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**ACADEMIC HISTORY**

Ph.D. 1983 (December) University of Minnesota, Minneapolis, MN.  
Education Policy & Administration, Politics of Education.

M.A. 1973 (August) University of North Dakota, Grand Forks, ND.  
Educational Administration.

B.A. 1968 (May) Concordia College, Moorhead, MN.  
Speech Communication, English (Summa Cum Laude)

**RESEARCH INTERESTS**

Education Policy and Politics, School Governance  
Case Studies Designs, Qualitative Research Methods

**ACADEMIC EXPERIENCE**

Professor, Education Policy, Planning and Administration,  
University of Maryland, College Park, MD, August, 1994 -

Associate Professor, Educational Leadership and Policy Studies, University  
of Washington, Seattle, WA, 1990 - 1994.

Associate Professor, Department of Educational Administration,  
University of Utah, Salt Lake City, UT, 1989 - 1990.

Assistant Professor, Department of Educational Administration,  
University of Utah, Salt Lake City, UT, 1984 - 1989.

Guest lecturer/instructor, Department of Educational Administration,  
University of Minnesota, Minneapolis, MN.  
Courses: Administrator Development Seminar for Van D. Mueller,  
June, 1983 and Neil Nickerson, June, 1982.  
Seminar on Policymaking for Tim L. Mazzoni, October, 1983.

**ADMINISTRATIVE EXPERIENCE**

Assistant Principal, North High School, Fargo, ND, (900 students grades  
10-12), 1983 - 1984; 1979 - 1982. Major responsibilities:  
instructional supervision; staff development; implementation and  
evaluation of support services for at risk adolescents; coordination  
of school program with community social service agencies.

### ADMINISTRATIVE EXPERIENCE (Continued)

Director of Dropout Prevention Program, South High School, Fargo, ND, (150-200 students grades 9-12), 1972 - 1979. Major responsibilities: development, implementation and evaluation of academic, vocational and support service programs for project participants; supervision of salaried and volunteer staff; dissemination of project model to over 100 other school districts; acquisition of grants for substance abuse counseling component of project.

Administrative Staff, Office of Curriculum Planning, Ann Arbor Public Schools, Ann Arbor, MI, 1971 - 1972. Major responsibilities: staff development (work on methods of individualizing and personalizing instruction); program planning (serve on planning commission and draft blueprint for district's third high school, an alternative community-based program).

### OTHER PROFESSIONAL EXPERIENCE

Teacher, Huron High School, Ann Arbor, MI, 1968-1972.  
Instructor, Summer High School Debate Institutes:  
University of Massachusetts, Amherst, MA (1975,1976).  
Northern Michigan University, Marquette, MI (1974).  
Eastern Michigan University, Ypsilanti, MI (1970,1971).  
Concordia College, Moorhead, MN (1968, 1969, 1970).

### SELECT AWARDS AND HONORS

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

Recipient, EDPA Outstanding Faculty Mentor Award, 1999.

Nominee, EDPA Outstanding Faculty Mentor Award, 1998, 2001, 2002, 2003.

Visiting Scholar, University of Michigan, July, 1996.

College of Education Nominee for University Outstanding Teaching Award, University of Washington, 1993 and 1994.

President, Politics of Education Association, elected 1992.

University of Utah Graduate School of Education Faculty Teaching Award, June, 1990 (first recipient).

Distinguished Service Award, American Education Finance Association, March, 1990.

UCEA William J. Davis Award, sponsored by the University Council for Educational Administration and the editorial board of Educational Administration Quarterly for the best article published in that journal during a volume year, April, 1987.

Commissioned Papers/Monographs (research section of vita).

Jean Flanigan Dissertation Award, sponsored by the American Education Finance Association, April, 1985.

Phi Kappa Phi Honor Society, University of Minnesota

Bush Leadership Fellowship, 1982-1983. This competitive award (\$38,000) funded my doctoral program.

YWCA Woman of the Year in Education, Fargo, ND, 1978.

Teacher of the Year, Fargo Public School, Fargo, ND, 1976.

Outstanding Young Teacher, Central States Speech Assoc., 1970.

## **RESEARCH**

### **Refereed Journal Articles, Essay Reviews**

Malen, B. & Rice, J. K. (In press) "A framework for assessing the impact of education reforms on school capacity: Insights from studies of high stakes accountability policies", Education Policy.

Rice, J. K. & Malen, B. (2003). "The human costs of education reform: The case of school reconstitution," Educational Administration Quarterly, 39, (5), 635-666.

Malen, B. (2003). "Tightening their grip?" Educational Policy, 17, (2), 195-216.

Malen, B., Croninger, R., Muncey, D. & Jones, D. (2002). "Reconstituting schools: Testing the Theory of action," Education Evaluation and Policy Analysis, 24, (2), 113-132.

Malen, B., (1999). "The promises and perils of participation on site-based councils," Theory into Practice, 38, (4), 209-216.

Malen, B. (1999). "Reflections on political responses to policy research," Educational Policy, 13, 185-190. (See also, book chapter section).

Malen, B., & Knapp, M. (1997). "Rethinking the multiple perspectives approach to education policy analysis: Implications for policy-practice connections," Journal of Education Policy, 12, 419-445.

Malen, B. (1994). "Site-based management: A political utilities analysis," Education Evaluation and Policy Analysis, 16, 249-267.

Malen, B. (1994). "The micropolitics of education: Mapping the multiple dimensions of power relations in school polities," Journal of Education Policy, 2, 147-168. (See also, book chapter section).

## RESEARCH (Continued)

### Refereed Journal Articles, Essay Reviews (Continued)

- Malen, B. (1994). "Essay review: Decentralization and School Improvement: Can We Fulfill the Promise?" edited by J.Hannaway and M.Carnoy. Educational Evaluation and Policy Analysis, 16, 113-118.
- Malen, B. (1994). "Essay review: A Union of Professionals: Labor Relations and Educational Reform," by C.E. Kerchner and J.E. Koppich, with others. Educational Administration Quarterly, 106-112.
- Malen, B. (1993). "Essay review: Restructuring Schools: Capturing and Assessing the Phenomenon," by J. Murphy. Educational Policy, 7, (4), 491-494.
- Ogawa, R. T., & Malen, B. (1991). "Towards rigor in reviews of multivocal literatures: Applying the exploratory case study method," Review of Educational Research, 61, 265-286.
- Ogawa, R. T., & Malen, B. (1991). "A response to commentaries on 'Towards rigor in reviews of multivocal literatures...'" Review of Educational Research, 61, 307-314.
- Malen, B., & Kranz, J. (1989). "The effect of tuition tax credit-deduction proposals on social values: An analysis of probable costs and consequences," Journal of Education Finance, 15, 244-268.
- Malen, B., & Ogawa, R. T. (1988). "Professional-patron influence on site-based governance councils: A confounding case study," Educational Evaluation and Policy Analysis, 10, 251-270.
- Malen, B. (1988). "Essay review: Utilization-focused evaluation," a review of Utilization-focused Evaluation by M. Q. Patton. Journal of Education Finance, 13, 512-519.
- Malen, B., & Robins, H. (1988). "Funding public school facilities in Utah: From an equity to an efficiency emphasis," Journal of Education Finance, 13, 421-428.
- Malen, B. (1987). "Essay review: Agendas, Alternatives, and Public Policies," by J. W. Kingdon. Educational Administration Quarterly, 23, 96-100.
- Malen, B., Murphy, M. J., & Geary, S. (1988). "The role of program evaluation information in legislative decisionmaking: A case study of a loose cannon on deck," Theory into Practice, 27, 111-125.
- Malen, B., & Hart, A. W. (1987). "Career ladder reform: A multi-level analysis of initial effects," Educational Evaluation and Policy Analysis, 9, 9-24.

