

ANN WEAVER HART

2012

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Executive Office of the President
Temple University
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Present Position

President, Temple University (2006-present). Chief Executive Officer of Temple University, a state-related university of the Commonwealth of Pennsylvania. Temple is a large, diverse, urban research university dedicated to providing access to a world class higher education for well-prepared students from all walks of life, to service in its community and to the creation of new knowledge. Temple's first professional degree offerings, the fifth largest in the nation, provide advanced study to almost 10,000 students, and the total student body of almost 40,000 world-wide makes Temple the 27th largest American university. Temple Health is at the heart of medical education, research and clinical care in north Philadelphia along with the schools of dentistry, allied health, pharmacy and podiatry. Temple has campuses around the world, including Temple University Japan, a fully accredited degree-granting institution that recruits world-wide and the first foreign university to be recognized by the Japanese Ministry of Education, Temple Rome, with over 40 years as a leader in study abroad, and the LLM Rule of Law degree program with Tsinghua University in Beijing, China. As the anchor research urban university in north Philadelphia and southeastern Pennsylvania's only public research university, Temple provides an energized destination for teaching, research, community outreach and creative and performing arts in one of America's most vibrant and historic cities.

Laura Carnell Professor of Educational Leadership and Policy Studies.

Previous Academic Positions

President, the University of New Hampshire (2002-2006). Chief Executive Officer of the University of New Hampshire, the flagship of the University System of New Hampshire. Responsible for leadership, administration, government relations, and fund raising for the University. The University of New Hampshire is a research extensive university and a land grant, sea grant, and space grant university. It stands at the center of research and development

in the state and, while providing a first-class undergraduate and graduate education to its students, is an integral partner in research, development and outreach in every county of New Hampshire.

Provost and Vice President for Academic Affairs, Claremont Graduate University (1998–2002).

Claremont Graduate University is a private, graduate-only private institution and member of the Claremont Colleges Consortium, Claremont, CA, a leader in elite, private education in a dynamic and innovative setting. Responsible for all academic schools, programs, centers and institutes; student affairs; research administration; faculty affairs, governance, and administration; institutional research; diversity and equal opportunity affairs; and information technology at the university and for overall operations, including budget development and planning; legal affairs; grievance processes; and academic personnel. Served as the executive officer of the university in the absence of the president.

Dean of the Graduate School (1993-98), Special Assistant to the President (1997), Accreditation Liaison Officer and Professor of Educational Leadership and Policy, University of Utah (1993-98). The University of Utah is Utah's flagship research University, including the full array of graduate and professional schools.

Associate Dean, Graduate School of Education, University of Utah 1991-1993.

Professor, Associate Professor, and Assistant Professor, Educational Leadership and Policy, University of Utah, 1984-1998. Teacher and scholar recognized internationally for research on leadership succession, organizational behavior, and work redesign in educational organizations. Editor, author, and reviewer; international presenter, teacher in graduate professional program, interdisciplinary graduate education, and undergraduate courses.

Summary of Accomplishments and Awards

CEO of Temple University, America's 28th largest university, fifth largest provider of graduate professional degrees and among its most diverse

Led and completed Temple University's first-ever university-wide fund raising campaign, Access to Excellence, 2009; completed significantly above original goal, despite the economic downturn

Planned and executed 125th anniversary celebration in the year following the completion of the campaign

Led, in partnership with the entire academic community, the design and implementation of the Temple Academic Strategic Compass, a plan for academic development for the decade

Promoted large increases in extramural funding for research and for interdisciplinary research

centers (i.e., 140% federal funding increase in Science; Center for Obesity Research)

Led the redesign of enrollment management and advising with a focus on student achievement and success that has resulted in significant improvements in students' time to degree and graduation rates, including a landmark parallel success rate for students from traditionally unrepresented groups and transfer students

Increased admitted undergraduate student academic preparation on such measures as SAT scores and high school GPA

Led and oversaw the implementation of the complete redesign of Temple's general education curriculum with specific roots in Philadelphia and the surrounding community as the setting for the application of the intellectual themes and knowledge in the program—a faculty-designed innovation that has received national attention and which many believed could not be implemented

Led the development of *Framework 20/20*, a plan for campus development to provide the physical setting to realize the Temple academic plan's aspirations and a \$1.2 billion funding plan to make it possible; the plan also included a major expansion of the on-campus student experience, student residential life and student engagement in the community

Developed and implemented a plan for the expansion of Temple's international presence, including over 20 new affiliation agreements with international universities, dual 3+2 degree programs and research partnerships, as well as substantial increases in the number of students participating in study abroad programs, while expanding the status and role of Temple University Japan in Tokyo as a fully recognized foreign university able to admit international as well as Japanese undergraduate and graduate students and study abroad students from around the world

Implemented a complete redesign of town/gown relationships with the community surrounding Temple, as well as with city and state elected officials and business leaders, resulting in major recognition by the *Philadelphia Inquirer* with the label: "As goes Temple: so goes Philadelphia." Established new scholarship programs, include 250 full tuition four year scholarships for students from the surrounding zip codes and multiple programs for economic opportunity, jobs and private partnerships

Enhanced Temple's reputation and presence in Harrisburg while working closely with the governor and leadership of both parties in the General Assembly

Serve on numerous Philadelphia city, community and school district boards and commissions and on the Executive Committee of the Chamber of Commerce (see below)

Led and implemented two major budget cuts in three years--\$40 million in FY 2009 and \$36 million in FY2012—while continuing the academic, campus and financial plans, increasing student financial aid and increasing expenditures in student support services

Expanded the reach of Temple School of Medicine, establishing branch campuses in the Lehigh Valley and in Pittsburgh to specifically increase the number of practicing physicians for the Commonwealth of Pennsylvania

Led the redesign of the leadership and organization of the Temple Health Enterprise to more effectively reflect the changing health care needs of the region while advancing the quality and reach of medical research and education

Led the resurgence of Temple University athletics, including the re-emergence of men's and women's basketball and the resurrection of football while continuing support for non-revenue sports in an unstable conference environment

Recipient, 2012 Lifetime Achievement Award, University of Utah Graduate School of Education

Recipient, 2012 Global Temple Award

Recipient, 2011 Community Leader of the Year Award, PA Arthritis Foundation

Recipient, 2010 Michael P. Malone International Leadership Award, Association of Public and Land-Grant Universities, Commission on International Programs

Recipient Barbara Nelson Pavan Award and Lecture, New DEEL conference, Philadelphia PA, March 25, 2011

