

Alan R. Shoho**Curriculum Vitae****Educational Background**

8/90 Doctor of Education in Secondary Education with emphasis in educational research methodology, Arizona State University

Dissertation: *Americanization through public education of Japanese Americans in Hawaii: 1930-1941*. Chaired by Dr. Susanne Shafer. Awarded the Horace Rackham Dissertation of the Year from the University of Michigan (1990).

12/85 Master of Education and Professional Diploma (Fifth year Education teaching certificate) in Curriculum and Instruction with emphasis in mathematics education, University of Hawaii

Thesis: *High school student attitudes toward mathematics*. Chaired by Dr. Frank Brown

5/81 Bachelor of Science in Electrical Engineering with emphasis in digital design circuitry, California State University at Fullerton

Leadership Professional Development Programs

2012-13 [American Council of Education Fellow](#)
 2011-12 [Leadership North East Independent School District](#)
 2009-2010 [Leadership UTSA](#)
 2007-2008 [Leadership San Antonio](#)

Work Experience

1/21 – present Sabbatical (1/21 to 1/22), Professor with tenure, School of Education (SOE), Department of Administrative Leadership, University of Wisconsin-Milwaukee.

4/15 – 12/20 Dean, Special Assistant to Provost for University/School/Community Relations and Professor with tenure, School of Education (SOE), Department of Administrative Leadership, University of Wisconsin-Milwaukee.

Responsibilities:

Provided leadership, strategic vision, direction, and assured quality of all academic programs and faculty in the School of Education -- the 4th largest and most diverse of the twelve colleges and schools that comprise the University, generating 18 percent of the University's semester credit hours (over 30,000 each semester), accounting for 15 percent of declared majors (1,426 students), and conferring 16 percent the institution's undergraduate degrees. The disciplines represented in the School of Education included the Administrative Leadership (higher education, K-12 leadership, and adult and continuing education), Educational Policy and Community Studies, Educational Psychology (counseling psychology, school psychology, learning development), and Teaching and Learning (all teacher education programs, American Sign Language, Deaf and Hard of Hearing). The College offered more than 25 programs of study and nearly one dozen graduate degrees. Led academic budget and staffing plans for the college which consists of \$10 million annually. Recruited and evaluated four department chairs, one associate dean, two assistant deans, forty-five full-time tenured and tenure-track faculty and sixty-eight staff persons.

- Responsible for a budget of \$10M with approximately 45 faculty and 68 staff members.
- Fostered external relations including developing partnerships, fundraising, engaging alumni, and raising the school's visibility locally, nationally, and internationally.
- Managing budget, marketing, and program data for strategic planning
- Communicating and fostering stakeholder relationships
- Developed regular community and alumni engagement activities
- Responsible for creating new school district/university partnership
- Developed contextual recommendations based on Nathan Grawe's *The Agile College* to address looming demographic challenges, e.g., early college academies embedded within school district/university partnerships.

Accomplishments:

- Inherited \$1M structural deficit and eliminated it within two years
- Eliminated \$2.4M carryforward debt within three years
- Increased student enrollment after eight years of continuous decline
- Optimized a \$10,000 recruiting budget for the college's undergraduate program by developing new recruitment strategies through a targeted digital marketing campaign (Google AdWords) to increase enrollment by 10%
- Identified graduate programs and recruitment strategies through (Burning Glass and Google AdWords) to increase graduate enrollment by 10%
- Strengthened faculty and [student diversity in the school](#)
- Facilitated a diversity, equity, and inclusion student effort to improve culturally responsive practices in our courses
- Fostered and created "Grow Your Own" teacher and Early College High School pipeline initiatives to increase enrollment
- Launched a "Girls that Code" Middle School African American program
- Created shared governance structure for staff employees
- Expanded interdisciplinary research opportunities
- Re-organized administrative support and advising staff structure
- Fostered a strategic enrollment action planning process
- Elevated faculty and staff professional development
- Initiated new retention efforts like first year experience, 30 credits to finish, micro-scholarships, early alert system, peer mentoring, and living learning communities for SOE students
- Developed new revenue sources and enhanced the fundraising and friendraising profile of the School of Education; Garnered \$2.5M gift for Endowed Chair in Educational Psychology; \$1.5M Chair for Urban Education; and \$1M gift for endowed early childhood professorship. Increased annual giving every year during tenure from \$500K to \$2.4M. Raised \$18M since becoming Dean including over \$13M in scholarships for students including an emergency fund.

9/13 – 3/15

Associate Vice Provost for Academic and Faculty Support, University of Texas at San Antonio, Office of the Provost. Responsibilities and accomplishments include:

- Designed, facilitated, and provided administrative oversight and support for the implementation of a university wide mentoring program
- Developed tenure and promotion workshop by college using speed dating

- Coordinated periodic events for new faculty (i.e., luncheons, brown-bag events featuring topics of interest).
- Provided support for the New Faculty Orientation and New Chair Training as well as act as a liaison for all new faculty members.
- Facilitated and provided oversight for faculty recognition program.
- Organized and initiated new faculty support groups (e.g., Faculty Parents, LGBTQ, and International Faculty/Spouses)
- Acted as liaison for Academic and Faculty Support to the Faculty Center
- Developed ways to support tenured faculty to achieve their maximum capabilities.
- Designed and implemented changes in structural changes in curriculum and program oversight at the Downtown campus.
- Worked on revising and updating Handbook of Operating Procedures (HOP) policies
- Assisted with administering grievance policy
- Other duties as assigned by the Vice Provost or Provost for Academic Affairs

8/12 – 8/13

American Council on Education Fellow

Host Institution: University of North Carolina at Charlotte

Host Mentors: Dr. Philip Dubois, Chancellor and Dr. Joan Lorden, Provost and Vice Chancellor for Academic Affairs

Responsibilities: Assessing Student Success Initiatives for Cost Effectiveness

Specific Fellowship Learning Goals:

- Strategic planning and advancement
- Fiscal management
- Student success initiatives
- Faculty success initiatives

Accomplishments and Activities:

- Observed and participated in the Chancellor and Provost senior level meetings at University of North Carolina at Charlotte, reviewed documents related to all events and meetings, and worked with senior level executives and administrative staff in the Offices of the Chancellor and Provost.
- Conducted individual interviews with campus leadership counterparts with UTSA's for the ACE Interview Project
- Assisted with UTSA's Graduation Retention Improvement Plan (GRIP)
- Analyzed low enrollment degree programs
- Analyzed cost per degree at UNC Charlotte
- Analyzed disciplinary actions across professional fields including higher education, law, architecture, medicine, and veterinary medicine.
- Produced a report including all expenses and factors to consider associated with the developing a full marching band
- Co-chaired Top Scholars 4-year Value-added programming subcommittee
- Assisted with executive summary of new faculty experiences and how to improve
- Conducted campus visits and meeting with Presidents/Chancellors
- Conducted cost benefit analysis on 49er Rebound program

- Conducted cost benefit analysis on UNC Charlotte Learning Communities
- Conducted analysis of academic integrity procedures from UNC General Administration

9/94 – 3/15 Professor with tenure, (Associate Professor, 9/00 – 8/07; Assistant Professor, 9/94 – 8/00) University of Texas at San Antonio, Department of Educational Leadership and Policy Studies in the College of Education and Human Development

1/08 – 6/09
9/01 – 9/04 Graduate Advisor of Record, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies in College of Education and Human Development

Responsibility: Supervised all Master's Level programs including assigning advisors, overseeing the comprehensive exam process, orientation, and TExES Principal certification exam workshops

9/98 - 9/01 Program Coordinator/Department Chair, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies in College of Education and Human Development

Responsibilities included: Assigning all faculty assignments and scheduling as well as day-to-day oversight of the K-12 educational leadership program. Facilitated the start of the 2nd doctoral program at UTSA.

5/98 - 8/00 Associate Director, Metropolitan Research and Policy Institute, University of Texas at San Antonio. Responsible for coordinating educational research and policy analysis for education area

Responsibility: Develop research and policy initiatives for educational issues impacting the San Antonio community. Facilitated a national forum on school vouchers on PBS.