## RESEARCH (Continued)

### Refereed Journal Articles, Essay Reviews (Continued)

- Mazzoni, T. L., & Malen, B. (1985). "Mobilizing constituency pressure to influence state education policy making," Educational Administration Quarterly, 21, 91-116.
- Malen, B., & Murphy, M. J. (1985). "Career ladders in Utah: A state wide decentralized approach to public school reform," Journal of Education Finance, 11, 261-277.
- Malen, B. (1985). "Enacting competitive incentives for K-12 education: Tuition tax concessions in Minnesota," Journal of Education Finance, 11, 1-28.

### Invited Articles, Essay Reviews

- Finkelstein, B. & Malen, B. (2004), "Education" in George R. Goethals, Georgia Sorenson & James Macgregor Burns, (Eds.) Encyclopedia of Leadership. Great Barrington, MA; Berkshire Publishing, 6 pgs.
- Malen, B. (2001). "Generating interest in interest groups," in H. Mawhinney & C. Lugg (Eds.), The 2000 Politics of Education Association Special Issue on Interest Groups in United States Education, Educational Policy, 15, 168-186.
- Malen, B. (1999). "On rewards, punishments and possibilities: teacher compensation as an instrument for education reform," Journal of Personnel Evaluation in Education, 12, 387-394.
- Malen, B. (1995, Spring). "Teaching from four perspectives," an interview on teaching politics of education conducted by Bruce Cooper, Politics of Education Bulletin, Vol 22, Nos. 2-3.
- Malen, B. (1995, August). "Commentary on the teachers' assessment of school reform," Charting Reform: Chicago Teachers Take Stock, report sponsored by the Consortium on Chicago School Research, pp. 70-71. Chicago: Consortium on Chicago School Research, University of Chicago.
- Malen, B. (1995). "Book review: Purposeful Restructuring," by J. H. Chrispeels. Journal of Curriculum Studies, 23, 105-108.
- Malen, B., Ogawa, R. T., & Kranz, J. (1990). "Unfulfilled promises: Evidence says site based management hindered by many factors," School Administrator, 47, 30-33, 53-56, 59.

## RESEARCH (Continued)

### Books

Theobald, N.D. & Malen, B. (Eds.), (2000). Balancing local control and state responsibility for k-12 education, The 2000 Yearbook of the American Education Finance Association. Larchmont, NY: Eye on Education.

Fuhrman, S., & Malen, B. (Eds.), (1991). The politics of curriculum and testing, The fourth annual yearbook of the Politics of Education Association. New York: Falmer Press.

### Book Chapters

Malen, B., McAndrew, R. & Muncey, D. (Forthcoming). Making privatization palatable: The politics of Sylvan Learning Centers in the Baltimore City Public Schools, in W. Hoy & C. Miskel (Eds.) Theory and Research in Educational Administration

Malen, B. (Forthcoming) "Revisiting policy implementation as a political phenomenon," in M. Honig (Ed.), Redefining the field of education policy implementation.

Malen, B. (In press). "Educational leaders as policy analysts," in F. English (Ed.). Research based policy analysis for educational leaders. Thousand Oaks, CA: Sage.

Croninger, R. G. & Malen, B. (2002). "The role of school governance in the creation of school community," in K. Leithwood & P. Hallinger (Eds). Second International Handbook of Educational Leadership and Administration, pp. 281-320. Dordrecht, Netherlands: Kluwer Academic Press.

Redmond Jones, D. & Malen, B. (2002) "Sources of victory, seeds of defeat: Linking enactment politics and implementation developments," in W. Hoy & C. Miskel (Eds.) Theory and Research in Educational Administration, Inaugural volume, 41-76.

Malen, B. & Muncey, D. (2000). "Creating 'a new set of givens'? The impact of state activism on site autonomy," in N.D. Theobald & B. Malen (Eds). Balancing local control and state responsibility for k-12 education, The 2000 Yearbook of the American Education Finance Association, pp. 199- 244. Larchmont, NY: Eye on Education.

Malen, B., Theobald, N. D., & Bardzell, J. (2000). "Achieving a 'just balance' between local control of schools and state responsibility for k-12 education: Summary observations and research agendas," in N.D. Theobald & B. Malen (Eds). Balancing local control and state responsibility for k-12 education, The 2000 Yearbook of the American Education Finance Association. pp. 313-332. Larchmont, NY: Eye on Education.

## RESEARCH (Continued)

### Book Chapters (Continued)

- Malen, B. (1999). "Reflections on political responses to policy research" in B. F. Cooper & E. V. Randall (Eds.), Advocacy or Accuracy: The Politics of Research in Education, pp. 185-190. Thousand Oaks, CA: Corwin Press. (Invited and refereed; reprinted in Educational Policy, cited above).
- Malen, B. (1995). "The micropolitics of education: Mapping the multiple dimensions of power relations in school polities" in J. Scribner & D. Layton (Eds.), The Study of Educational Politics, The Twenty-Fifth Anniversary Yearbook of the Politics of Education Association, pp. 147-167. New York: Falmer Press. (Invited and refereed; reprinted in Journal of Education Policy, cited above).
- Mitchell, D. E., Boyd, W. L., Malen, B., Marshall, C., & Cooper, B. (1994). "Knowledge base for educational administration: Education policy," in W.K. Hoy, T. A. Astuto, & P. B. Forsythe (Eds), Educational Administration: The UCEA Document Base. New York: McGraw-Hill Primas.
- Malen, B. (1993). "'Professionalizing' teaching by expanding teachers' roles," in S. L. Jacobson & R. Berne (Eds.), Reforming Education: The Emerging Systemic Approach, pp.43-65. Thousand Oaks, CA: Corwin Press (Invited and refereed).
- Malen, B., with McLeese, P. (1993). "Policy and political influences," in S. D. Thompson (Ed.), Principals For Our Changing Schools, pp. 20-1 - 20-36. Washington, DC: National Policy Board for Educational Administration. (Invited and refereed).
- Malen, B., & Ogawa, R. T. (1992). "Site - based management: Disconcerting policy issues, Critical policy choices," in J. Lane & E. Epps (Eds.), Restructuring Schools: Concepts and Cases, pp. 185-206. National Society for the Study of Education. Chicago: University of Chicago Press. (Invited and refereed).
- Malen, B., & Fuhrman, S. (1991). "The politics of curriculum and testing: Introduction and overview," in S. Fuhrman & B. Malen (Eds.), The Politics of Curriculum and Testing, The Fourth Annual Yearbook of the Politics of Education Association, pp. 1-9. New York: Falmer Press.
- Malen, B., & Ogawa, R. T. (1990). "Decentralizing and democratizing the public schools: A viable approach to reform?" in S. Bacharach (Ed.), Education Reform pp. 103-119. Boston: Allyn and Bacon. (Invited and refereed).
- Malen, B., Ogawa, R. T., & Kranz, J. (1990). "What do we know about school based management? A case study of the literature" in W. H. Clune & J. F. Witte (Eds.), Choice and Control in American Education, Vol 2, pp. 289-343. Philadelphia: Falmer. (Invited and refereed).