Recipient, Girl Scouts of American Take the Lead Award, Eastern PA, 2011

Named one of the "Ten to Watch in 2010" as the "Transformer" by the *Philadelphia Business Journal*

Named one of the "50 most powerful people in Philadelphia" in 2009 by the *Philadelphia Magazine*

Recipient, Champion of Diversity and Access Award 2009, The Urban STEM Strategy Group

Recipient, PoWer award, Professional Women's Roundtable

Recipient, Community Service Award 2009, Philadelphia Network for Teaching Entrepreneurship

Named University of Utah Distinguished Alumna, 2008

One of the "People to Watch 2007", *Philadelphia Business Journal*

CEO of the University of New Hampshire, New Hampshire's Flagship, land grant, sea grant and

space grant university

Named one of the ten most powerful people in New Hampshire by *Business New Hampshire Magazine*

Honored as Distinguished Alumna, University of Utah College of Humanities

Accomplished research university senior administrator and president with broad and successful experience in fundraising, state and legislative relations, academic administration, budgeting, and planning

Member of private and public governing boards, commissions, and advisory boards

Author of five books and edited volumes, over eighty refereed articles and book chapters and other articles of general interest

Author of over eighty refereed and invited research papers and scholarly addresses

Editor of a major research journal; member of numerous editorial boards and referee for research and scholarly journals

Chief academic and chief operating officer of a private university within a complex and distinguished consortium

Recipient of national, regional, and community awards for career excellence (for example, Business Professional Women Utah Foundation Outstanding Achievement Award; Jack A. Culbertson Award for Outstanding Achievement in Early Career; University Council for Educational Administration, Life-time Achievement Award, University of Utah Graduate School of Education, University of Utah Distinguished Alumna Award)

Organizer, chair, co-chair, respondent, and critic at international, national, and regional scholarly meetings; panelist and reviewer for national and regional research meetings

Member and chair of state-wide policy task forces and national professional and academic policy-making and consultation committees

Consultant for national and international universities and educational leadership organizations

Designer of innovative, collaborative, and interdisciplinary courses for graduate and professional education

Biographee in *Who's Who in America, International Who's Who of Professionals, Who's Who in the East, Who's Who in the West, Who's Who of American Women, Who's Who in Education, 2000 Outstanding Intellectuals of the 21st Century (International Biographical Center, Cambridge)*

Boards, Commissions, and Editorships (selected recent)

- Member, NCAA Presidents' Task Force on Student Well-being, 2011
- Member, PA Governor's 2012 Commission on Higher Education
- Member, PA Tuition Account Program Advisory Board (gubernatorial appointment--2010-present)
- Member, National Association of Professional Women
- Member Campus Philly Honorary Board of Trustees (2011-present)
- Member, Board of Advisors, Citizens Bank Atlantic States region (2010-present)
- Co-chair, Mayor's Council for College and Career Success, Philadelphia (2008 to present)
- Board of Directors, Central Philadelphia Development Corporation (2009-2011)
- Commission on International Programs, National Association of State Universities and Land Grant Colleges, now APLU (chair elect 2005-2007; chair 2007-2009)
- Board of Directors, Association of Public and Land Grant Universities (2007-2010)
- Commission on International Initiatives, ACE (2006-2008)
- Board of Directors, Kimmel Center, Philadelphia, PA (2007-2011); chair of Human Resources Committee (2009-2011)
- Advisory Board, The Network for Teaching Entrepreneurship (2007-present)
- Board of Directors, Greater Philadelphia Life Sciences Congress (2006-2010)
- Board of Directors, Greater Philadelphia Chamber of Commerce (2006-present); Executive Committee of the Board of Directors (2008-present); member, Chamber Education Working Group and Chamber Workforce Development Group
- Member, Board of Directors, Philadelphia African American Museum (2007-present)
- Member, Board of Directors, Avenue of the Arts, Philadelphia (2007-present)
- Member, CEO Council for Growth, Philadelphia (2006-present)
- Member, Board of Trustees, Temple University (2006-present)
- Member, New Hampshire Charitable Foundation (2002-2006)
- Member, Citizens Bank of New Hampshire Board of Directors (2003-2006)
- Member, University System of New Hampshire Board of Trustees
- Member emeritus, University of New Hampshire Foundation Board of Directors
- Member, Mary Hitchcock Memorial Hospital, Dartmouth, NH Assembly of Overseers (2002-2006)
- Member, New Hampshire Public Television Board of Governors (2002-2006)
- Member New Hampshire Council of Universities and Colleges (2002-2006)
- Member, New England Council of Presidents (2002-2006)
- Member, New England Board of Higher Education (2002-2006)
- Member, New Hampshire Post Secondary Education Commission (2002-2006)
- Member, New Hampshire Council on Higher Education (2002-2006)
- Member, Greater Portsmouth Area Chamber of Commerce (2002-2006)
- Member, New Hampshire Seacoast Area NAACP (2002-2006)

- | 2002 – 2005 Commission on Women in Higher Education, American Council of Education.
- 2004 – 2005 National Center for Accelerated Schools
- 1997 - 2001 Graduate Record Examination (GRE) of the Educational Testing Service, Board of Directors, Executive Committee, Finance Committee, and Chair of the Research Committee
- 1995 - 2000 Council of Graduate Schools, Board of Directors and Executive Committee
- 1997 - 1998 Western Association of Graduate Schools, President Elect and 1996 – 1997
- 1994 - 1999 Member, Western Association of Graduate Schools Executive Committee
- 1993 - 1998 Member, Council on Research Policy and Graduate Education and Commission on Human Resources and Social Change, National Association of State Universities and Land Grant Colleges (NASULGC)
- 1992 - 2002 Member, Editorial Board, American Educational Research Journal 1997 - 2002; Educational Administration Quarterly, 1992 - 1995
- 1992 - 1994 Member Executive Committee, and President Elect, University Council for Educational Administration
- 1990 - 1992 Editor, Educational Administration Quarterly; Associate Editor, 1987-90

Education

- 1970 B. S. History, University of Utah, 1970; Phi Beta Kappa, Magna Cum Laude
- 1981 M.A. History, University of Utah, 1981
- 1983 Ph.D. Educational Administration, University of Utah, 1983

Research and Publications

Books and Edited Volumes

- Hart, A. W. (Ed.). (1998). Marriner S. Eccles Biennial Policy Yearbook. Salt Lake City, Utah: University of Utah.
- Leithwood, K., Chapman, J., Corson, D., Hallinger, P., & Hart, A. W. (Eds.). (1996). The international handbook of educational leadership and administration. Dordrecht, The Netherlands: Kluwer.
- Hart, A. W., & Bredeson, P. V. (1996). The Principalsip: Toward professional learning and

practice. New York: McGraw-Hill.