9/91 – 8/94 Assistant Professor, tenure-track, University of Portland, School of Education

1984 – 1986 High School Math Teacher, Hawaii Department of Education

1981 – 1984 Member of Technical Staff (MTS), Electrical Engineer, Rockwell International

1979 – 1981 Junior Member of Technical Staff, Electrical Engineer, Hughes Aircraft Company

Scholarly Areas of Research Interest

Novice Principals and Assistant Principals; Leadership Preparation; High School Social Processes

Publications

Books

Bowers, A. J., Shoho, A. R., & Barnett, B. G. (Editors) (2015). *Challenges and Opportunities of Educational Leadership Research and Practice: The State of the Field and Its Multiple Futures*. Charlotte, NC: Information Age Publishing.

Bowers, A. J., Shoho, A. R., & Barnett, B. G. (Editors) (2014). *Using Data in Schools to Inform Leadership and Decision Making*. Charlotte, NC: Information Age Publishing.

Barnett, B. G., Shoho, A. R., & Bowers, A. J. (Editors) (2013). *School and district leadership in an era of accountability*. Charlotte, NC: Information Age Publishing.

Barnett, B. G., Shoho, A. R., & Tooms, A. K. (Editors) (2012). *The changing nature of instructional leadership in the 21st century*. Charlotte, NC: Information Age Publishing.

Shoho, A. R., Barnett, B. G., & Tooms, A. K. (Editors) (2012). *Examining the assistant principalship: New puzzles and perennial challenges for the 21st century*. Charlotte, NC: Information Age Publishing.

Shoho, A. R., Barnett, B. G., & Tooms, A. K. (Editors) (2010). *The challenges for new principals in the 21st century: Developing leadership capabilities through professional support*. Charlotte, NC: Information Age Publishing.

Book Chapters

Bowers, A. J., Shoho, A. R., & Barnett, B. G., (2015). Introduction. In A. J. Bowers, A. R. Shoho, and B. G. Barnett (Editors), *Challenges and Opportunities of Educational Leadership Research and Practice: The State of the Field and Its Multiple Futures*. Charlotte, NC: Information Age Publishing.

Bowers, A. J., Shoho, A. R., & Barnett, B. G., (2014). Introduction. In A. J. Bowers, A. R. Shoho, and B. G. Barnett (Editors), *Using Data in Schools to Inform Leadership and Decision Making*. Charlotte, NC: Information Age Publishing.

Barnett, B. G., Shoho, A. R., & Bowers, A. J. (2013). Introduction. In B. G. Barnett, A. R. Shoho, and A. J. Bowers (Editors), *School and district leadership in an era of accountability*. Charlotte, NC: Information Age Publishing.

Barnett, B. G., Shoho, A. R., & Tooms, A. K. (2012). Introduction. In B. G. Barnett, A. R. Shoho, and A. K. Tooms (Editors), *The changing nature of instructional leadership in the 21st century*. Charlotte, NC: Information Age Publishing.

Shoho, A. R., Barnett, B. G., & Tooms, A. K. (2012). Introduction. In A. R. Shoho, B. G. Barnett, and A. K. Tooms (Editors), *Examining the Assistant Principalship: New Puzzles and Perennial Challenges for the 21st Century* (pp. TBD). Charlotte, NC: Information Age Publishing.

Shoho, A. R., Barnett, B. G., & Tooms, A. K. (2010). Introduction. In A. R. Shoho, B. G. Barnett, and A. K. Tooms (Editors), *The Challenges for New Principals in the 21st Century: Developing Leadership Capabilities through Professional Support* (pp. ix-xvii). Charlotte, NC: Information Age Publishing.

Shoho, A. R., Merchant, B. M., & Lugg, C. A. (2010). Social justice: Seeking a common language. In F. English (Ed.), *Handbook of Educational Leadership* (2nd edition). Thousand Oaks, CA: Sage Publications.

Merchant, B. M., & Shoho, A. R. (2009). Bridge people: Civic and educational leaders for social justice. In C. Marshall & M. Oliva (Eds.), *Leadership for Social Justice: Making Revolutions in Education* (2nd edition, pp. 120-138). Boston: Pearson Allyn & Bacon.

Barnett, B. G., Copland, M., & Shoho, A. R. (2009). The use of internship in preparing principals. In G. Crow, J. Murphy, R. Ogawa, & M. Young (Eds.), *Handbook of Research on Leadership Education* (pp. 371-394). Mahwah, NJ: Lawrence Erlbaum.

- Lad, K., Browne-Ferrigno, T., Shoho, A., & Gulek, J. C. (2007). Admissions to university-based preparation programs: Faculty assessments of current practices and implications for navigating the future. In L. K. Lemasters & R. Papa (Eds.), *At the Tipping Point: Navigating the Course for the Preparation of Educational Administrators* (pp. 241-255). Fifteenth Annual Yearbook of the National Council of Professors of Educational Administration. Lancaster, PA: ProActive Publications.
- Merchant, B. M., & Shoho, A. R. (2005). Bridge people: Civic and educational leaders for social justice. In C. Marshall & M. Oliva (Eds.), *Leadership for Social Justice: Making Revolutions in Education* (pp. 85-109). Boston: Pearson Allyn & Bacon.
- Shoho, A. R., Merchant, B. M., & Lugg, C. A. (2005). Social justice: Seeking a common language. In F. English (Ed.), *Handbook of Educational Leadership* (pp. 47-67). Thousand Oaks, CA: Sage Publications.
- Knezek, G., Christensen, R., Hancock, R., & Shoho, A. R. (2005). A will, skill, tool model of technology integration. In C. Morales, G. Knezek, R. Christensen, & P. Avila (Series Eds.), *The Will Skill, Tool Model of Technology Integration, A Conceptual Approach to Teaching and Learning with Technology* (pp. 13-36). Mexico: Instituto Latinoamericano de la Comunicacion Educativa.
- Merchant, B. M., & Shoho, A. R. (2004). Bridge people: Leaders for social justice. In J. Collard & C. Reynolds (Eds.), *Leadership, Gender and Culture in Education*. Berkshire, England: Open University Press.
- Browne-Ferrigno, T., & Shoho, A. R. (2004). Careful selection of aspiring principals: An exploratory analysis of leadership preparation program admission practices. In C. Carr & C. Fulmer (Eds.), *Educational Leadership: Knowing the Way, Showing the Way, Going the Way* (pp. 172-189). Twelfth Annual Yearbook of the National Council of Professors of Educational Administration. Lanham, MD: Scarecrow Education.
- Shoho, A. R., & Smith, P. A. (2004). An exploratory analysis of faculty trust in higher education. In W. K. Hoy, & C. G. Miskel (Series Eds.), *Educational Administration, Policy, and Reform: Research and Measurement* (pp. 279-303). Greenwich, CT: Information Age Publishing.
- Shoho, A. R. (2002). A comparison of burnout between general and special education teachers. In G. Gates, M. Wolverton, W. Gmelch, & C. Schwartz (Series Eds.) G. Gates, & M. Wolverton (Vol. Eds.), *Research on Stress and Coping in Education: Vol. 1. Toward Wellness: Prevention, Coping and Stress* (pp. 143-158). Greenwich, CT: Information Age Publishing.
- Knezek, G., Christensen, R., Hancock, R., & Shoho, A. R. (2001). A will, skill, tool model of technology integration. In C. Morales, G. Knezek, R. Christensen, & P. Avila (Series Eds.), *Users Views of New Information Technologies in Education Studies from Multiple Nations* (pp. 233-256). Mexico: Instituto Latinoamericano de la Comunicacion Educativa.
- Shoho, A. R. (1999). Preface to *Twenty-five years after Rodriguez: What have we learned?* (by William S. Koski and Henry M. Levin). San Antonio: Metropolitan Research and Policy Institute.
- Shoho, A. R. (1995). Notable Asian Americans in education. In S. Gall & I. Natividad (Eds.), *The Asian American Almanac* (pp. 496-506). Detroit: Gale Research.

Journal Articles (Blind Peer Review Refereed)

- Sun, A., & Shoho, A. R. (2017). Assistant principals' perceptions of value added to school success.