## RESEARCH (Continued)

### Book Chapters (Continued)

- Malen, B., Robins, H., Bishop, A., & Ulmer, D., (1988). "Utah's public school finance program," in R. G. Salmon and T. Johns (Eds.), Public School Finance Programs. pp. 312-332. American Education Finance Association.
- Malen, B., Murphy, M. J., & Hart, A. W. (1987). "Restructuring teacher compensation systems: An analysis of three incentive strategies, " in K. Alexander & D. Monk (Eds.), Attracting and Compensating for America's Teachers, The Eighth Annual Yearbook of the American Education Finance Association pp. 91-142. Cambridge: Ballinger. (Invited and refereed).
- Malen, B., & Campbell, R.F. (1986). "Public school reform in Utah: Enacting career ladder legislation," in V. D. Mueller & M. P. McKeown (Eds.), The Fiscal, Legal, and Political Aspects of State Reform of Elementary and Secondary Education, The Sixth Annual Yearbook of the American Education Finance Association. pp. 245-276. Cambridge: Ballinger. (Invited and refereed).

### Commissioned Papers, Monographs, Policy Analyses

- Malen, B. & Porton, H. (2002). The Quest for School Improvement: A Case Study of Park Hall Elementary School's Approach to School Improvement. A research monograph prepared for the St. Mary's County Public School District. (grant supported)
- Finkelstein, B., Malen, B., Muncey, D., Rice, J. K. & Croninger, R., with L. Briggs, D. Redmond-Jones, & K. Thrasher (2000). Caught in Contradictions: The First Two Years of a Reconstitution Initiative. A research monograph prepared for broad dissemination of the local report, noted below. (grant supported)
- Finkelstein, B., Malen, B., Muncey, D., Rice, J. K. & Croninger, R., with L. Briggs, D. Redmond-Jones, & K. Thrasher (2000). Caught in Contradictions: The First Two Years of the Twenty-first Century Schools Initiative. A research monograph prepared for the Prince George's County School District.
- Finkelstein, B., Malen, B., Croninger, R.C., Rice, J.K., with others. (1998). In the Early Stages of Reform: A Composite Profile of ThreeTwenty-first Century Schools. A research monograph prepared for the Prince George's County School District. (grant supported)
- Malen, B. (1996). "Evaluation design: Organizational impact of USJF initiatives," in B. Finkelstein, B. Malen, J. Rice, & L. Sahin, Designs for Program Evaluation: Assessing the Work of USJF Precollege Education Programs. A background paper commissioned by the US-Japan Foundation and published through the International Center for the Study of Education Policy and Human Values, University of Maryland, College Park, Maryland.

## RESEARCH (Continued)

### Commissioned Papers, Monographs, Policy Analyses (Continued)

- Malen, B. (1995). "Commentary on the teachers' assessment of school reform," pp. 70-71, in P. B. Sebring, A. S. Bryck, J. Q. Easton, and others, Charting Reform: Chicago Teachers Take Stock, a report sponsored by the Consortium on Chicago School Research, University of Chicago, Chicago, Illinois.
- Malen, B. (1994). "Enhancing the information base on Chicago School Reform." Critique commissioned by the Consortia for Chicago School Research, University of Chicago, Chicago, IL. (8 pages).
- Malen, B. with McLeese, P. (1993). "The knowledge base for principals: Policy and political influences." Paper commissioned by the National Policy Board for Educational Administration Arlington, VA. (34 pages)
- Malen, B. (1992). Finding Our Way Forward: Teacher Unions and Education Reform, The Bellevue Case. Monograph commissioned by Project VISION, Claremont Graduate School, Claremont, CA and prepared for the Bellevue District (72 pages).
- Malen, B. (1992). Bellevue: Renewal and School Decision Making. A case study monograph prepared for Claremont Project VISION & the U.S. Department of Labor. (53 pages).
- Malen, B., Ogawa, R. T. & Kranz, J. (1990). "Site based management as an education reform strategy: A synopsis of select issues." Policy paper requested by the Graduate School of Education, University of Michigan, Ann Arbor, MI. (9 pages).
- Malen, B., Ogawa, R. T., & Kranz, J. (1989). "What do we know about school based management: A case study of the literature - A call for research." Paper commissioned by the Lafollette Institute of Public Affairs, University of Wisconsin-Madison, Madison, WI. (47 pages).
- Malen, B., Ogawa, R. T., & Kranz, J. (1989). "Analysis of site based management as an education reform strategy." Research-based policy paper sponsored by the Graduate School of Education, University of Utah, Salt Lake City, UT and prepared for the Utah Legislature. (35 pages).
- Malen, B., & Kranz, J. (1988). "Tuition tax credits-deductions: An analysis of probable costs and consequences." Research based policy paper sponsored by the Graduate School of Education, University of Utah, Salt Lake City, UT and prepared for the Utah Legislature. (22 pages).
- Malen, B., Murphy, M. J., & Hart, A. W. (1987). "Career ladder reform in Utah: Evidence of impact - Recommendations for action." Research based policy paper, sponsored by the Graduate School of Education, University of Utah and prepared for Utah Legislature. (39 pages).

## RESEARCH (Continued)

### Commissioned Papers, Monographs, Policy Analyses (Continued)

Malen, B. & Ogawa, R. T. (1985, August). "The implementation of the Salt Lake City school district's shared governance policy: A study of site councils." A report prepared for the district. (40 pages).

### Other Policy Papers, Institutional Reports

Malen, B. (1989). "Year-round schools in Utah." Policy Briefs. San Francisco: Far West Laboratory. (6 columns, single space)

Malen, B., & Campbell, R. F. (1986). "Methods of selecting the state superintendent of public instruction." A paper prepared for the Education Governance Subcommittee of the Utah Legislature. (3 pages).

Malen, B. & Ogawa, R. T. (1985, April). "Salt Lake City school district shared governance project interim report." A paper prepared for the district. (10 pages).

### Refereed Papers, Presentations

Malen, B., McAndrew, R. & Muncey, D. C. (2004). "Making privatization palatable: The politics of Sylvan support centers in the Baltimore City public school system." A paper prepared for the annual meeting of the American Education Finance Association, Salt Lake City, UT.

Malen, B. & Rice, J. K. (2003). "Strengthening incentives, diluting capacity: An analysis of the initial effects of high stakes accountability initiatives on local schools." A paper prepared for the annual meeting of the American Education Finance Association, Orlando, FL.

Rice, J. K. & Malen, B. (2002). "The human costs of education reform: The case of reconstitution." A paper prepared for the annual meeting of the American Education Finance Association, Albuquerque, NM,

Malen, B. (2001). "Fostering exit, voice or loyalty: The multiple effects of reconstitution." A paper prepared for a symposium at the annual meeting of the American Education Finance Association, Cincinnati, OH,

Malen, B. (2000). "Reconstitution as promise and punishment: A micropolitical perspective." A paper prepared for a symposium at the annual meeting of the American Educational Research Association, New Orleans, LA.