Drew, C., Hardman, M., & Hart, A. W. (1996). Designing and conducting research: Education and Social Science (4th ed.) Boston: Allyn & Bacon.

Hart, A. W. (1993). Principal succession: Establishing leadership in schools. Albany, NY: SUNY Press.

Publications of General Interest (selected)

Hart, A.W. (2007). Second Presidency: Reflections on The ACE OWHE Network. *ACE Network News*, Spring 2007, p. 5.

Hart, A. W. (2005). Success in the classroom and in the community is as important as success on the field. *The New Hampshire Union Leader*, December, 2005. (Also published in *Foster's Daily Democrat*, December 14, 2005).

Hart, A. W. (2005). Speak out, but think about the impact of your words first. *The New Hampshire*, May 3, 2005.

Hart, A. W. (2004). Show support at Take Back the Night March. *The New Hampshire*, April 20, 2004.

Hart, A. W. (2004). Preserve the U.S. Commitment to the Pell Grant, *New York Times* web publication, www.nytimes.com/ref/college/faculty/coll_pres.html.

Hart, A. W. (2004). Another view: UNH thrives through financially challenging times. *The New Hampshire Union Leader*, Guest Commentary, April 30.

Hart, A. W. (2004). UNH offers quality education, despite financial challenges. *Foster's Daily Democrat*, op ed., May 6.

Hart, A. W. (2004). UNH President Urges Responsible Conduct During Playoffs. An open letter to New England College Presidents. *The Manchester Union Leader*, October, 2004

Gittell, R. & Hart, A. W. (2003). UNH will play a critical role in NH's high-tech future. *The Union Leader and New Hampshire Sunday News*. June 25, 2003.

Hart, A. W. (2000). The Individualization of Scholarship in Digital Publication.

Hart, A. W. (1998). Knowledge Production, Dissemination, and Structure in Graduate Education. Denver, CO (www.wiche.edu/wags): Western Association of Graduate Schools.

Hart, A. W. (1998). Scholarly Exchange: The Responsibility to Advance Knowledge in Graduate Education. (www.rgs.vt.edu/resmag/seminars.html) Blacksburg, VA: Virginia Polytechnic and State University. Reprinted in J. Eaton (Ed.). (2001). Scholarship in the electronic age. Blacksburg, VA: Virginia Polytechnic Institute and State University.

Articles in Refereed Journals; Chapters in Nationally or Internationally Edited Books

Hart, A. W. (January 2004). Excellence with Frugality: Making It Work at the University of New Hampshire. The Journal for Higher Education Strategists.

Hart, A. W. (1999). Educational leadership: A Field of inquiry and practice. Educational Management and Administration, 27 (3). 323-334.

Smylie, M. A. & Hart, A. W. (1999). School leadership for teacher learning and change: A human and social capital development perspective. In J. Murphy & K. Seashore Louis (Eds.), Handbook of research on educational administration, (pp. 421-442). New York: Longman.

Hart, A. W. & Pounder, D. (1998) Reinventing preparation programs, a decade of activity. In M. Murphy & P. B. Forsyth, Educational administration: A decade of reform, (pp. 115-151). Columbus, MO: UCEA.

Hart, A. W. (1997). Marshaling forces: Collaboration across educator roles. In D. Pounder (Ed.) Collaboration in educational organizations, pp. 89-120. Albany, NY: SUNY Press.

Hart, A. W. & Weindling, D. (1996). Developing successful school leaders. In Leithwood, K., Chapman, J., Corson, D., Hallinger, P., & Hart, A. W. (Eds.), (1996). The international handbook of educational leadership and administration. Dordrecht, The Netherlands: Kluwer.

Hart, A. W. (1995). Reconceiving school leadership: Emergent views. Elementary School Journal, 96(1), 9-28. (Reprinted in Ronit Bogler (1999). Learning and its applications in education. The Open University of Israel Press.)

Clark, D. L., Astuto, T. A., Foster, W., Gaynor, A., & Hart, A. W. (1995). Overview and taxonomy of organizational studies. W. K. Hoy (Ed.). Primis Project in Educational Administration. McGraw-Hill.

Hart, A. W. (1995). Instruction-based teacher work redesign in schools. In S. B. Bacharach & B. Mundell (Eds.), Organizational behavior in educational administration (pp. 151-199). Newbury Park, CA: Corwin Press.

- Hart, A. W. (1994). Creating teacher leadership roles: The impacts of core group support. Educational Administration Quarterly, 30 (4), 472-497.
- Bloswick, D. S., Hart, A. W., & Bonar, L. (1994). Integrating rehabilitation ergonomics into a traditional ergonomics course. Rehabilitation, 3, 102-103.
- Hart, A. W. (1994). Work feature values of today's and tomorrow's teachers: Work redesign as an incentive and school improvement policy. Educational Evaluation and Policy Analysis, 16 (4), 458-473.
- Hart, A. W. (1994). Women ascending to leadership. In Dunlap, D. M., & Schmuck, P.A. (Eds.), Women's leadership in education: An agenda for a new century. Albany, NY: SUNY Press.
- Hart, A. W. (1994). Reflection--a learning technique in preservice education for school administrators. In P. Hallinger, K. Leithwood, & J. Murphy (Eds.) Cognitive perspectives on educational leadership, pp. 213-230. New York: Teachers College Press.
- Hart, A. W. & Murphy, M. J. (1994). Preparing principals to lead in restructured schools. In Thurston, P., & Prestine, N., (Eds.), Advances in Educational Administration, Volume 2. Greenwich, CN: JAI Press Inc.
- Hart, A. W. (1993). Reflection -- An instructional strategy in educational administration. Educational Administration Quarterly, 29 (3), 339-363.
- Hart, A. W. (1993). When is now: A plan of action. In B. Cooper (Ed.), When teachers lead: Implications for administrators, unions, and school organization, pp. 71-84. State College, PA: University Council for Educational Administration.
- Pounder, D. G. & Hart, A. W. (1993). Education personnel issues and initiatives in Utah. In P. Galvin & D. Sperry (Eds.), Conditions of Education in Utah, pp. 89-108. Salt Lake City Utah: Graduate School of Education Policy Center, University of Utah.
- Hart, A. W. (1992). The incentive to teach in Utah: Attracting and retaining the "best and brightest". Salt Lake City, Utah: Graduate School of Education Policy Center, University of Utah.
- Hart, A. W., Sorensen, N. B. & Naylor, K. (1992). Learning to lead: Reflective practice in preservice education. In Fred Wendel (Ed.), Leadership in the profession. pp. 7-24. University Park, PA: University Council for Educational Administration.
- Hart, A. W. (1992). A work redesign view of career ladders in Utah. In Frase, L. (Ed.), Teacher compensation and motivation, pp. 363-412. Lancaster, PA: Technomic Publishing Co., Inc.