- Journal of School Leadership*, 27(4), 456-490.
- Barnett, B. G., Shoho, A. R., & Okilwa, N. (2017). Assistant principals' perceptions of meaningful mentoring and professional development opportunities. *International Journal of Mentoring and Coaching in Education*, 6(4), 285-301.
- Mitchell, A., & Shoho, A. R. (2017). High school teachers' perceptions of school change and its implications for student achievement. *Leadership and Policy in Schools*, 16(3), 431-454.
- Shoho, A. R. (2014). Investing in the search process: Attracting the best candidates. *Academe* 100(6), 27-30.
- Taggart, A., & Shoho, A. R. (2013). Attracting the right students to a magnet school: Risking aspirations or swallowing one's beliefs. *Journal of Cases in Educational Leadership*, 16, 20-32.
- Crow, G., Witherspoon-Arnold, N., Reed, C., & Shoho, A. R. (2012). The complexity of leveraging university program change. *Journal of Research on Leadership Education*, 7, 172-194.
- Shoho, A. R., Barnett, B. G., & Martinez, P. (2012). Enhancing "OJT" internships with interactive coaching. *Planning and Changing*, 43(1/2), 161-182.
- Oleszewski, A., Shoho, A. R., & Barnett, B. G. (2012). The development and training of assistant principals: A review of the literature. *Journal of Educational Administration*, 50(3), 264-286.
- Barnett, B. G., Shoho, A. R., & Oleszewski, A. (2012). The job realities of beginning and experienced assistant principals. *Leadership and Policy in Schools*, 11(1), 92-128.
- Shoho, A. R., & Oleszewski, A. (2011). At-risk student mobility in an urban elementary school: Effects on academic achievement. *ERS Spectrum*, 28(4), 1-12.
- Shoho, A. R., & Barnett, B. G. (2010). The realities of new principals: Challenges, joys, and sorrows. *Journal of School Leadership*, 20(5), 561-596.
- Woods, J., & Shoho, A. R. (2010). The forgotten aspect of communication: Examining the listening skills of school administrators. *Journal of School Public Relations*, 30, 149-164.
- Harmon, J., Keehn, S., & Shoho, A. R. (2008). A study of readers theater in eighth grade: Issues of fluency, comprehension and vocabulary. *Reading and Writing Quarterly*, 24(4), 335-362.
- Smith, P. A., & Shoho, A. R. (2007). Higher education trust, rank, and race: A conceptual and empirical analysis. *Innovative Higher Education*, 32(3), 125-138.
- Shoho, A. R., & Woods, B. T. (2007). Putting the cart before the horse: The unintended consequences of the 4x4 policy. *Texas Study of Secondary Education*, 16, 33-35.
- Browne-Ferrigno, T., Shoho, A. (2006). Preparing principals for high-need rural schools: A central office perspective about collaborative efforts to transform school leadership. *Journal of Research in Rural Education*, 21(1), 1-16.
- Shoho, A. R. (2006). The price of departmental harmony: Two steps forward, one step back. *Journal of Cases in Educational Leadership*, 9(3), 32-38.

- Dayton, J., & Shoho, A. R. (2006). When bad departments happen to good people. *Journal of Cases in Educational Leadership*, 9(3), 64-73.
- Fossey, R., & Shoho, A. R. (2006). Educational leadership preparation programs: In transition or in crisis? *Journal of Cases in Educational Leadership*, 9(3), 3-11.
- Fossey, R., Shoho, A. R., & Dantley, M. E. (2006). Special issue: Educational leadership as a scholarly discipline: Is the field in transition or is it in crisis? *Journal of Cases in Educational Leadership*, 9(3), 1.
- Garza, E. N., Barnett, B. G., Merchant, B. M., Shoho, A. R., & Smith, P. A. (2006). The urban school leaders collaborative: A school-university partnership emphasizing instructional leadership and student and community assets. *International Journal for Urban School Leadership*, 1, 14-30.
- Shoho, A. R. (2006). Preface to special issue entitled "The role of social justice in educational administration programs: Implications for professors and practitioners." *Journal of Educational Administration*, 44(3), 193-195.
- Lugg, C. A., & Shoho, A. R. (2006). Dare public school administrators build a new social order?: Social justice and the possibly perilous politics of educational leadership. *Journal of Educational Administration*, 44(3), 196-208.
- Ruff, W. G., & Shoho, A. R. (2005) Understanding instructional leadership through the mental models of three elementary school principals. *Educational Administration Quarterly*, 41(3), 554-577.
- Mittag, K. C., Shoho, A., & Lien, V. (2004). Describing and evaluating an exemplary mathematics elementary staff development project. *School Science and Mathematics*, 104(4), 145-154.
- Bell, L. A., Thomas, S., Shoho, A. R., & Pizzolato, J. (2004). Special issue on accountability and equity. *American Educational Research Journal*, 41(3), 497-499.
- Martin, N. K., Shoho, A. R., & Yin, Z. (2003). Attitudes and beliefs regarding classroom management styles: The impact of teacher preparation versus experience. *Research in the Schools*, 10(2), 29-34.
- Hugdahl, T., Huggins, L., & Shoho, A. R. (2001). Learning to read: The effects of two reading programs on elementary school student academic achievement and student attitudes. *ERS Spectrum*, 19(4), 26-33
- Ryniker, D. H., & Shoho, A. R. (2001). Student perceptions of their elementary classrooms: Montessori vs. traditional environments. *Montessori Life*, 13(1), 45-48.
- Van Reusen, A., Shoho, A. R., & Barker, K. (2001). High school teachers attitudes toward inclusion. *The High School Journal*, 84(2), 7-20.
- Shoho, A. R., & Van Reusen, A. (2000). Meeting the challenges of teacher resistance to high school inclusion programs. *Journal of Special Education Leadership*, 13(2), 3-14.
- Calabrese, R. L., & Shoho, A. R. (2000). Recasting educational administration programs as learning organizations. *The International Journal of Educational Management*, 14(4-5), 210-215.

- Shoho, A. R., & Martin, N. K. (1999). A comparison of alienation among alternatively and traditionally certified teachers. *ERS Spectrum*, 17(3), 27-33.
- Shoho, A. R., Katims, D., & Meza, P. (1998). The alienation of special education teachers. *ERS Spectrum*, 16(4), 18-23.
- Shoho, A. R., Katims, D., & Wilks, D. (1997). Perceptions of alienation among students with learning disabilities in inclusive and resource settings. *The High School Journal*, 81(1), 28-36.
- Shoho, A. R. (1996). A cross-cultural analysis of math Olympians from China, Taiwan, and the United States. *International Journal of Educational Research*, 25(6), 575-582.
- Shoho, A. R. (1996). Foreign language schools: Aid or hindrance to the Americanization process? *National Association of Bilingual Education (NABE) News*, 20(1), 17-19.
- Calabrese, R., Zepeda, S., & Shoho, A. R. (1996). Decision making: A comparison of group and individual decision making differences. *Journal of School Leadership*, 6(5), 555-572.
- Shoho, A. R. (1995). Japanese language school: Aid or hindrance to the Americanization of Japanese Americans in Hawaii. *Pacific Proceedings*, 2-3, 27-45.
- Shoho, A. R. (1994). A historical comparison of parental involvement of three generations of Japanese Americans (Isseis, Niseis, and Sanseis) in the education of their children. *Journal of Applied Developmental Psychology*, 15(3), 305-311.
- Shoho, A. R. (1989). Mary Wollstonecraft: Vindicator of human rights. *Review Journal of Philosophy and Social Science*, 14(1-2), 42-51.

Scholarly Publications (Non-Refereed)

- DeMatthews, D., & Shoho, A. R. (2020). [Texas should seize this chance to reinvent its schools](#). Denton Record-Chronicle, May 19, 2020.
- DeMatthews, D., & Shoho, A. R. (2020). [Texas should seize this chance to reinvent its schools](#). Austin Statesman, May 15, 2020.
- Shoho, A. R., & Marley, R. L. (2013). [Shared efficiencies in troubled times](#). *ACE Fellows Newsletter for Council of Fellows*, 34(1), 3,7.
- Dubois, P. L., & Shoho, A. R. (2013). UNC Charlotte is a great value, despite Kiplinger's rankings. Charlotte Observer, February 14, 2013.
<http://www.charlotteobserver.com/2013/02/14/3855560/unc-charlotte-is-a-great-value.html>
- Shoho, A. R. (2011). *Presidential address: Rise? or Demise?* *UCEA Review*, 52(1), 1-8.
- Barnett, B. G., Shoho, A. R., & Copland, M. (2010). Using internship in the preparation of school leaders. *Implications from UCEA*, TBD.
- Shoho, A. R. (2009). EC minute. *UCEA Review*, 50(3), 8-9.
- Shoho, A. R. (2009). EC minute. *UCEA Review*, 50(2), 17-18.