Malen, B. & Muncey, D. (1999, October). "Exploring the tensions between state activism and school autonomy." A paper prepared for the annual conference of the University Council for Educational Administration, Minneapolis, MN.

## RESEARCH (Continued)

### Refereed Papers, Presentations (Continued)

- Malen, B., Croninger, R., Redmond, D., & Muncey, D. (1999, October). "Uncovering the potential contradictions in reconstitution reforms." A paper prepared for the annual conference of the University Council for Educational Administration, Minneapolis, MN.
- Malen, B. (1999, April). "Appraising 'competing perspectives' on policy." A commentary prepared for a paper session at the annual conference of the American Educational Research Association, Montreal, Canada.
- Malen, B., Finkelstein, B. F., Croninger, R. & Rice, J.K. (1999, April). "Mandating miracles: The implementation of a district-initiated reconstitution reform." A paper prepared for the annual conference of the American Educational Research Association, Montreal, Canada.
- Malen, B. (1998, April). "The promises and perils of participatory decisionmaking reforms: Site-based governance councils as a case in point." A symposium paper prepared for the annual conference of the American Educational Research Association, San Diego, CA.
- Malen, B. (1997, November). "Ethnographic research as policy research." A symposium presentation prepared for the annual American Anthropological Association conference, Washington, D.C.
- Larsen, M. & Malen, B. (1997, March). "The elementary school principals' influence on teachers' instructional decisions." A paper prepared for the annual conference of the American Educational Research Association, Chicago, IL.
- Malen, B. (1997, March). "A critique of 'School based management and school reform.'" A commentary prepared for the annual conference of the American Educational Research Association, Chicago, IL.
- Malen, B. (1997, March). "Multiple metaphors as mechanisms for understanding the enactment and implementation of education policies," a commentary and a framework for discussion, prepared for a symposium at the annual conference of the American Educational Research Association, Chicago, IL.
- Malen, B. (1996, April). "Commentary on 'Policy games and school reform: Cases from Colorado.'" A synthesis and critique of symposium papers prepared for the annual conference of the American Educational Research Association, New York, NY.
- Malen, B. (1995, April). "On moving from research on private schools to implications for public school policy." A symposium commentary prepared for the annual conference of the American Educational Research Association, San Francisco, CA.

## RESEARCH (Continued)

### Refereed Papers, Presentations (Continued)

- Malen, B. & Knapp, M. (1994, April). "Analyses of policy from multiple perspectives: A depiction and appraisal." An advance paper, interactive symposium presented at the annual conference of the American Educational Research Association, New Orleans, LA.
- Malen, B. (1994, April). "Response to 'When new groups take charge: New views of leadership'" A symposium presentation at the annual conference of the American Educational Research Association, New Orleans, LA.
- Malen, B. (1993, April). "The privatization of education: Empirical and ethical questions." An invited symposium paper prepared for the annual conference of the American Educational Research Association, Atlanta, GA.
- Malen, B. (1993, October). "Site based management as systemic reform." A symposium response presented at the annual conference of the Association for Public Policy Analysis and Management, Washington, DC.
- Malen, B. (1989, October). "The doctoral dissertation: Should it be eliminated or retained?" A presentation prepared for the annual convention of the University Council for Educational Administration, Phoenix, AZ.
- Ogawa, R. T., & Malen, B. (1989, April). "Site-based governance councils: Mechanisms for affirming v. altering decision making relationships in schools." A paper prepared for the annual conference of the American Educational Research Association, San Francisco, CA.
- Malen, B. (1988, April). "School management through state policy: The Utah career ladder system." A symposium critique presented at the annual conference of the American Education Research Association, New Orleans, LA.
- Malen, B., Murphy, M. J., & Hart, A. W. (1987, March). "Restructuring teacher compensation systems: The impact of three prominent approaches." A paper prepared for the annual conference of the American Education Finance Association, Washington, DC.
- Malen, B., & Hart, A. W. (1987, April). "Shaping career ladder reform: Teacher influence on the policymaking process." A paper prepared for the annual conference of the American Educational Research Association, Washington, DC.
- McLeese, P., & Malen, B. (1987, April). "Site-based governance, The Salt Lake City Experience: 1970-1985." A paper prepared for the annual conference of the American Educational Research Association, Washington, DC.

## RESEARCH (Continued)

### Refereed Papers, Presentations (Continued)

Malen, B. (1986, April). "Career ladder policymaking: A state perspective." A paper prepared for the annual conference of the American Educational Research Association, San Francisco, CA.

Ogawa, R. T., Malen, B., & McLeese, P. (1986, April). "The integration of rational, organizational, and political perspectives in an information processing framework: A working paper." A paper prepared for the annual conference of the American Educational Research Association, San Francisco, CA.

Malen, B., & Hart, A. W. (1986, April). "Career ladder reform in Utah: A case of vanishing effects?" A paper prepared for the annual conference of the American Education Finance Association, Chicago, IL.

Malen, B. (1985, April). "Tuition tax concessions in Minnesota: A historical view of the national precedent." A paper prepared for the annual meeting of the American Educational Research Association, Chicago, IL.

Malen, B. (1985, April). "The political bargaining model--'New' dimensions." A paper prepared for the annual meeting of the American Educational Research Association, Chicago, IL.

Malen, B. (1985, April). "Enacting competitive incentives." A paper prepared for the annual conference of the American Education Finance Association, Phoenix, AZ.

Malen B., & Mazzoni, T. L. (1984, April). "The politics of Minnesota legislation on the tuition tax concession issue." A paper prepared for the annual conference of the American Educational Research Association, New Orleans, LA.

### Invited Papers, Presentations

Malen, B. (2002, November). "Best practices or prevalent practices? An informal commentary on the state of the art in educational leadership preparation programs," a paper prepared for a panel presentation at the UCEA conference, Pittsburgh, PA.

Malen, B. (2001, Spring). "Generating interest in interest groups," a presentation prepared a symposium at the annual conference of the American Educational Research Association, Seattle, WA.

Malen, B. (2001, February). "Tightening their grip: The impact of state activism on local schools." Keynote address for the Colorado Association of School Boards' Winter Conference, Denver, CO.