- Hart, A. W. (1992). Developing and Assessing the social and organizational influence of principals. Peabody Journal of Education, 68 (1), 37-57.
- Ebmeier, H. & Hart, A. W. (1992). An examination of the effects of a career ladder program on school organizational processes. Educational Evaluation and Policy Analysis, 14 (3), 261-281.
- Welch, M., Sheridan, S., Connell, M., Fuhrman, A., Hart, A. W., & Stoddart T. (1992). Preparing professionals for educational partnerships: An Interdisciplinary approach. Journal of Psychological and Educational Consulting, 3 (1), 1-23.
- Hart, A. W. (1991). Leader succession and socialization: A synthesis. Review of Education Research, 61 (4), 451-474.
- Griffiths, D. E., Hart, A. W., & Blair, B. G. (1991). Still another approach to administration: Chaos Theory. Educational Administration Quarterly, 26, 430-451.
- Hart, A. W. (1991). The professional education of school administrators. Educational Administration Quarterly, 26, 124-131.
- Hart, A. W. (1991). One person's links between administration and the academy. In M. T. Bryant & F. C. Wendel (Eds.), Reform in administrator preparation programs: Individual perspectives, pp. 5-16. University Park, PA: University Council for Educational Administration.
- Hart, A. W. (1990). Managing teacher performance: The role of the administrator. In Reyes, P., (Ed.), Employee commitment, performance, and productivity in educational organizations, pp. 241-276. Beverly Hills, CA: Sage.
- Hart, A. W. (1990). Work redesign: A review of literature for education reform. In Bacharach, S. B. (Ed.), Advances in research and theories of school management, Vol 1., pp. 31-69. Greenwich, CT: JAI Press.
- Hart, A. W. & Murphy, M. J. (1990). Career ladders and work in schools. In Joseph Murphy (Ed.), The educational reform movement of the 1980s: Themes and cases, pp. 215-242. Berkeley, CA: McCutchan.
- Hart, A. W. (1990). Impacts of the school social unit on teacher authority during work redesign. American Educational Research Journal, 27 (3), 503-532.
- Hart, A. W. & Murphy, M. J. (1990). New teachers react to redesigned teacher work. American Journal of Education, 98, 224-250.
- Hart, A. W. (1990). Effective administration through reflective practice. Education and Urban Society, 22 (2), 153-169.

- Hart, A. W. (1988). Attribution as effect: An outsider principal's succession. Journal of Educational Administration, 26 (3), 331-352.
- Hart, A. W. (1988). Career ladders. In Gorton, R. A., Schneider, G. T., & Fisher, J. C. (Eds.), Encyclopedia of school administration and supervision, pp. 47-78. Phoenix, Arizona: The Oryx Press.
- Malen, B., Murphy, M. J., & Hart, A. W. (1988). Restructuring teacher compensation systems: An analysis of three incentive systems. In Alexander, K. (Ed.), American Education Finance Association Yearbook, 1987, pp. 91-142. Cambridge, MA: Ballinger.
- Hart, A. W. (1987). Redesigning work for current and future teachers. In C. Bartell (Ed.), Attracting excellence: Call for teacher incentives, pp. 23-46. Elmhurst, IL: North Central Regional Education Laboratory.
- Hart, A. W. (1987). A career ladder's effect on teacher career and work attitudes. American Educational Research Journal, 24 (4), 479-503.
- Malen, B. & Hart, A. W. (1987). Career ladder reform: A multi-level analysis of initial effects. Educational Evaluation and Policy Analysis, 9 (1), 9-24.
- Hart, A. W. & Ogawa, R. T. (1987). The influence of superintendents on the academic achievement of school districts. Journal of Educational Administration, 25 (1), 72-84.
- Hart, A. W. (1987). Leadership succession: Reflections of a new principal. Journal of Research and Development in Education, 20 (4), 1-11.
- Murphy, M. J. & Hart, A. W. (1986). Career ladder reforms. Teacher Education Quarterly, 13, 50-59.
- Hart, A. W. & Adams, G. V., Jr. (1986). Preservice socialization for teacher career ladders. Journal of Teacher Education, 37 (6), 57-64.
- Hart, A. W. (1986). NASSP's consortium for the performance-based preparation of principals: An update. The University of Utah. NASSP Bulletin, 70, 73-74.
- Ogawa, R. T. & Hart, A. W. (1985). The effect of principals on the instructional performance of schools. Journal of Educational Administration, 23 (1), 59-72.
- Hart, A. W. (1984). Intent vs. Effect: Title VII case law (Part 1). Personnel Journal, 63, 3, 31-49.
- Hart, A. W. (1984). Intent vs. Effect: Title VII case law (Part 2). Personnel Journal, 63, 4, 50-59.

Hart, A. W. (1983). The challenge of academic freedom in the secondary schools. The High School Journal, Dec/Jan, 91-99.

Hart, A. W. (1983). Religion and education: The Scopes controversy in Utah. Utah Historical Quarterly, 51 (2), 183-198.

Other Publications (selected)

Hart, A. W. & Winitzky, N. (1993). Site-based Decision Making. Salt Lake City, UT: Utah Education Consortium.

Hart, A. W. (1991). The workplace values of the best teachers. A review of Teachers at Work: Achieving Success in Our Schools, S. M. Johnson. Teachers College Record, 93(2).

Hart, A. W. (1990). Trends in the preparation and professional development of school administrators: A conceptual review of Educational Administration Quarterly. In C. Bartell, L. Birch & M. Schrup (Eds.), Report of the Proceedings on School Administrator Preparation, pp. 15-21.

Hart, A. W. (1990). Define equity as excellence, a review of Education reform: Making sense of it all, S. B. Bacharach (Ed.). Educational Evaluation and Policy Analysis, 12, 463-468.

Hart, A. W. (1989). Exploring an educational leadership design studio. Newsletter of the National Policy Board on Educational Administration. Charlottesville, VA.

Hart, A. W. (1988). Framing an innocent concept and getting away with it. UCEA Review, 24, 2, 11-12.

Hart, A. W. (1987). An alternative view of an effective school. UASSP Impact, 2, 7-9.