- Shoho, A. R. (2008). Letters to the next President from UCEA. *UCEA Review*, 49(3), 5-6.
- Young, M., Crow, G., English, F., Tillman, L., Jacobson, S., Lugg, C., Shoho, A., Murtadha, K., Scheurich, J., & Dantley, M. (2007). Contextualizing the preparation of school leaders: Thoughts on preparing school leaders for a changing world. *UCEA Review*, 46(2), 4-5.
- Murakami-Ramalho, E., & Shoho, A. R. (2006). Learning from the UCEA application process: University of Texas at San Antonio's experience. *UCEA Review*, 45(2), 26-27.
- Lugg, C. , & Shoho, A. R. (2002). UCEA review revisits the work of the National Commission for the advance of excellence in educational administration. *UCEA Review*, 42(2), 1-2.
- McLeod, S., Brinson, K., Hackmann, D., Shoho, A., Johnson, B., & Collins, L. (2002). *UCEA job search handbook: Tips and techniques for aspiring faculty*. Retrieved [date] from the University Council for Educational Administration web site: <http://www.ucea.org>
- Ruff, W. G., & Shoho, A. R. (2002). Exploring new teacher induction relationships: A path to establishing a dominant organizational model for schools. *ERIC Clearinghouse on Educational Management*.
- Ruff, W. G., Shoho, A., & Calabrese, R. (2001). Organizational defense routines: The effect of implementing state-mandated policies. *ERIC Clearinghouse on Assessment and Evaluation*.

Work under Review

- Berger, G., & Shoho, A. R. (under revision). High school teachers' perceptions of school change and its implications for school climate. Submitted to *NASSP Bulletin*.
- Shoho, A. R. (under review after 2nd revision). Ethical leadership: The principalship of Miles Cary at McKinley ("Tokyo") high school. Submitted to *Vitae Scholasticae*.
- Salinas, M., & Shoho, A. R. (under development). High school teacher perceptions of principal influence and organizational change. To be submitted to *Journal of School Leadership*.

Scholarly Presentations

- Shoho, A. R. (2021). *Interested in becoming a Dean: Learn about the Job and How to get a Deanship*. Presentation at the University Council for Educational Administration Annual Conference, Columbus, OH.
- Shoho, A. R. (2019). *Dealing with Difficult Faculty: Shared Governance*. Presentation at the Council of Academic Deans from Research Education Institutions. Tampa, FL.
- Barnett, B. G., Shoho, A. R., & Okilwa, N. (2017). *Significant Mentoring and Professional Development Experiences for Assistant Principals*. Presentation at American Educational Research Association Conference, San Antonio, TX.
- Shoho, A. R., Barnett, B. G., & Martinez, P. (2012). *Enhancing "OJT" internships with interactive coaching*. Presentation at University Council for Educational Administration Annual Conference, Denver, CO.
- Barnett, B. G., Shoho, A. R., & Oleszewski, A. (2011). *The job realities of beginning and experienced assistant principals*. Presentation at University Council for Educational Administration Annual Conference, Pittsburgh, PA.

- Oleszewski, A., Shoho, A. R., & Barnett, B. G. (2011). *Research on assistant principals: A review of the literature*. Presentation at University Council for Educational Administration Annual Conference, Pittsburgh, PA.
- Barnett, B. G., Shoho, A. R., & Oleszewski, A. (2011). *Job realities of beginning and experienced assistant principals*. Presentation at the British Educational Leadership, Management and Administration Society Conference, Wyboston Lakes, England.
- Shoho, A. R., Barnett, B. G., Young, M. Y., & Fuller, E. (2011). *Developing assistant principals for the principals*. Presentation at the Texas Association for School Administrators Midwinter Conference, Austin, TX.
- Shoho, A. R. (2010). *Rise? or Demise?* Presidential Address at University Council for Educational Administration Annual Conference, New Orleans, LA.
- Barnett, B. G., & Shoho, A. R. (2010). *Developing twenty-first century leaders*. Presentation at Texas Education Agency Focus Forward Conference, Austin, TX.
- Young, M. D., O'Doherty, A., & Shoho, A. R. (2010). Leadership for student learning: Quality university preparation linked to leadership performance. Presentation at Texas Association of School Board's 2010 Summer Leadership Institute, San Antonio, TX.
- Shoho, A. R., & Barnett, B. G. (2010). *Changing realities of novice and experienced assistant principals*. Paper presented at the American Educational Research Association, Denver, CO.
- Fuller, E. J., Young, M. D., & Shoho, A. R. (2010). *Assistant principal and principal attrition*. Paper presented at the American Educational Research Association, Denver, CO.
- Shoho, A. R. (2010). *Principal preparation for the 21st century*. Presentation at the Texas High School Leadership Forum, Bastrop, TX.
- Barnett, B. G., & Shoho, A. R. (2010). *Changing Realities of Beginning and Experienced Assistant Principals*. Paper presented at Hawaii International Conference, Honolulu, HI.
- Shoho, A. R., & Barnett, B. G. (2009). *Texas high school project*. Invited presentation at the Texas Education Association Principal Leadership Symposium, Austin, TX.
- Shoho, A. R., Woods, J., & Smith, P. A. (2007). *The forgotten dimension of communication: Examining the listening skills of school administrators*. Paper presented at annual meeting of the American Educational Research Association, Chicago, IL.
- Shoho, A. R., & Barnett, B. G. (2006). *Texas high school project: Pilot principal certification program for urban high schools*. Symposium presented at annual meeting of the University Council for Educational Administration, San Antonio, TX.
- Shoho, A. R., Woods, J., & Smith, P. A. (2006). Is anyone listening: The dichotomous perspective of school administrator listening skills. Paper presented at annual meeting of the University Council for Educational Administration, San Antonio, TX.

- Shoho, A. R., & Barnett, B. G. (2006). *The challenges of new principals: Implications for preparation, induction, and professional support*. Paper presented at annual meeting of the American Educational Research Association, San Francisco, CA.
- Lugg, C., & Shoho, A. R. (2005). *Dare educational leaders build a new social order?* Symposium presented at annual meeting of the University Council for Educational Administration, Nashville, TN.
- Shoho, A. R. (2005). *Leadership, democracy, and social justice: Beginning a cross-border dialogue*. Conversation presented at annual meeting of the University Council for Educational Administration, Nashville, TN.
- Smith, P. A., & Shoho, A. R. (2005). *Cracks in the mortar: Higher education faculty trust, rank, race and the future of leadership preparation*. Paper presented at annual meeting of the University Council for Educational Administration, Nashville, TN.
- Barnett, B. G., & Shoho, A. R. (2005). *The challenges of novice school administrators: Implications for preparation, induction, and professional support*. Paper presented at annual meeting of the University Council for Educational Administration, Nashville, TN.
- Shoho, A. R. (2005). *Overcoming barriers in teaching: What successful induction year teachers say matters*. Paper presented at the 3rd annual meeting of the Hawaii International Conference on Education, Honolulu, HI.
- Shoho, A. R., Barnett, B. G., & Heck, R. (2005). *The challenges of beginning school principals*. Panel discussion at the 3rd annual meeting of the Hawaii International Conference on Education, Honolulu, HI.
- Shoho, A. R., & Lugg, C. (2004). *Dare public school administrators build a new social order? Social justice and the possibly perilous politics of educational leadership*. Paper presented at the meeting of the University Council for Educational Administration, Kansas City, KS.
- Quinn, P. M., & Shoho, A. R. (2004). *Overcoming barriers in teaching: What successful induction year teachers say matters*. Paper presented at the meeting of the University Council for Educational Administration, Kansas City, KS.
- Shoho, A. R., & Garza, E. (2004). *An innovative principal certification program for bilingual educators: A proposal*. Presented at the San Antonio Area Association for Bilingual Education (SAAABE), San Antonio, TX.
- Shoho, A. R., & Smith, P. A. (2004). *An exploratory analysis of faculty trust in higher education*. Paper presented at the UTSA College of Education and Human Development Research Symposium on "Voices of the Other," San Antonio, TX.
- Shoho, A. R., & Smith, P. A. (2004). *An exploratory analysis of faculty trust in higher education*. Paper presented at the UTSA College of Education and Human Development Research Symposium for Mini-Grant Recipients, San Antonio, TX.
- Quinn, P. M., & Shoho, A. R. (2003, November 9). *Overcoming barriers in teaching: What successful induction year teachers say matters*. Paper presented at the meeting of the University Council for Educational Administration, Portland, OR.