**RESEARCH (Continued)**

**Invited Papers, Presentations (Continued)**

- Rice, J. K. & Malen, B. (2000, March). "Local rebellion in the state of control." A hypothetical case presentation for a general, featured session at the annual conference of the American Educational Finance Association.
- Malen, B. (2000, October). "An introduction to the study of education policy and leadership," Institute for Global Chinese Affairs, University of Maryland, College Park.
- Malen, B. (1997, May). "Free market financing: Tuition tax credits- deductions as a case in point." A presentation prepared for the NEA State Education Finance Workshop, San Diego, CA.
- Malen, B. (1995, October). "Defining and focusing a research agenda." A symposium presentation prepared for the UCEA Graduate Student Seminar held at the UCEA annual convention, Salt Lake City, UT.
- Malen, B. (1995, October). "From policy to practice: The long and winding road." A symposium presentation prepared for the UCEA Graduate Student Seminar held at the UCEA annual convention, Salt Lake City, UT.
- Malen, B. (1995, October). "From contrived divisions to complementary connections," a presented prepared for the program chair's invited session on "Research paradigms in educational administration: Problems and Paradoxes," at the UCEA annual convention, Salt Lake City, UT.
- Malen, B. (1995, April). "Micropolitics of education." A presentation prepared for the PEA 25th Anniversary Yearbook Symposium at the annual conference of the American Educational Research Association, San Francisco, CA.
- Malen, B. (1994, October). "Critical issues in educational administration: Advice on publishing in Educational Administration Quarterly." A symposium presentation prepared for the UCEA annual convention, Philadelphia, PA.
- Malen, B. (1994, October). "Challenges to systemic reform." A paper critique prepared for the UCEA national convention, Philadelphia, PA.
- Malen, B. (1994, April). "Making the most of AERA: Suggestions for new member." A presentation prepared for the AERA Division A New Member Orientation Session, annual conference of the American Educational Research Association, New Orleans, LA.
- Malen, B. (1994, April). "Micropolitics: Emerging research directions." A paper-presentation prepared for "PEA at 25: The Study of Educational Politics," a symposium program at the annual conference of the American Educational Research Association, New Orleans, LA.

**RESEARCH (Continued)**

**Invited Papers, Presentations (Continued)**

- Malen, B. (1994, April). "Making sense of site-based reforms: Recurrent themes, persistent puzzles and research challenges." A critique prepared for the annual conference of the American Educational Research Association, New Orleans, LA.
- Malen, B. (1994, April). "Perspectives on the professorship: Taming the trinity." A presentation to the Graduate Student Seminar held at the annual conference of the American Educational Research Association, New Orleans, LA.
- Malen, B. (1994, March). "An analysis of site based management and other 'resource neutral' education reform proposals." A presentation for the general assembly session at the annual conference of the American Education Finance Association, Nashville, TN. (planned with Neil Theobald).
- Malen, B. (1994, March). "Examining a decade of reform." A roundtable presentation at the annual conference of the American Education Finance Association, Nashville, TN.
- Malen, B. (1993, March). "Policy and political studies." A presentation on the UCEA Knowledge Base prepared for the annual conference of the American Education Finance Association, Albuquerque, NM.
- Malen, B. (1993, April). "Understanding Reform in Illinois: Decentralization & accountability." A critique prepared for the annual conference of the American Educational Research Association, Atlanta, GA.
- Malen, B. (1991, April). "The contributions of dissertations: Conceptual and methodological considerations." A symposium response to outstanding dissertations, Division A, annual conference of the American Education Research Association, Chicago, IL.
- Malen, B. (1991, April). "Outstanding dissertations: Issues and extensions." A discussant presentation prepared for the annual conference of the American Educational Research Association, Chicago, IL.
- Malen, B. & Fuhrman, S. (1991, April). "Overview of the politics of curriculum/testing." A symposium presentation at the annual conference of the American Educational Research Association, Chicago, IL.
- Malen, B. (1991, March). "Compensatory legitimacy: A way of understanding the failure of education reforms." A symposium critic presentation, Western Political Science Association, Seattle, WA.

## RESEARCH (Continued)

### Invited Papers, Presentations (Continued)

- Malen, B. (1990, March). "Rebuilding a state education system: Lessons from Kentucky." A presentation for general assembly session, annual conference of the American Education Finance Association, Las Vegas, Nevada.
- Fuhrman, S., & Malen, B. (1990, April). "The politics of curriculum/testing." A preview of the Politics of Education Association Yearbook, prepared for the annual conference of the American Educational Research Association, Boston, MA.
- Malen, B., Ogawa, R. T., & Kranz, J. (1990, November). "What do we know about school-based management? A case study of the literature - A call for research." A paper selected for the symposium on "Changing roles in education: New intergovernmental relationships," at the annual conference of the Association for Public Policy Analysis and Management, Arlington, VA.
- Malen, B. (1989, February). "Site-based management: The Salt Lake City Experience." A presentation for Columbus Education Association conference, Columbus, OH.
- Malen, B. (1989, June). "Strategies for renewing urban schools." A presentation prepared for the conference on Urban School Reform, sponsored by the American Association of School Administrators and the Politics of Education Association, Vail, CO.
- Malen, B., Ogawa, R. T., & Kranz, J. (1989, May). "What do we know about school-based management: A case study of the literature - A call for research." A paper commissioned for the Conference on Choice and Control in American Education, by the LaFollette Institute of Public Affairs, University of Wisconsin-Madison, Madison, WI.
- Malen, B. (1988, October). "Administrator preparation programs: Sources/resources." A critic/discussant presentation at the annual conference of the University Council for Educational Administration, Cincinnati, OH.
- Malen, B. (1988, March). "Yearbook round table discussions." A symposium presentation on the eighth annual yearbook of the American Education Finance Association and prepared for the annual conference of the American Education Finance Association, Tampa, FL.
- Malen, B. (1986, April). "Finance, personnel and politics." A general assembly symposium presentation, annual conference of the American Education Finance Association, Chicago, IL.
- Malen, B. (1986, April). "Public school reform in Utah." A symposium presentation at the annual conference of the American Education Finance Association, Chicago, IL.

## **COLLEGE TEACHING EXPERIENCE**

### **Courses Developed and Taught (University of Maryland)**

Case Study Methods, Spring, 2000, 2003, 2004; Fall, 2001.  
Policy/program Evaluation, Spring, 1996; Autumn, 2002.  
Policy Analysis, Spring, 1995, 1997, 2002, 2004; Autumn, 1995, 1998, 2000, 2003.  
Politics of Education, Autumn, 1995, 1997, 1999, 2000, 2001, 2002, 2003; Spring, 1998.  
Research Critique Seminar (Dissertation Proposals), Autumn, 1997, Spring, 1999, Spring, 2003.

### **Courses Developed and Taught (University of Washington)**

Conceptualizing/Conducting Dissertation Research, Autumn, 1993.  
Policy Evaluation and Organizational Decisionmaking, Winter, 1994.  
Perspectives on Policy/Policymaking, Spring, 1992, 1993, 1994.  
Power and Politics in Organizational Decisionmaking, Winter, 1992, 1993.  
Education Policy in Political Context, Autumn, 1990, 1991, 1992, Summer, 1992, Winter, 1994.  
Human Resources in Educational Organizations, Winter, 1991, Summer, 1991, Spring, 1992.  
Leadership and Personnel Systems, Spring, 1991, Summer, 1991.  
Internship Supervision, all quarters Spring, 1991 - Winter, 1994.  
Directed Readings, all quarters Spring, 1991 - Winter, 1994.

### **Courses Developed and Taught (University of Utah)**

Perspectives on Educational Administration, Autumn, 1984, 1985, 1987.  
Analytic Methods, Spring, 1985, 1986, 1990.  
Fiscal Policy, Autumn, 1984, 1985, 1986; Spring, 1985, 1986.  
Politics of Education, Winter 1985, 1986, 1990; Summer, 1985, 1987, 1988, 1989, 1990; Autumn, 1986.  
Seminar on the Policymaking Process, Autumn, 1989; Summer 1985, 1986, 1988; Spring, 1987.  
Seminar on Research in Educational Administration, Winter, 1989, 1990.  
Seminar on Current Issues in Education Research, Autumn, 1989.  
Master's Comprehensive Seminar, Summer 1986, 1987, 1988, 1989.  
Directed Readings, all quarters Winter 1985 - Winter, 1990.  
Independent Projects, all quarters Winter, 1985 - Winter, 1990.  
Internship Supervision, Winter, 1985; Spring, 1985; Summer, 1985, 1986, 1987; Academic Year, 1987-88.