Hart, A. W. & Murphy, M. J. (1987). Planning toward the solidification of a career ladder model in the Salt Lake City School District. Final Report to the United States Department of Education.

Malen, B., Murphy, M. J., & Hart, A. W. (1987). Career ladder reform in Utah: Evidence of impact, recommendations for action. An occasional policy paper sponsored by the Graduate School of Education, University of Utah.

Hart, A. W. & Murphy, M. J. (1986). Career ladders and performance appraisal. National Forum, 66, Spring, 23-26.

Hart, A. W. (1986). Education and professional growth in a field of practice. UASCD Update, April, 3-4.

- Hart, A. W. (1986). The reflective principal. In Ducharme, E., & Fleming, D. S. (Eds.), The rural and small school principalship, pp. 133-138. Chelmsford, MA: Northeast Regional Exchange, Inc., National Institute of Education.
- Hart, A. W. & Adams, G. V., Jr. (1986). The Use of a Career Ladder Supervision, Mentor, and Peer Evaluation Model as a Pre-service Clinical Training Structure for Teachers. NRMERA Researcher, 2, 1, 14-15.
- Hart, A. W. & Hyatt, N. (January 1986). Career ladder survey. A report prepared for the Career Ladder Task Force, Provo School District, Provo, Utah.
- Hart, A. W. & Murphy, M. J. (August 1986). Career Ladders in the Salt Lake City School District: A Study of Implementation. Salt Lake City, UT: Salt Lake City School District and the United States Office of Education.
- Hart, A. W. (January 1986). Utah principals academy. Salt Lake City, UT: Utah State Office of Education.
- Hart, A. W. (September 1985). Clarification is needed in what constitutes schools' academic freedom. University of Utah Review, p. 8.
- Hart, A. W. (1985). Review of Modern Approaches to Understanding and Managing Organizations. Educational Administration Quarterly, 21, 139-143.
- Murphy, M. J. & Hart, A. W. (July 1985). Career ladder reforms. A report prepared for the California Commission on the Teaching Profession.
- Hart, A. W. (December 1984). Case study. In Bossert, S. T., et al. Career Ladders in Utah: A Preliminary Report. Salt Lake City, UT: Utah State Office of Education .

Scholarly Papers and Presentations

Invited Presentations

- Hart, A.W. (2011). The Future of Academic Medicine: Reflections of a University President. Thomas E. Ferris Lecture, University of Minnesota School of Medicine, June 24, 2011.
- Hart, A. W. (2009). Challenges Facing Higher Education in a Time of Economic Stress. Panel presentation at the Pennsylvania Keystone Weekend Conference. Hershey, PA. May 8-9.
- Hart, A. W. (2005). Song and Celebration. Keynote address for the University of Utah Celebration of Women's Week 2005.

- Hart, A. W. (2004). Leading Women: A New Power Paradigm. Panelist for the University of Utah Celebration of Women's Week 2004.
- Hart, A. W. (2003). Developing Leadership in Women Faculty. A Presentation at the annual meeting of the Women Engineering Leadership Institute. Snowbird, Utah. November 6, 2003.
- Hart, A. W. (2003). Universities as Bell Weathers of Climate Change in the Northeast. Presented at the Climate Solutions for the Northeast Conference on Implementing the State and Regional Climate Change Action Plans. May 11-13, 2003.
- Hart, A. W. (2000). Professional Communities. Presented at the Goals 2000 Conference, University of Kentucky, June 15-17.
- Hart, A. W. (2000). Refuge and Renewal: Women Leaders in the Family. Keynote address at the Dies Mulieres in honor of National Women's History Month, The Vivian Webb School, Claremont, CA, March 29.
- Hart, A. W. (2000). The Individualization of Scholarship. Keynote presentation at the Third International Symposium on Electronic Theses and Dissertations: Applying New Media to Scholarship. St. Petersburg, Florida, March 16-18.
- Hart, A. W. (1998). Knowledge Production, Dissemination, and Structure in Graduate Education. Presidential Address presented at the annual meeting of the Western Association of Graduate Schools, March 14, Salt Lake City, Utah.
- Hart, A. W. (1998). Scholarly Exchange: The Responsibility to Advance Knowledge in Graduate Education. Seminar Series on Scholarship in the Electronic World, Virginia Polytechnic and State University, February 2, Blacksburg, VA.
- Hart, A. W. (1997). Leader/follower Interaction. A series of presentations at the University of Tampere and Häme Polytechnic, Finland, September.
- Hart, A. W. (1997). Professional Visualization. A series of presentations at the University of Tampere and Häme Polytechnic, Finland, September.
- Hart, A. W. (1997). University-wide Assessment and Planning. A presentation at the University of Cardiff, UK, October 8.
- Hart, A. W. (1997). Educational Administration and Leadership as a Field of Inquiry and Practice. A presentation at a seminar of the United Kingdom Economic and Social Research Council, University of Cardiff, UK, October 9-10.
- Hart, A. W. (1997). Changing faculty roles: Preparing the future professoriate. A presentation

for the 5th Annual Conference on Faculty Roles and Rewards, Council of Graduate Schools/American Council on Education/PEW, San Diego, CA, Jan. 16-19.

- Hart, A. W. (1997). Academic Freedom, Intellectual Property, and Graduate Education. A presentation for the annual meeting of the Western Association of Graduate Schools, Marina del Rey, California, March.
- Hart, A. W. (1996). Preparing future faculty and innovations in teaching: A synergistic partnership. Presented at the annual meeting of the Council of Graduate Schools, San Francisco, CA, December 11-13.
- Hart, A. W. (1996). Predicting graduate school success: The FAME program and GRE reform. Presented at the annual meeting of the Council of Graduate Schools, San Francisco, CA, December 11-13.
- Hart, A. W. (1995). Power To, Power Over. A presentation for the annual meeting of the Utah Women in Higher Education, November, Salt Lake City.
- Hart, A. W. (1995). Graduate School Innovations -- Structures, student support, and work analyses. Presented at the annual meeting of the Western Association of Graduate Schools, Jackson's Hole, March.
- Hart, A. W. (1994). Culture and Socialization in Graduate Education: A Response. Presented at the annual meeting of the Council of Graduate Schools, Washington, D.C., December.
- Hart, A. W. (1993). Endorsed Leadership. University of Utah DCE Leadership Forum, "Leadership, as 'U' and I See It." April, Salt Lake City, Utah.
- Hart, A. W. (1992). Reflective techniques in preservice administrator preparation -- the design studio. Presented at the Interstudies Institute, Arnhem, The Netherlands, September 7-13.
- Hart, A. W. (1992). Succeeding to Leadership: What research tells us helps women. Paper presented at the annual meeting of the Utah Women's Educational Administrators' Association, September 18, Salt Lake City, Utah.
- Hart, A. W. (1991). Reflection as a learning technique in preservice education for school administrators. Presented at a working conference sponsored by the U.S. National Center for Educational Leadership and the Centre for Leadership Development at the Ontario Institute for Studies in Education -- "Cognition and School Leadership." Vanderbilt University, Nashville, TN, September 26-27.
- Hart, A. W. (1991). Paradigms and Programs: Changing views of educational administration. Presentation to the University Council for Educational Administration Graduate Student Symposium, October, Baltimore, MA.