- Shoho, A. R., & Broussard, C. E. (2003, November 8). *A content analysis of past UCEA conferences and the productivity of participating institutions*. Paper presented at the meeting of the University Council for Educational Administration, Portland, OR.
- Garza, E. N., Barnett, B. G., Shoho, A. R., & Merchant, B. M. (2003, November 8). *The urban school leaders collaborative: A school-university partnership emphasizing instructional leadership and student and community assets*. Paper presented at the meeting of the University Council for Educational Administration, Portland, OR.
- Shoho, A. R., Barnett, B. G., Garza, E. N., Merchant, B. M., Ruff, W. G., & Smith, P. A. (2003, November 7). *Transforming a department of educational leadership into a learning community: Resolving the undiscussables*. Conversation presented at the meeting of the University Council for Educational Administration, Portland, OR.
- Ruff, W. G., & Shoho, A. R. (2003, April 25). *A mental model of instructional leadership for organizational learning*. Paper presented at Session 71.011 - Principals and Instructional Improvement, American Educational Research Association, Chicago, IL.
- Merchant, B., & Shoho, A. R. (2003, April 25). *Bridge people*. Paper presented at Session 69.019 - Teaching Leadership for Social Justice Through Alternative Pedagogical Strategies, American Educational Research Association, Chicago, IL.
- Smith, P. A., & Shoho, A. R. (2003, April 22). *Faculty trust in higher education: The development of a three-dimensional measure*. Paper presented at Session 31.057 - Academic Leadership and Career Development in Higher Education, American Educational Research Association, Chicago, IL.
- Browne-Ferrigno, T., & Shoho, A. (2003, April). *Do admission processes in administrator preparation programs assure students with potential to become effective principals?* Paper presented at the annual meeting for the American Educational Research Association, Chicago, IL.
- Browne-Ferrigno, T., & Shoho, A. R. (2002, November). *An exploratory analysis of leadership preparation selection criteria*. Paper presented at the meeting of the University Council for Educational Administration, Pittsburgh, PA.
- Johnson, B. C., & Shoho, A. R. (2002, November). *Social justice in educational administration preparation programs*. Paper presented at the meeting of the University Council for Educational Administration, Pittsburgh, PA.
- Merchant, B., & Shoho, A. R. (2002, November). *Bridge people: Stewards of social justice*. Paper presented at the meeting of the University Council for Educational Administration, Pittsburgh, PA.
- Ruff, W. G., & Shoho, A. R. (2002, November). *Understanding instructional leadership in learning communities: The mental models of urban elementary school principals*. Paper presented at the meeting of the University Council for Educational Administration, Pittsburgh, PA.
- Shoho, A. R. (2002, April 5). *Karl Weick's work on sensemaking and school organizations: Organizational culture and retention*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA, Session 52.10.

- Mittag, K., & Shoho, A. R. (2002, April 4). *Mathematics and science education cooperative: An exemplary mathematics and science staff development program*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA, Session 47.34.
- Bonner, F. A., II, Bailey, G., Cardenas, B., Merchant, B., & Shoho, A. (November, 2001). *Transforming a Hispanic Serving Comprehensive University into a Flagship Institution: Challenging Tacit Assumptions Associated with Research Institutions*. Symposium at Association for the Study of Higher Education Conference, Richmond, Virginia.
- Ruff, W. G., & Shoho, A. R. (2001, November). *A path to establishing a dominant organizational model for schools*. Paper presented at the meeting of the University Council for Educational Administration, Cincinnati, OH.
- Shoho, A. R. (2001, April). *Alienation and burnout: Two separate indicators of angst*. Paper presented at the meeting of the American Educational Research Association, Seattle, WA.
- Shoho, A. R., & Beck, L. (2001, April). *Ethics instruction in educational administration: Mapping the terrain across professional disciplines*. Paper presented at the meeting of the American Educational Research Association, Seattle, WA.
- Ruff, W., Shoho, A. R., & Calabrese, R. L. (2001, April). *Organizational defensive routines: Effect on implementing state-mandated educational policies*. Paper presented at the meeting of the American Educational Research Association, Seattle, WA.
- Alcoser, M. Y., & Shoho, A. R. (2001, April). *Student mobility in a low SES elementary school: Effects on academic achievement*. Paper presented at the meeting of the American Educational Research Association, Seattle, WA.
- Hugdahl, T. P., Huggins, L., & Shoho, A. R. (2001, April). *Learning to read: Which program do kids like best*. Paper presented at the meeting of the American Educational Research Association, Seattle, WA.
- Shoho, A. R. (2000, April). *A comparison of burnout among regular and special education teachers*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.
- Torres, M. S., & Shoho, A. R. (2000, April). *A comparison of academic achievement among fine arts programs: A purview of the effects of music participation*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.
- Ryniker, D. H., & Shoho, A. R. (2000, April). *A comparison of elementary school student perceptions of classroom environments: Examining differences between Montessori and traditional public schools*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.
- Knezek, G., Christenson, R., Shoho, A., & Hancock, R. (2000, January). *Toward a structural model of technology integration*. A paper presented at the meeting of the Hawaii Educational Research Association, Honolulu, HI.
- Martin, N. K., & Shoho, A. R. (2000, January). *Beliefs regarding classroom management style: Relationships to teacher age and experience*. Paper presented at the meeting of the Southwest Educational Research Association, Dallas, TX.

- Ryniker, D. H., & Shoho, A. R. (2000, January). *A comparison of elementary school student perceptions of classroom environments*. Paper presented at the meeting of the Southwest Educational Research Association, Dallas, TX.
- Calabrese, R. L., & Shoho, A. R. (1999, October). *Recasting educational administration programs as learning organizations*. Paper in symposium entitled "Overcoming Resistance to Change" at the meeting of the University Council for Educational Administration, Minneapolis, MN.
- Beck, L., & Shoho, A. R. (1999, October). *Ethics instruction in educational administration: Challenges and dilemmas of professors*. Paper in symposium entitled "Preparing Ethical Leaders for Accountability: Multiple Perspectives from the Professoriate" at the meeting of the University Council for Educational Administration, Minneapolis, MN.
- Shoho, A. R., & Martin, N. K. (1999, April). *A comparison of alienation among alternatively and traditionally certified teachers*. Paper presented at the meeting of the American Educational Research Association, Montreal, Canada.
- Martin, N. K., & Shoho, A. R. (1999, April). *Beliefs regarding classroom management style: Differences between traditional and alternative certification teachers*. Paper presented at the meeting of the American Educational Research Association, Montreal, Canada.
- Shoho, A. R., & Bera, M. (1999, February). *Lessons learned from implementing mandatory school uniforms: A principal's perspective*. Paper presented at the Administrators' Midwinter Conference on Education, Austin, TX.
- Barker, K. S., & Shoho, A. R. (1999, January). *High school teacher attitudes toward inclusion*. Paper presented at the meeting of the Southwestern Educational Research Association, San Antonio, TX.
- Cole, J., & Shoho, A. R. (1999, January). *A comparative study of tenure among superintendents in Texas*. Paper presented at the meeting of the Southwestern Educational Research Association, San Antonio, TX.
- Shoho, A. R. (1998, April). *The alienation of special education teachers: The effect of inclusion*. Paper presented at the meeting of the American Educational Research Association, San Diego, CA.
- Shoho, A. R. (1998, April). *Perceptions of alienation among minority students in gifted and traditional learning environments*. Paper presented at the meeting of the American Educational Research Association, San Diego, CA.
- Shoho, A. R. (1998, April). *Perceptions of alienation among Catholic high school students: The effects of single-sex versus co-educational learning environments*. Paper presented at the meeting of the American Educational Research Association, San Diego, CA.
- Shoho, A. R. (1997, July). *Cross-cultural analysis of academic olympiad studies*. Paper presented at the meeting of the World Council for Gifted and Talented Children, Seattle, WA.
- Shoho, A. R. (1997, March). *Ethical leadership: The principalship of Miles Cary at McKinley ("Tokyo") high school*. Paper presented at the meeting of the American Educational Research Association, Chicago, IL.