**Course Assessment Data:** Student assessment data (ratings and comments) are available for all courses taught at all universities. In brief, a 5.0 is the highest possible score on the university developed teaching assessment instruments. Ratings to date at Maryland range from 4.8-5.0 and average 4.9. Ratings at Washington ranged from 4.6 to 5.0 and averaged 4.94. Ratings at Utah ranged from 4.6 to 4.9 and averaged 4.89. Written comments indicate students respect the rigor and relevance of course content, the clarity and fairness of evaluation processes, the extensive feedback on written assignments and the accessibility, direction and support of the instructor.

**COLLEGE TEACHING EXPERIENCE (Continued)**

**Supervisory Committee Assignments (University of Maryland)**

**Chair (cumulative)**

28 Doctoral committees; 17 Masters committees

**Member (cumulative)**

13 Doctoral committees; 2 Masters committees

**Supervisory Committee Assignments (University of Washington)**

**Chair**

10 Doctoral committees  
4 Master's committees  
5 Certification only programs

**Member**

13 Doctoral committees  
11 Research & inquiry committees  
9 Master's committees (education and public affairs)

**Supervisory Committee Assignments (University of Utah)**

**Chair**

9 Doctoral committees  
30 Master's committees

**Member**

16 Doctoral committees  
26 Masters committees  
Committee assignments included educational administration,  
special education, educational studies, social work and  
public administration students.

**Dissertations Supervised (University of Maryland)**

Jones, Donna Redmond (2004). Bringing teacher assistance and evaluation up to par: First year teachers' responses to supervision in peer assistance and review. (Linda Valli, chair).

McAndrew, Rebecca (2003). The politics of privatization in Baltimore City Public Schools, 1990-2000. (Chair).

Bishop, Tana (2002). The distribution of teacher quality across public secondary schools and classrooms: A multi-level distributional analysis. (with Jennifer Rice, chair). (Outstanding Dissertation Award, American Education Finance Association).

Turner, Bridget (2001). Women's racial identity development: College student perceptions of an antiracism intervention. (chair). (Department of Education Policy and Leadership's Outstanding Dissertation Award).

Rhim, Lauren (2001). School privatization and the quest for greater efficiency: A case study of the relationship between the theory and practice of privatization in an Edison charter school (with Jennifer Rice, chair).

Bauman, Robert (2001). The inner light: Children's lived experiences in the Quaker practice of meeting for worship (with Francine Hultgren, chair; oral exam only).

Angeletti, Kathleen (2000). "Maryland's Efforts to Redesign Teacher Preparation: The State/Higher Education Relationship in Teacher Education Reform," (with Robert Berdahl, chair).

**COLLEGE TEACHING EXPERIENCE (Continued)**

**Dissertations Supervised (University of Maryland, Continued)**

- Taylor-Cox, Jennifer (1999). "An Exploratory Case Study of the Formal and Informal Discipline Policies Used in Selected Elementary School Classrooms (co-chair with Ed Andrews) (This dissertation won the Department of Education Policy and Leadership's Outstanding Sullivan, William (1999). "Economic Value of Continuing Education," (with Jennifer Rice, chair).
- Reynolds, Minnie (1999). "An exploratory case study of mentoring relationships of selected principals," (with Vivienne Collinson, chair).
- Robbins, Sharon (1998). "The High School Principal as a Caring Leader," (with Vivienne Collinson, chair).
- White, Merry (1996). "The Effects of TIPS Math Activities on Fourth Grade student Achievement in Mathematics," (with Ed Andrews, chair).

**Dissertations Supervised (University of Washington)**

- Hernandez, Melba Jean (1996). *Testing the Theory of Student Mobilization: Student Influence on Two Policy Decisions at One College Campus.*
- Bond, Gail (1995). "Leadership Behavior: How Personality, Stress and Gender Affect Leader Behavior," (with Fred Fiedler).
- Deiro, Judy (1995). "What Teachers Do To Nurture Bonding with Students," (with Michael Knapp).
- DiGive, Maddy (1995). "The Influence of Special Interests on Branch Campus Policy Formation," (with Steve Olswang).
- Larsen, Marci. (1995). *The Elementary School Principals' Influence on Teachers' Curricular and Instructional Decisionmaking.*
- Voorhees, Sylvia. (1994). "The Implementation of Portfolio Assessment." (with Michael Knapp).
- Durden, Phyllis (1994). "A Predictive Validity Study of an Administrator Assessment System for Principal Selection and Professional Development," (with Ken Sirotnik).
- Vargus, Lee (1992). "A Case Study of Hawthorne Elementary School," (with Ken Sirotnik).

**Dissertations Supervised (University of Utah)**

- Geary, Sue (1992). "The Policymaking Process Resulting in Fiscal Policy for Special Education in Utah." (This dissertation won the outstanding dissertation award from the American Education Finance Association, Politics of Education Association and AERA Division A).
- Copeland, Marilyn (1992). "Principal Self Presentation and Leadership," (with Rod Ogawa).
- McLeese, Patricia (1991). "The Decentralization of Conflict and Contention: Shared Governance in Salt Lake City 1970-1985."
- Calloway, Diane (1990). "The Persistence of Adult Women in Higher Education," (with Chair, Social Work).
- Ferguson, Brad (1990). "The Social Ecology of the Workplace: An Analysis of the Social Interaction of Workers," (with McDonnell, Special Education).
- Ripley - Klein, Shirley (1989). "Social Change and Curriculum Change: A Case Study of Home Economics Curriculum," (with Harvey Kanter, Educational Studies).
- Blanch, M. Cristine (1989). "Culture as a Control Mechanism in Schools," (with Steve Bossert).

## COLLEGE TEACHING EXPERIENCE (Continued)

### Dissertations Supervised (University of Utah, Continued)

Van Valkenburg, Jane (1989). "Instructional Methods and the Development of Affective Awareness in Radiologic Technology Students," (with Jack Newell).

Rhodes, Mary (1988). "Work Alienation, Teacher Efficacy and Career Ladder Reform," (with Michael Murphy).

Lambert, Vicki (1988). "Fractional Bargaining in Public Schools," (with Michael Murphy).

Robins, Hal (1988). "Value Emphasis and Fiscal Equity Effects of Education Reform."

Rohland, Grace (1985). "Determinants of Communication Roles," (with Lloyd McCleary).

### Other Dissertation Assistance

Reviewer, Dissertations (five) from other universities

Recurrent telephone and in-person conferences with over 60 doctoral students from other institutions re: research on site based management arrangements and state education policymaking, 1987-present.

## SERVICE

### Professional

Secretary, Division L, 2004-

Chair, Division L Outstanding Dissertation Awards Committee, 2003-04.

Member, Division L Outstanding Dissertation Awards Committee, 2002-03.