- Hart, A. W. (1990). Redefining Teaching Roles: Lessons from the Work of Teaching Principals. Paper presented at the Far West Laboratory Discussion on The Challenges of Teaching Principals in Rural Schools. San Francisco, CA., November 12.
- Hart, A. W. (1990). Trends in the preparation and professional development of school administrators. Paper presented at a special conference on the preparation and professional development of school administrators in California, Sacramento, CA, September 27, 28.
- Hart, A. W. (1989). Nurturing mentor teachers' success: The challenge of the school social system. An address to the California Mentor Coordinator Conference, San Francisco, CA., December 11.
- Hart, A. W. (1989). Implementation and maintenance of new instructional leadership roles in the organizational context of the schools. Paper presented at the Holmes Group Mini-conference on Instructional Leadership, University of Kansas, Lawrence, KA., July.
- Hart, A. W. (1988). Have Utah's Students Noticed the Educational Reform or Is There Such a Thing as the Trickle Down Effect? A paper presented at the annual meeting of the Utah Academy of Sciences, Arts, and Letters, St. George, Utah.
- Hart, A. W. (1986). Redesigning Work for Current and Future Teachers. A paper presented at a Seminar on Incentives That Enhance the Teaching Profession: A Discussion of the Policy Issues. North Central Regional Educational Laboratory, Chicago, Illinois.
- Hart, A. W. (1984). Reform Studies in Education: A Mirror of American Culture. A paper presented at the annual meeting of the Utah School Boards Association, Salt Lake City, Utah.
- Hart, A. W. (1981). Utah and the Scopes Trial: A Conservative Irony. A paper presented at the Utah Centennial Foundation, Utah Historical Society, Utah Endowment for the Humanities Symposium, Salt Lake City, Utah.

Refereed Paper Presentations

- Harman, Laurinda, Shapiro, Joan Poliner, Hart, A.W., Stainano-Coico, Lisa. (2010). Moral Literacy: Creating an Ethical and Sustainable Student Leadership Program. Fifth Annual UCEA Conference on Values and Leadership. Ethics, Resilience, and Sustainability: Elements of Learning Focused School Leadership, Umea, Sweden, September 21-24.
- Shapiro, J.P., Hart, A.W., Harman, L.B. & Staiano-Coico, L. (2008). Beyond value-added: The development of moral literacy in a research university. Paper presented at the University Council of Educational Administration convention. Orlando, FL, November 1.
- Hart, L., Hart, A. W., & Drew, C. J. (1998). The Communitarian School: A Social

- Theory/Design Studio Partnership. A paper presented at the annual meeting of the American Educational Research Association, San Diego, CA., April.
- Hart, A. W. (1996). Marshalling forces: Collaboration across educator roles. Paper presented at the annual meeting of the University Council for Educational Administration, Louisville, Kentucky, Oct. 25-26.
- Hart, A. W. (1996). The Development of Educational Leadership and Administration. A paper presented at the annual meeting of the American Educational Research Association meeting, April, New York.
- Bredeson, P. V. & Hart, A. W. (1996). Problems and possibilities in Teaching Educational Leaders Problem Solving Skills. Presented at the annual meeting of the American Educational Research Association, April, New York.
- Hart, A. W. & Bredeson, P. V. (1996). Problem-solving errors of educational leaders. A paper presented at the annual meeting of the American Educational Research Association, April, New York. ERIC document # EA027 784.
- Hart, A. W. & Bredeson, P. V. (1995). Toward a Theory of Professional Visualization. Paper presented at the annual meeting of the American Educational Research Association, April, San Francisco.
- Hart, A. W. (1994). Publishing in EAQ. Paper presented at the annual meeting of the University Council for Educational Administration, Philadelphia, October, 1994.
- Bloswick, D. S., Hart, A. W., & Bonar, L. (1994). Integrating Rehabilitation Ergonomics into a Traditional Ergonomics Course. Paper presented at the Rehabilitation Ergonomics Symposium of the 1994 International Ergonomics Association, Toronto, August 1994.
- Hart, A. W. (1994). Tapping the Social and Organizational Influence of Principals: Evaluating the Effects. Paper presented at the annual meeting of the American Educational Research Association. New Orleans, April.
- Hart, A. W. (1994). Leadership as Social Validation. Paper presented at the annual meeting of the American Educational Research Association. New Orleans, April.
- Hart, A. W. (1993). Learning to Lead: Leading to Learn. Paper presented at the annual meeting of the University council for Educational Administration. Houston, TX, October.
- Nickman, N. A. & Hart, A. W. (1993). Using Service-learning to Create an Experiential System for Didactic Courses. Presented at the annual meeting of the American Association of Colleges of Pharmacy, San Diego, July.