- Shoho, A. R., & Hong, E. (1997, March). *A cross-cultural comparison of alienation among Korean and American high school students*. Paper presented at the meeting of the American Educational Research Association, Chicago, IL.
- Shoho, A. R. (1997, March). *Defining affirmative action: What does it mean from a legal perspective*. Paper presented at the meeting of the American Educational Research Association, Chicago, IL.
- Shoho, A. R. (1996, April). *The alienation of middle school students: Implications for gang membership*. Paper presented at the meeting of the American Educational Research Association, New York, NY.
- Shoho, A. R., & Petrisky, I. (1996, April). *The rural school environment and its effect on adolescent alienation*. Paper presented at the meeting of the American Educational Research Association, New York, NY.
- Shoho, A. R. (1995, April). *The effects of an alternative calendar on an elementary school: A qualitative case study*. Paper presented at the meeting of the American Educational Research Association, San Francisco, CA.
- Shoho, A. R. (1993, April). *Japanese language school: Aid or hindrance to the Americanization of Japanese Americans in Hawaii?* Paper presented at the meeting of the American Educational Research Association, Atlanta, GA.
- Shoho, A. R. (1992, October). *Teacher salary schedule: Is teaching experience and number of credit hours related to teaching effectiveness?* Paper presented at the meeting of the Oregon Educational Research Association, Portland, OR.
- Shoho, A. R. (1992, October). *Status report on the effects of an alternative calendar for a chapter one elementary school*. Paper presented at the meeting of the Oregon Educational Research Association, Portland, OR.
- Shoho, A. R. (1992, April). *A historical comparison of parental involvement of three generations of Japanese Americans (Isseis, Niseis, and Sanseis) in the education of their children*. Paper presented at the meeting of the American Educational Research Association, San Francisco, CA.
- Shoho, A. R. (1991, October). *Obstacles discouraging teachers from conducting research*. Paper presented at the meeting of the Oregon Educational Research Association, Portland, OR.
- Shoho, A. R. (1991, April). *Americanization through public education of Japanese Americans in Hawaii: 1930-1941*. Paper presented at the meeting of the American Educational Research Association, Chicago, IL.
- Shoho, A. R. (1989, April). *A school-community-industry approach to bringing about change in leadership, curriculum, and instruction: An Arizona model*. Paper presented at the meeting of the National Science Teachers Association, Seattle, WA.
- Shoho, A. R. (1989, March). *The model minority: Understanding the myths and realities of Japanese national and Japanese American students*. Paper presented at the meeting of the Rocky Mountain Regional Conference on Social Studies Education, Phoenix, AZ.

Shoho, A. R. (1989, March). *The twelve month teacher contract: An added public expense or an incentive for professional development?* Paper presented at the meeting of the Association for Supervision and Curriculum Development, Orlando, FL.

Shoho, A. R. (1988, April). *Samuel Ichiye Hayakawa*. Paper presented at the meeting of the International Society for Educational Biography, Chicago, IL.

Shoho, A. R., & Staley, F. A. (1988, February). *Technological literacy and the social sciences: Perspectives and implications for science, technology, society (STS) teaching in the elementary grades*. Paper presented at the meeting of the Technological Literacy Conference: Science, Technology and Society, Washington, D.C.

Shoho, A. R., & Staley, F. A. (1987, September). *A school-industry-community approach to reforming the K-8 science curriculum with a science, technology and society (STS) emphasis*. Paper presented at the meeting of the National Science Teachers Association, Salt Lake City, UT.

External Grants (Total: \$308,000)

Shoho, A. R., & Barnett, B. G. (January, 2009). Grant proposal submission to University of Texas's Leadership Initiative. Funds requested \$100,000. Grant funded January, 2009.

Shoho, A. R., & Barnett, B. G. (May, 2006). Grant proposal submission to Communities Foundation of Texas's Leadership Initiative. Funds requested \$200,000. Grant funded October 2006.

Merchant, B., & Shoho, A. R. (2001). *Where do school leaders develop their sense of social justice?* Ford Foundation through University of North Carolina at Chapel Hill. Funds requested \$8000. Grant funded October 2001.

Internal Grants (Total: \$23,246.35)

Shoho, A. R. (2007). *Professional development leave*. University of Texas at San Antonio's College of Education and Human Development, Spring 2007.

Shoho, A. R. (2005). *Research award to present two papers at Hawaii international conference on education*. University of Texas at San Antonio's College of Education and Human Development Faculty Mini-Grants Program, \$1000.

Shoho, A. R. (2004). *Research award to support current project*. University of Texas at San Antonio's College of Education and Human Development Faculty Mini-Grants Program, \$1200.

Shoho, A. R. (2003). *Travel award to present two papers at the American educational research association in Chicago, IL, April 21-25*. University of Texas at San Antonio's College of Education and Human Development Faculty Small Grants Program, \$800.

Shoho, A. R. (2002). *Award for SPSS license to support research*. University of Texas at San Antonio's College of Education and Human Development Faculty Small Grants Program, \$800.

Shoho, A. R. (1999). *Travel award to present two papers at the university council for educational administration in Minneapolis, MN, October 29-31*. University of Texas at San Antonio's College of Social and Behavioral Sciences' Faculty Small Grants Program, \$400.

Shoho, A. R. (1999). *Travel Award to present two papers at American educational research association annual meeting in Montreal, Canada, April 19-23*. University of Texas at San Antonio's College of Social and Behavioral Sciences' Faculty Small Grants Program, \$405.

- Shoho, A. R. (1999). *Travel award to present two papers at American educational research association annual meeting in Montreal, Canada, April 19-23*. University of Texas at San Antonio's Office of International Programs, \$500.
- Shoho, A. R. (1998). *The challenges and opportunities for funding public schools equitably in the 21st century: Twenty-five years after San Antonio independent school district v. Rodriguez (1973)*. University of Texas at San Antonio's Metropolitan Research and Policy Institute, \$5600.
- Shoho, A. R. (1997). *Travel award to present three papers at American educational research association annual meeting in San Diego, CA, April 13-17, 1998*. University of Texas at San Antonio's College of Social and Behavioral Sciences' Faculty Small Grants Program, \$400.
- Shoho, A. R. (1996). *Using software to support qualitative data analysis: Good riddance to stacks of cards*. University of Texas at San Antonio's College of Social and Behavioral Sciences Research Support Fund, \$849.
- Shoho, A. R. (1996). *Perceptions of alienation and school climate: Before and after the implementation of mandatory school uniforms*. University of Texas at San Antonio's College of Social and Behavioral Sciences' Faculty Small Grants Program, \$400.
- Shoho, A. R. (1996). *Perceptions of alienation among gifted minority students*. University of Texas at San Antonio's Faculty Research Award Grant, \$4999.94.
- Shoho, A. R. (1995). *Adolescent alienation in Catholic high schools: A comparison of single gender and co-educational learning environments*. University of Texas at San Antonio's College of Social and Behavioral Sciences' Faculty Small Grants Program, \$392.
- Shoho, A. R., & Petrisky, I. (1995). *Adolescent alienation in a rural environment*. University of Texas at San Antonio's College of Social and Behavioral Sciences' Joint Faculty-Graduate Student Summer Grant, \$5,100.
- Shoho, A. R. (1995). *The alienation of elementary school teachers: Effects of year-round scheduling*. University of Texas at San Antonio's College of Social and Behavioral Sciences' Faculty Small Grants Program, \$400.41.

Honors and Awards

- 1990 Awarded the Horace Rackham Dissertation of the Year from the University of Michigan
 2010 UTSA Presidential Award for Outstanding Service

Teaching

Teaching Specialization

Introduction to School Administration; Principal Internship; Principles of Ethical Leadership

Graduate Courses Taught

EDL 5003 – Introduction to School Administration
 EDL 6023 – Supervision: Tools and Techniques
 EDL 6943 – Internship for Principalship
 EDU 7113 - Descriptive Statistics
 LDR 7003 - Doctoral Proseminar in Educational Leadership
 LDR 7343 – Principles of Ethical Leadership

Custom Made Teaching Materials

Shoho, A. R. (1990). *Statistics for K-12 educators*.