Co-editor, Politics of Education Bulletin, 2001-

Member, Progress of Education Reform Advisory Panel, Education Commission of the States, 1999-

Member, Advisory Committee for UCEA Program Center for Preparation Programs, 1999-

Participant, Study of Influential Scholars in Educational Administration, AERA sponsored research project, Spring, 1999.

Chair, Nominations Committee, AERA Division A, 1997.

Member, Nominations Committee, Politics of Education Association, 1997.

Program Chair (with Jennifer Rice), AERA Division A, section 3, 1996-97.

Program Chair (with Linda Valli), AERA Division K, section 8, 1995-96.

Plenary Representative, University Council of Educational Administration, 1994-1997.

Awards Committee, University Council of Educational Administration, 1994.

Advisory Committee to the National Policy Board on Educational Administration's Steering Committee on Principal Licensure Standards, appointed by University Council of Educational Administration (UCEA) Executive Committee, 1993-1996.

Advisory Committee to the National Policy Board on Educational Administration's Committee on NCATE Standards, appointed by UCEA Executive Committee, 1993-1996.

President, Politics of Education Association, American Educational Research Association Special Interest Group, elected 1992.

Secretary and Newsletter Editor, Politics of Education Association; elected 1989; re-elected, 1991.

Program Chair (with Ken Sirotnik), Annual Conference of the University Council of Educational Administration (UCEA), Fall 1992.

## **SERVICE (Continued)**

### **Professional (Continued)**

Member, UCEA Committee on Definition/Development of Knowledge Bases in Educational Administration, 1991-1994.

Planning Committee, National Graduate Student Seminar, sponsored by UCEA, AERA and OERI, 1991, 1993, 1994.

Program Chair, American Educational Research Association Politics of Education Special Interest Group, 1988.

Program Chair, American Educational Research Association Fiscal Issues, Policy and Educational Finance Special Interest Groups, 1988.

Plenary Representative, University Council for Educational Administration, Autumn 1988 - Summer, 1990.

Board of Directors, American Education Finance Association, elected in March, 1987 for a three year term.

Editorial Board, Educational Resources, Leadership and Policy, 1999-

Editorial Board, Journal of School Leadership, 1999-

Editorial Board, Educational Administration Quarterly, 1991-1999.

Editorial Board, Handbook for Research on Educational Administration, 1994-1997.

Editorial Board, Review of Educational Research, 1991-1994.

Book review editor, Journal of Education Finance, 1986-1996.

Editorial Board, Journal of Education Finance, 1986-present.

Editorial Board, Educational Considerations, 1989-1994.

Associate Editor, Educational Administration Quarterly, 1986-1990.

Reviewer, multiple promotion and tenure files, 1989-

Reviewer, book manuscript, Allyn & Bacon, 2002.

Reviewer, book manuscripts, Harvard University Press, Stanford University Press, Teachers College Press, 2001.

Reviewer, American Educational Research Journal, 1993-present; Review of Higher Education, 1986-1990; Educational Evaluation and Policy Analysis, 1986-present; Education Policy, 1992-present.

Reviewer, American Educational Research Association, Division A, 1986-present; Division L-1998-present.

Reviewer, Fiscal Issues Special Interest Group, 1986-1991; 1994-present.

Reviewer, Center for the Study of Education Policy, LaFollette Institute of Public Affairs and other policy institutes, 1991-present.

Reviewer, program proposals, University Council for Educational Administration, 1988-present.

Reviewer, multiple books, book chapters, for publishers and/or authors, 1989-2001.

Reviewer, National School Boards Association monograph, 1998.

Reviewer, Kansas State Board of Regents, EdD Program, 1991.

Reviewer, U. S. Office of Education grant proposals, beginning 1990.

Chair, Discussant, Program Sessions, American Educational Research Association Conferences, 1990-present.

Chair, Discussant, Program Sessions, American Education Finance Association Conferences, 1987-1993.

### **University/College/Department (University of Maryland)**

Member, Human Subjects Review Committee, 2000-2005.

Member, CEPAL Committee, 2001-05. Member, Faculty Review Subcommittee, 2003-2004; 2004-2005.

Presenter/Discussant Graduate Student Association Session on Analytic Writing, Autumn, 2003.

**SERVICE (Continued)**

**University/College/Department (University of Maryland, Continued)**

Member, Ed.D. Field Programs Admissions Committees, 2003-2004.  
Member, Ed.D. Ed.D. Field Program Handbook Committee, 2002.  
Member, Ed.D Program Design Task Force, 2002.  
Mentor, J. Rice, J. Cossentino, L. Perna & M. Honig, 2001-  
Chair, Comprehensive Examination Review Committee, 2001-02.  
Member, Faculty Review Committee, 2001-02.  
Presenter, CEPAL "Brown Bag" Speaker Series, March, 2002.  
Member, Faculty Search Committee (2 positions), 2000-01.  
Chair, Mentorship Committee, 2000-01.  
Member, Foundations & Policy Program Articulation Committee, 2000.  
Chair, Student Academic Appeals Committee, 1999-01.  
Member, Leadership Search Committees (2), 2000-01.  
Member, Search Committee for Chair, 1999-00.  
Member, Full Professor Faculty Review Committee, 1999-01.  
Chair, Full Professor Faculty Review Committee, 1998-99.  
Member, Human Subjects Review Committee, 1998-01.  
Chair, Policy Program Review Subcommittee, Spring 1999.  
Member, Policy Analysis Series Subcommittee, Fall, 1998.  
Member, Graduate Research Conference Proposal Review Committee, 1997-99.  
Member, Special Faculty Subcommittee on NCATE, 1998-99.  
Reviewer, Faculty Search Committee-Educational Leadership, 1998-99.  
Chair, Admissions Committee, Baltimore Area Cohort, 1997.  
Chair, Special Committee on Articulation of Master's Degree and  
Administrator Certification, 1997.  
Member, Faculty Search Committee, 1996-97.  
Chair, Search Committee for Three Faculty Positions, 1995-96.  
Chair, Search Committee for Department Chair and Three Faculty Positions,  
1994-1995.  
Coordinator, Administration/Supervision Area, Fall, 1994 - Spring, 1997.  
Chair, Planning Committee, Masters Program in Leadership and Policy  
Studies, 1995-1996.  
Member, Planning Committee, Doctoral Program in Education Policy and  
Leadership, 1996-97.  
Member, Planning Committee, Doctoral Program in Education Policy Studies,  
1995-1996.  
Member, EDPA Salary Committee, 1996-1997.  
Member, Planning Groups, Policy Center, 1996-1997.  
Member, Mentoring Committee (Rice), 1995 - 2001.  
Member, Mentoring Committee (Collinson), 1995 - 1997.  
Member, Faculty Search Committee, 1996-97.  
Member, Faculty Review Subcommittee, Full Professors, 1995 - present.  
Member, Faculty Review Subcommittee, Associate Professors, 1995-1997.  
Member, Strategic Planning Committee, 1994-95.  
Member, Executive Committee, Fall 1994 - Spring, 1997.  
Member, Administration and Supervision Area Admissions Committee, Fall,  
1994 - Spring, 1997.  
Presenter, Institute for Global Chinese Affairs, October, 2000.  
Presenter, EDPL 700 Qualitative Methods, Spring, 2003 (Kezar).  
Presenter, EDPL Policy/program Evaluation, Summer, 2000 (Muncey).  
Presenter, EDPL Policy/program Evaluation, Spring, 1999 (Muncey).  
Presenter, EDPL Leadership Academy, Spring, 1999 (Goldman).  
Presenter, EDPA Qualitative Methods, Spring, 1996 (Finkelstein).

