various school districts concerning such topics as organizational climate, teacher compensation/evaluation and survey research (e.g., Santa Monica School District, Conejo, Oxnard, Santa Barbara County high schools)

Professional Memberships

American Educational Research Association
University Council of Educational Administration
American Education Finance Association
National Society for the Study of Education