Shoho, A. R. (1989). *Assumptions, limitations, uses of statistical analyses*.

Shoho, A. R. (1988). *Quantitative research: A basic review (what every doctoral student should know)*.

Certifications

Secondary Mathematics, State of Hawaii, Lifetime

Doctoral Dissertation

Chair, Honorary Doctoral Degree for Mary Kellner (2019). University of Wisconsin-Milwaukee, School of Education.

Chair, Honorary Doctoral Degree for Irene Bishop Goggans (2015). University of Wisconsin-Milwaukee, School of Education.

Member, Doctoral Dissertation for Jason Yoshida (2015). *Is the copyright law reshaping distance education opportunities in our community colleges? An academic capitalism perspective*, University of Hawaii at Manoa, Department of Educational Administration.

Member, Doctoral Dissertation for Jana Chang (2014). *An examination of school factors explaining differences in schools that exit/do not exit restructuring under the no child left behind act of 2001*, University of Hawaii at Manoa, Department of Educational Administration.

Member, Doctoral Dissertation for Stephanie Howard (2014). *A study of what 5A high school principals need from their superintendents*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Mark Malone (2013). *The relationship of the principal's soft skills to school climate*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

External Reviewer, Doctoral Dissertation for John Malloy (2012). *The impact of distributed leadership on academic optimism and student achievement*, Ontario Institute for the Study of Education, University of Toronto, Department of Theory and Policy Studies

Chair, Doctoral Dissertation for Ashley Oleszewski (2012). *The steppingstone to the principalship: Assessing the job satisfaction and upward mobility of assistant principals*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for Brian Woods (2012). *Competency gaps among assistant principals: The impact of job role differentiation*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Amanda Taggart (2011). *The role of cultural discontinuity in the academic outcomes of Latina/o secondary students*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for Jacob Tingle (2011). *The relationship between organizational trust and mindfulness: An exploration of NCAA division III athletic departments*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for Anthony Mitchell (2010). *High school teachers' perceptions of school change and its implications for student achievement*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for Melinda Salinas (2010). *High school teachers' perceptions of principal influence and organizational change*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for Geri Berger (2009). *High school teachers' perceptions of school change and its implications for school climate*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for Brenda Ward (2009). *The impact of personal and organizational characteristics on school administrator burnout*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Adrian Flores (2009). *Principal influence and faculty trust: An analysis of teacher perceptions in Texas middle schools*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Melissa Alcalá (2009). *Secondary principals as servant leaders*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Theresa Garfield Dorel (2009). *Assessing the self-efficacy of paraprofessionals: The impact of the no child left behind act*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Michaela Steele (2008). *Leading high reliability schools: The effects of organizational mindfulness on collective efficacy*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Karen Petersen (2008). *Collective efficacy and faculty trust: A study of social processes in middle schools*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Sean Kearney (2007). *Principal influence: A study of its effect on school change*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Sean Maika (2007). *The organizational climate of elementary schools and aspects of change orientation*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Ivonna Gonzales (2006). *Organizational climate and bullying: A study of social processes in elementary schools*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for Kara Mowrey (2006). *Beginning teacher's perceptions of mentoring: Implications for school leaders*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Kathy Ferguson (2006). *The organizational climate of elementary schools and dimensions of school mindfulness: A study of social processes*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for Jerry Woods (2005). *Listening skills: An exploratory analysis of school administrators' self-perceptions versus teachers' perceptions*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Kim Barker (2005). *Barriers to school success: Perceptions of students and those in charge of ensuring their success*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Patti Birney (2004). *Academic emphasis: Teacher perceptions of its relationship to organizational climate factors*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Larry Birney (2004). *Trust and bullying: Antagonistic forces*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Beverly Barnard (2004). *The effects of a culturally sensitive high school intervention program for native Hawaiians on student alienation, academic achievement and dropping out*, University of Hawaii, Department of Educational Psychology

Chair, Doctoral Dissertation for Priscilla Quinn (2004). *Induction teacher success and its implications for teacher retention*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Chair, Doctoral Dissertation for William G. Ruff (2002). *Constructing the role of instructional leader: The mental models of urban elementary school principals*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

Member, Doctoral Dissertation for Roland Rios (2002). *An exploration into the relationship between time-management skills and the academic self-efficacy of at-risk students in choice alternative school settings*, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies

UTSA University Service

Department of Educational Leadership and Policy Studies

Member, Faculty Resource Committee, 2013 - 2014

Member, K-12 Student Recruitment Committee, 2013 - 2014

Member, Comprehensive Performance Evaluation for Drs. Bruce Barnett and Page Smith, 2013

Member, Periodic Performance Evaluation for Dr. David Thompson, 2011

Member, Task Force on revising Ed.D., 2011

Facilitator, Symposium for Center for Educational Leadership, Policy, & Professional Development, March 25, 2010.

Chair, M.Ed. Review Committee, 2008 – 2010

Chair and Member, Search Committee, 1994 – 1995 (2 positions); 1998 – 1999 (2 positions); 1999 – 2000 (4 positions); 2000 – 2001; 2001 – 2002; 2002 – 2003; 2004 – 2005 (2 positions); 2007 – 2008; 2008 – 2009 (2 positions), 2011-12

Member, Department Strategic Planning Team, 2007

Chair, Faculty Resources Advisory Committee, 2007 – 2009

Member, Academic Program Development Committee Doctoral Level, 2007 – 2009

Representative, Library Liaison, 2007 – 2008

Chair, Ad hoc Committee on Doctoral Admissions, 2006

Chair, Ad hoc Committee on Merit Review Revisions, 2006

Chair and Member, ELPS Merit Review Committee, 2003 –2006, 2009 - 2010

Chair, UCEA Membership Application, 2005

Chair, ELPS Golf Fundraiser, 2003 - 2014

Member, Department Faculty Review Advisory Committee, 2001 - 2015

Member, Division of Education Ad hoc Committee on Merit Pay, May 1998; November 1999

Member, Travel Committee, 1998 - 1999

Member, Doctoral Program Committee, 1998 – 2009

Member, Graduate Scholarship Committee, 1998 - 2000

Member, Ad hoc Committee on Travel Requirements, December 1997

Administrator, Educational Leadership (LEADERS) Listserv, 1997 - 2015

Member, Graduate Studies Admissions Committee, 1997 – 2015

Chair, Strategic Initiative on Technology, Spring 1997

Member, Search Committee for Educational Technology position, Spring 1997 - Spring 2000

Organizer/Advisor, Educational Leadership Semiannual Picnic, March 31, 1996, October 12, 1996, April 26, 1997, September 20, 1997, October 27, 2001, and May 3, 2003

Contributor, Technology Update Column to Division of Education Newsletter, Spring 1996/Fall 1996/Spring 1997/Fall 1997

Member, Graduate Studies Committee to discuss core requirements, Fall 1996

Member, Ad hoc Committee to discuss possible NCATE accreditation, Fall 1996

Chair, Technology Standing Committee to oversee technological issues, Fall 1995 - 2004

Member, Ad hoc committee to integrate technology as a means for communication, Spring 1995 - Fall 1995

Member, Committee on Technology for Center for Educational Development and Excellence (CEDE) Professional Development Schools, Fall 1994 - Spring 1995

Associate Member, Graduate Studies Committee, Fall 1994 - Spring 2000

Member, Graduate Studies Committee, Fall 2000 – Spring 2015

Member, Committee on Distinguished Speaker, Fall 1994 - Spring 1995

UTSA College of Education and Human Development

Member, Full Professor DFRAC for Department of Kinesiology, Health, and Nutrition, 2014

Member, Faculty Development Leave Committee, 2014

Outside Member, College Faculty Review Advisory Committee for COB, 9/1/13 to 8/31/15

Judge, College of Science Research Conference, October 5, 2012

Member, CFRAC for Professor Emeritus Robert Milk and Ellen Clark, 2012

Member, Periodic Performance Evaluation for Dr. Zenong Yin, 2011

Outside Member, College Faculty Review Advisory Committee for COLFA, 2011-12

ELPS Representative, Research and Development Committee, 2011 – 2013

COEHD Representative, New Commencement Committee, 2010 – 2011

Affirmative Action Officer, Health and Kinesiology Search Committee, 2009-2010, 2011-12, 2012-13, 2013-14