- Hart, A. W. (1993). New Principals: Research, Reflection, and Reaction. Participant and discussant in an experimental format for AERA. Symposium discussion groups on Perspectives on the Preparation and Socialization of School Leaders. American Educational Research Association annual meeting, April, Atlanta, GA.
- Hart, A. W. (1993). Using Service Learning to Teach Diversity. Paper presented at the Enhancing Quality Teaching in Colleges and Universities Conference, the National Center on Postsecondary Teaching, Learning, and Assessment. February 6-9, Charleston, South Carolina.
- Hart, A. W. (1992). Work Feature Values of Tomorrow's Teachers: Work Redesign as an Incentive and School Improvement Policy. Paper presented at the annual meeting of the American Educational Research Association, April, San Francisco, CA. ERIC #EA 012945.
- Hart, A. W. (1992). The Social and Organizational Influence of Principals. Paper presented at the annual meeting of the American Educational Research Association, April, San Francisco, CA. (ERIC # EA 023 944).
- Ebmeier, H. & Hart, A. W. (1992). An Examination of the Effects of a Career Ladder Program on School Organizational Processes. Paper presented at the annual meeting of the American Educational Research Association, April, San Francisco, CA.
- Hart, A. W. & Naylor, K. (1992). A Meeting of the Minds, so to Speak: The Organizational Socialization of Clinical and Academic Faculty. Paper presented at the annual meeting of the American Educational Research Association, April, San Francisco, CA. (ERIC # ED345612, Resources in Education, October, 1992).
- Hart, A. W. (1991). Linking Theory and Practice in an Advanced Doctoral Program in Educational Administration. Presented at the annual meeting of the Utah Association for Supervision and Curriculum Development, November, Salt Lake City, Utah.
- Hart, A. W. (1991). Publishing in EAQ. Paper presented at the annual meeting of the University Council on Educational Administration, October, Baltimore, Maryland.
- Hart, A. W., Sorensen, N. B., & Naylor, K. (1990). Learning to Lead: Reflective Practice in Preservice Education. Paper presented at the annual meeting of the University Council for Educational Administration, Pittsburgh, PA, October.
- Hart, A. W. (June 17, 1990). Reflective practice for better instructional leadership. A paper presented at the Utah Association of Elementary School Principals summer conference.
- Hart, A. W., & Sorensen, N. B. (October 1989). A Design Studio for Educational Leadership: What Might it Look Like?. A paper presented at the annual meeting of the University Council on Educational Administration, Scottsdale, Arizona.

- Hart, A. W. & Murphy, M. J. (1989). New Teachers' Responses to Redesigned Teacher Work. A paper presented at the annual meeting of the American Educational Research Association, San Francisco.
- Murphy, M. J., Hart, A. W., & Walters, L. C. (1989). Satisfaction and Intent to Leave Responses of New Teachers in Target Populations Under Redesigned Teacher Work. A paper presented at the annual meeting of the American Educational Research Association, San Francisco.
- Hart, A. W. & Murphy, M. J. (1989). Work Redesign Where It Happens: Five Comparative Cases of Schools. A paper presented at the annual meeting of the American Educational Research Association, San Francisco.
- Murphy, M. J. & Hart, A. W. (1988). Preparing Principals to Lead in Restructured Schools. A paper presented at the annual meeting of the University Council for Educational Administration, Cincinnati.
- Hart, A. W. (1988). Principal Self-study: Increasing the Successful Succession of Socially Incongruent Principals. A paper presented at the annual meeting of the University Council for Educational Administration, Cincinnati, October 1988.
- Hart, A. W. & Walters, L. C. (1988). Teacher Responses to a Work Redesign: Attitude Indexes from Data Envelopment Analysis. A paper presented at the annual meeting of the American Educational Research Association, New Orleans, Louisiana.
- Hart, A. W. (1988). Work Restructuring Effects on Teacher Career Plans. A paper presented at the annual meeting of the Northern Rocky Mountain Educational Research Association, Jackson Hole, Wyoming.
- Malen, B. M. & Hart, A. W. (1987). Shaping Career Ladder Reform: The Influence of Teachers in the Policymaking Process. A paper presented at the annual meeting of the American Educational Research Association, Washington, D. C.
- Hart, A. W. (1987). Integrating Structure and Meaning for Teacher Work Redesign. A paper presented at the annual meeting of the Northern Rocky Mountain Educational Research Association, Park City, Utah.
- Hart, A. W. (1986). Career Ladder Effects on Attitudes about Teaching Careers, Supervision, and Authority. A paper presented at the annual meeting of the American Educational Research Association, San Francisco.
- Hart, A. W. (1986). Career Ladder Effects on Teacher Career and Work Attitudes. A paper presented at the annual meeting of the Operations Research Society of America and the Institute of Management Science, Miami, Florida.

- Hart, A. W. (1986). Redesigning a Career: Two Comparative Cases. A paper presented at the annual meeting of the American Educational Research Association, San Francisco.
- Hart, A. W. (1986). Career Ladders in Utah: The School Site Perspective. A paper presented at the annual meeting of the American Educational Research Association, San Francisco.
- Hart, A. W., Kauchak, D., & Stevens, D. (1986). Teacher Career Ladder Effects on the Work of the Principal. A paper presented at the annual meeting of the American Educational Research Association, San Francisco.
- Hart, A. W. (1985). Formal Teacher Supervision by Teachers in a Career Ladder. A paper presented at the annual meeting of the American Educational Research Association, Chicago.
- Hart, A. W. & Adams, G. V, Jr. (1985). The Use of a Career Ladder Supervision, Mentor, and Peer Evaluation Model as a Pre-service Clinical Training Structure for Teachers. A paper presented for the annual meeting of the Northern Rocky Mountain Educational Research Association, Jackson Hole, Wyoming.
- Hart, A. W. (1985). Leadership Succession as Social Validation: The View from Inside the Principalship. A paper presented at the annual meeting of the American Educational Research Association, Chicago.
- Hart, A. W. (1984). Career Ladder Investment in School Level Improvement. A paper presented at the annual meeting of the Northern Rocky Mountain Educational Research Association, Jackson Hole, Wyoming.
- Hart, A. W. & Ogawa, R. T. (1984). Superintendents and District Performance. A paper presented at the annual meeting of the American Educational Research Association, New Orleans.
- Hart, A. W. & Ogawa, R. T. (1983). An Exploration of the Effects of School Superintendents on the Instructional Performance of School Districts. A paper presented at the annual meeting of the Northern Rocky Mountain Educational Research Association, Jackson Hole, Wyoming.
- Derr, C. B. & Hart, A. W. (1983). Career Orientations of Prominent Mormon Managers: An Historical View. A paper presented at the annual meeting of the Mormon History Association, University of Kansas.
- Ogawa, R. T. & Hart, A. W. (1983). The Effect of Principals on the Instructional Performance of Schools. A paper presented at the annual meeting of the American Educational Research Association, Montreal, Canada.

Hart, A. W. (1982). Evolution, Creationism, the Moral Majority: Religion and Science in Utah Schools. A Pacific Coast History of Education Society, the University of California at Berkeley.

University-level Fundraising (selected recent)

Responsible for launching and completing the first-ever university-wide capital campaign at Temple University, "Access to Excellence". The campaign was completed in December 2009 during the worst national recession since the great depression, \$80 million above the original goal.

Responsible for planning and executing fund raising at the University of New Hampshire in partnership with the University of New Hampshire Foundation and its Board of Directors. In final planning stages prior to the silent phase of a new UNH capital campaign when moving to Temple University in 2006.