## **SERVICE (Continued)**

### **University/College/Department (University of Maryland, Continued)**

Presenter, EDPA Inquiry Course, Autumn, 1994, 1995 (Hultgren).  
Presenter, EDPA Research Issues Course, Autumn, 1994 (Enomoto).  
Presenter, EDPA Research Critique Seminar, Autumn, 1995 (Milton) and  
Autumn, 1994 (Conley).  
Participant, EDPA sponsored symposia, 1997, 1998, 1999.  
Participant, College sponsored colloquia for school superintendents,  
Spring, 1995, 1996, 1997.  
Participant, EDPA and EDPL student orientation programs, 1994-present.

### **University/College (University of Washington)**

Presenter, Orientation for New Students of Color, September, 1993.  
Chair, Promotion Review Committee for Neil Theobald, 1992-1993.  
Member, Committee on Graduate Studies, 1991-1993.  
Member, Promotion Review Committee for Pam Keating, 1991-1992.  
Resource speaker, New Faculty Orientation, September, 1991.  
Member, Dean's Advisory Committee, January, 1991.  
Advisory Committee, Project Belief, February 1991-  
Member, Faculty Senate, University of Washington, 1990-1991.  
Presenter, Curriculum Research Seminar, January, 1991.  
Presenter, Inquiry Series, Winter, 1991, 1993.  
Presenter, PSEC Teacher Leadership Advisory Committee, April, 1991.  
Presenter, Crucial Issues Course, December, 1991.  
Member, Organizational and Policy Studies Program Committee, 1993-  
Member, Search Committees (3 tenure, 1 clinical post), 1992-1993.  
Member, Master's Thesis - Non-Thesis Committee, 1991 - 1992.  
Member, Core Curriculum Development Committee, 1990-  
Member, Certification Program Development Committee, 1990 -  
Chair, Superintendent Certification Committee, 1992-  
Member, Professional Education Advisory Committee, 1990 -  
Member, Principal Program Design Committee, 1990 - 1993.  
Member, Admissions Committee, 1992-  
Presenter, Saturday Skill Labs, February, 1991.

### **University/College (University of Utah)**

Member, Educational Psychology Faculty Search Committee, 1990.  
Member, Faculty Senate, elected, Spring, 1989.  
Member, University Administrative Review Committee, Division of Continuing  
Education, appointed, October, 1989.  
Member, University Student-Faculty Relations Committee, 1985-88.  
Member, Search Committee for Dean of College of Education, 1988.  
Member, Alternative Program Committee, 1988, 1989.  
Member, College Retention Promotion Tenure Committee, 1985.  
Chair, Academic Evaluation Appeals Committee, 1984 - 1990.  
Member, College Council Academic Standards, 1984 - 1989, 1991  
Contributor, Center for Study of School Leadership, 1988.  
Member, Faculty Search Committee, 1987 - 1988.  
Member, Campbell Fellowship Committee, 1986 - 1990.  
Member, Academic Standards Committee, 1984 - 1990.  
Presenter, Research Seminars 1984, 1985, 1986, 1987, 1988; Central Office  
Seminar, 1986, 1987, 1988; Master's Seminar, 1985, 1986.  
Member, Admissions Committee, 1985-1989.

**SERVICE (Continued)**

**State and Local**

**Research Projects**

Study of school improvement processes in a "failing" elementary school, St. Mary's County and follow-up work with dissemination of results.  
Study of district reconstitution, Prince George's County (cited above) and follow-up work with dissemination of results.  
Study of school-based decisionmaking, Bellevue, cited above and follow-up work on district management/self-study activities.  
Policy papers on site-based management, tuition tax concessions, and career ladder reforms, cited above, for the Utah Legislature  
Policy implementation study, Salt Lake District, 1985, cited under institutional reports.

**Conferences and Presentations (Select)**

Prince George's District Administrators and 21 Century School Principals, September, 1998 and December, 1998.  
Bellevue School District Management Retreat, May, 1992.  
Washington Association of School Administrators, Spokane, Washington, June, 1990.  
Testimony, Washington Governor's Council on Education Reform and Funding, Compensation Task Force, June, 1992.  
Speaker, Utah Conference of Agencies and Organizations Serving Troubled Youth, May, 1990.  
Speaker, Utah State Office of Education and Utah Women Administrators Association Conference on Preparing Women for Top Leadership Positions in the 90s, September, 1989.  
Presenter, Murray School District Administrator Inservice, April, 1989.  
Speaker, Utah State Office of Education and Utah Women Administrators Association Conference on Equity in Administration, August, 1988.  
Discussant, University of Utah Women's Conference, April, 1988.  
Presenter, Phi Delta Kappan Meetings, March 14, 1988; October, 1988.  
Key note speaker, Utah Association of Secondary School Principals Middle Level Conference, November, 1987.  
Presenter, Republican Caucus, House of Representatives, Utah Legislature, January, 1987.  
Panelist, Prime Time Access, KSL TV, Salt Lake City, Utah, March, 1987.  
Panelist, Utah Education Seminar, December, 1985; November, 1986.  
Presenter, inservice program, Granite School District, January, 1986.  
Presenter, Association for Supervision and Curriculum Development-Phi Delta Kappan Conference, November, 1986.  
Presenter, inservice program, Salt Lake City School District, November, 1986.  
Presenter, Salt Lake City Board of Education, October, 1985.

**Other (Select)**

Gratis consultations with individuals regarding sources of information and expertise on education reform initiatives and school finance litigation issues in Maryland

**SERVICE (Continued)**

**Other (Select, continued)**

*Gratis consultations with Ted Kolderie, Humphrey Institute, University of Minnesota and Minnesota policy makers on decentralization as an education reform strategy*

*Gratis consultant, Washington Institute for the Study of Public Policy, proposal to evaluate regional education service units.*

*Gratis consultant with State Superintendent of Public Instruction on advancement of women in educational administration, December, 1986; November, 1988.*

*Gratis consultant with Liaison Group (an umbrella organization composed of the State Superintendent of Public Instruction, the State Office of Education, the State School Boards Association, the Society of Superintendents and the Utah Education Association) regarding education reform options (career ladders, site based management).*

*Gratis consultant with Utah Education Association regarding the revisions in the career ladder policy and reviews of legislative proposals, Summer, 1986.*

*Participant, Utah Educational Seminar (a university sponsored forum in which educators and state policymakers discuss/debate policy alternatives), 1984 - 1990.*

*Presenter and participant, Utah State Office of Education Conference on Shift in Focus, September, 1989 and May,*

**PROFESSIONAL MEMBERSHIPS (Select)**

*American Political Science Association*

*American Educational Research Association*

*Politics of Education Association*

*American Education Finance Association*

*American Association of School Administrators*

*Association for Supervision and Curriculum Development*

*Phi Delta Kappa*