Oversight and supervision of all faculty research and sponsored programs, Claremont Graduate University (i.e., USDOE GAANN grant, \$300,000, applied mathematics, NIH, NSF, DOE). Participation in and oversight over University-level private foundation grant proposals (i.e., Irvine Foundation, \$1.5 million; Parsons Foundation \$500,000; Drucker Archives \$500,000 grant; ongoing private fundraising for schools and departments). Designed and launched \$5 million endowed chair and fellowship campaign for the Arts and \$3 million endowed chair and fellowship campaign for the Humanities, Claremont Graduate University; campaign for the Institute for the Study of the Lyric, Claremont Graduate University).

Graduate fellowship and graduate student support fund raising at the University of Utah.

Selected Previous Service

International, National, and State Service

Numerous state and regional private and public boards.

Association of Independent California Colleges and Universities, Ed.D. State policy review committee, Sacramento, CA, April, 2000.

Participant, PEW National Conference, Re-envisioning the Ph.D. Seattle, WA, April, 2000.

Western Association of Schools and Colleges accreditation site visitation team, the RAND Graduate School, Santa Monica, CA -- November, 1999 chair.

Member, Utah Women's Forum (1995-98)

ETS initiative to establish Institutionally-based Computer Based Testing sites, consultant.

Utah State Board of Regents Task Force on Faculty Workload --1997.

International consultant and invited presenter, University Tampere, Finland, Educational Leadership and leadership preparation -- 1997.

International consultant and invited presenter, ESRC (UK funding education agency) and the

University of Cardiff , Educational leadership and leadership succession -- 1997.
Council of Graduate Schools Task Force on Electronic Theses and Dissertations,
chair -- 1997 - 1999.
University accreditation site visitation teams for the Northwest Association of Schools and
Colleges -- 1994, 1997, 1998.
Chief State School Officers, Administrator Licensing Standards Committee,
consultant -- 1995-1996.
Arnhem, the Netherlands, the Interstudies Institute (1996): *Reflection: Teaching leadership to
school principals through deliberate processes*, consultant.
OISE (Toronto): School reform and work redesign, consultant -- 1993.
Winnipeg, Manitoba: School reform and teacher work redesign, consultant -- 1993.

University Service (University of Utah)

Research Instrumentation Allocation Committee -- 1993 - 1998.
Research Committee -- 1993-1998.
University Teaching Committee -- 1993-1998.
Research Council -- 1993-1998.
Presidential Search Committee --1997.
Academic Senate -- 1993-1996.
Academic Senate Executive Committee -- 1994-1996.
Committee on the Quality of the Academic Experience – 1994 - 1996
Resource Allocation Criteria Committee -- 1994 - 1996.
Project 2000 Steering Committee -- 1996-1998.
Administrative Review of University Academic Advising, chair -- 1994-1995.
Subcommittee on Academic Integrity, NCAA Certification, chair -- 1995-1997.
Task Force on Centers and Institutes, chair -- 1994-1995.
Outreach and Distance Education Oversight Committee -- 1993-1998.
Commission on the Academic Experience -- 1994-1996.
Presidential Commission on the Status of Women -- 1995-1998.
President's Task Force on Child Care, 1993-1994.
Enrollment Management Committee -- 1993-1995.
Institutional Review Board for Research with Human Subjects -- 1991-1993.
University Teaching Committee -- 1991-1992.

College Service (University of Utah)

College Retention ,Promotion, and Tenure Committee -- 1991 - 1993, 1995-1997;
GSE Curriculum Committee -- 1992 -1993, Chair; Member, 1990 – 1992;
University Advisory Committee for Teacher Education -- 1991-1993, chair and member;
Executive Committee, Utah Education Consortium -- 1991-1993, member.

Department Service (University of Utah)

Department Retention, Promotion, and Tenure Committee -- 1989-1998; chair, Department

Fellowship and Awards Committee -- 1993-1996; chair, Faculty Search Committee – 1992; Member, Faculty Search Committee -- 1990-1991; Ed.D. Revision Committee – Department Curriculum Committee -- 1989-1993; chair and Member, Department Graduate Admission Admissions Committee -- 1989-1991; Milton Bennion Fellowship Committee, chair and member -- 1989-1993.

Teaching

University of New Hampshire

The Social Power of Leadership for the 21st Century (Management 898)

Visiting presenter at undergraduate and graduate courses and seminars in Business, Education, and Discovery Inquiry program (Interdisciplinary general education)

University of Utah

Analytic Methods (Ed. Ad. 630)

The History and Role of the Modern University (Ed. Ad. 550)

Qualitative Research Methods (Ed. Ad. 740)

Application of Qualitative Research Methods (Ed. Ad. 741)

Seminar: School Leadership (Ed. Ad. 680)

Research in Educational Administration (Ed. Ad. 780)

Seminar: Issues in Supervision (Ed. Ad. 782)

Perspectives in Educational Administration (Ed. Ad. 620)

Masters Seminar (Ed. Ad. 682)

Seminar on Organizational Development (Ed. Ad. 735)

Analysis of Educational Organizations (Ed. Ad. 624)

Staff Development in Education (Ed. Ad. 640)

Collaborative Decision Making and Conflict Management (Ed. Ad. 646 and Ed. Psych 640)

Seminar in Organizational Theory (Ed. Ad. 737)

Seminar in Organization Development (Ed. Ad. 735)

Core Applied Seminar -- Field Applications of Organizational Theory (Ed. Ad. 760)

Seminar in Educational Leadership -- Theory and Research (Ed. Ad. 739)

Core Applied Seminar in Educational Leadership (Ed. Ad. 763)

New Courses Developed

The Social Power of Leadership for the 21st Century

The Modern University. Undergraduate course was developed in conjunction with the officers

of the Associated Students of the University of Utah. It included a core curriculum on the history, functions and role of modern universities and guest lectures from state and university leaders on their work, the challenges of the future, the role of the University of Utah in the state education community, and leadership in the university community.

Design Studio for Educational Leadership . Graduate course that changed the traditional Seminar in the Principalship and restructured it as a problem-based experience requiring students to directly apply knowledge obtained in their academic program to problem solving in schools. Expert coaches worked with students whose work was critiqued by a panel of experts.

Collaboration and Conflict Management in Education. Graduate/Undergraduate. This course was collaboratively developed using a cross-disciplinary model for studying and applying collaboration, conflict management, and problem solving. Faculty co-teach (not turn-teach) the course and model the principles of collaboration and conflict management. Problem solutions and action are a major focus of the course. Cross-listed with Educational Psychology, Special Education, and Educational Studies.

Student Advising

Member, numerous doctoral dissertation and master's thesis committees at the University of Utah, Claremont Graduate University, and the University of New Hampshire