Member, College Faculty Review Advisory Committee, 2009 - 2010

Chair, College Council, 2002 – 2003; 2008 – 2009

Member, Appointed Department Faculty Review Advisory Committee for Health Kinesiology Department, one full professor review, 2008

Chair-Elect, College Council, 2001 – 2002; 2007 - 2008

Administrator, College of Education and Human Development (COEHD) Listserv, November 1997 – 2003, 2004 - 2015

Chair, Appointed Department Faculty Review Advisory Committee for Health and Kinesiology Department, three tenure/promotion reviews, 2003

Member, Ad hoc Graduate Program Curriculum Committee, 2003

Member, Graduate Program Committee for M.A. in Education, 2003 - 2004

Member, College Research Committee, 2003 – 2005

Member, College Committee on Technology, 2003 – 2004

Facilitator, Team Mentoring for Health and Kinesiology Department, 2003

Chair, Appointed Department Faculty Review Advisory Committee for Health and Kinesiology Department, four 3rd year reviews, 2003

Member, College Mini-Grant Committee, 2002 - 2003

Member, College Council, Ad hoc Committee on Outstanding Student Award, Fall 2002

Member, College Council, 2001 - 2003

Member, Periodic Performance Evaluation Committee, 2000 – 2001

Chair, Task Force on COEHD Organizational Structure, November 2000 - May 2001

Member, College Faculty Advisory Committee, 1997 - 1999

Member, College of Social and Behavioral Sciences' Technology Committee, 1996 - 1998

Member, College of Social and Behavioral Sciences Ad hoc committee to develop Strategic Initiative on Applied Metropolitan Research Institute, Spring 1995

University of Texas at San Antonio (University Level)

Member, Diverse Faculty Task Force, 2012 - 2013

Member, Graduation Rate Improvement Plan (GRIP) – Top Scholar, Increase Admissions Standards, and Marketing GRIP, August 2012 – 2015

Co-Chair, UTSA Capital Campaign Faculty Committee, March 2012 - 2014

Vice-President for Alumni Affairs, Phi Kappa Phi UTSA Chapter 317, February 2012 – 2015

Chair, Presidential Distinguished Achievement Awards in Excellence in University Service, November 2011–12, 2012-13 (member)

Member, Tuition and Fee Committee, November 2011

Chair, Committee on Conflict of Interest in Research & Intellectual Property, August 2012 – August 2015

Vice Chair, Committee on Conflict of Interest in Research & Intellectual Property, May 2011 – August 2013

Chair, Faculty Appreciation Committee, 2011

Member, Recommendation Committee for President's Distinguished Achievement Awards: Excellence in University Center, 2011

Member, Committee on Conflict of Interest in Research and Intellectual Property, 2010 - 2012

Member, COEHD Representative to Graduation Committee, 2010 - 2011

Member, Provost Fellows Program, 2009 - 2010

Member, Graduation Task Force, 2009

Member, University Assembly, 2008 – 2010

Member, University Review Committee (URC), 2007, 2008, 2009

Member, University Faculty Grievance Committee Panel, 2008 - 2012

Member, University Committee on Committees, 2008 – 2012

Member, Faculty Senate, 2007 - 2009

Member, University Faculty Review Advisory Committee (UFRAC), 2007 - 2008

Member, HOP Review and Revision Committee, 2007 - 2008

Member, Committee on Academic Freedom and Tenure, 2005 - 2006

Member, Faculty Data Information System Committee, Chair: Huey Antley, 2005

Member, 2005 Fall Convocation Committee, Spring 2005 – Fall 2005

Member, Graduate Council, Fall 2004 - Spring 2005

Chair, University Faculty Grievance Committee, 2003–2005

Member, University Faculty Grievance Committee, 2003-2005

Member, University Standing Committee on Graduation Ceremonies, 10/24/03 to 8/31/05

Member, Faculty Development Leave Committee, 2003 - 2004

Marshall, UTSA Graduation Ceremony, December 2000; May 2003; May 2004; May 2005; May 2006; May 2007; December 2007; May 2008; December 2008; December 2009; May 2010; December 2010; May 2011; December 2011; May 2012; December 2012; May 2013; December 2013; May 2014; December 2014.

Member, University Faculty Senate Workload and Merit Committee, 2003 - 2004

Member, University Grievance Hearing Panel Committee, 2002 – 2003

Member, University Standing Committee on Teacher Education, Fall 1998 - 2000

Member, University Academic Freedom and Tenure Committee, 1997 - 1999

Advisor, Human Resources Training Coordinator, Fall 1996

Participant, UTSA Graduation Ceremony, 1994 - 2015

Member, University Technology Committee, 1996 – 1997

University of Wisconsin-Milwaukee

Member, M³ UWM Leadership team, 2015 – 2020

Member, Social Entrepreneurship, Justice, and Equity Compact (SEJEC), 2015 – 2020

Member, Chancellor's Campus Organization and Effectiveness Team (CCOET), 2015 – 2016

Member, Chancellor's Microsoft Initiative, 2016 – 2020

Member, Policy Advisory Committee, Academic Deans Representative, 2016 -2017

Member, Integrated Services Committee, 2016 – 2020

Member, Integrated Shared Services Project Readiness Team, 2017 - 2020

Member, Academic Program & Curriculum Committee, Academic Deans Representative 2017-18

Fundraising Activities

At UTSA, I have helped raised over \$100,000 for scholarships in the Department of Educational Leadership and Policy Studies through a golf tournament fundraiser and chaired the faculty portion of UTSA's Capital Campaign, which has surpassed its initial goal of \$120 million and has been re-calibrated to \$175 million by the year 2015.

At UWM, as noted earlier, I have been successful in garnering over \$18M as a Dean of the School of Education.

Professional Service

American Educational Research Association (AERA)

Member, Division A Nominating Committee for Vice-President and Secretary, 2005-2006

Discussant, 4 Papers, *Racial, Ethnic and Cultural Perspectives on Academic Achievement and Parental Involvement*, Session 25.022, American Educational Research Association, San Diego, CA, April 13, 2004

Discussant, 5 Papers, *Perspectives on Stress/Coping In and Out of the Classroom*, Session 22.079, American Educational Research Association, Chicago, IL, April 21, 2003

Discussant, 5 Papers, *Leadership Distribution in Schools*, Session 69.014, American Educational Research Association, Chicago, IL, April 25, 2003

Chair, Division A Dissertation Award Committee American Educational Research Association, 2003-2004; Member 2000 - 2002

Chair, Paper, *District Leadership and Policy Analysis*, Session 1.64, American Educational Research Association, New Orleans, LA, April 1, 2002

Discussant, Paper, *Evaluating Leadership and Policy*, Session 23.32, American Educational Research Association, Seattle, WA, April 12, 2001

Chair, Interactive Symposium, *Ethical Dilemmas of School Administrators in the 21st Century: Multiple Issues and Perspectives*, Session 25.54 American Educational Research Association, Seattle, WA, April 12, 2001

Chair, Symposium, *Cohorts as Communities: Learning Beyond the Curriculum*, Session 27.51 American Educational Research Association, Seattle, WA, April 12, 2001

Chair, *Issues in the Preparation of School Leaders*, AERA SIG - Teaching in Educational Administration Session 43.69, New Orleans, LA, April 2000

Discussant, *Organizational Learning and Collective Schema*, AERA SIG - Organizational Theory Session 16.46, New Orleans, LA, April 2000

Co-Chair with Dr. Roberta Derlin, New Mexico State University, American Educational Research Association, Division A New Member Committee, 1999 - 2002

Symposium Panelist, *Learning from the Past, Planning for the Future: A Dialogue between AERA Leaders and Minority Scholars* at the 1999 annual meeting of the American Educational Research Association, Montreal, Canada

Symposium Panelist, *AERA in the Year 2000: A Town Meeting on Governance* at the 1999 annual meeting of the American Educational Research Association, Montreal, Canada

Appointed by American Educational Research Association Division A to serve on the Young Scholar's Award Sub-committee, 1997

Appointed by American Educational Research Association President-Elect James Banks and Executive Director William Russell to serve for two years as Chair of the Standing Committee on Special Interest Groups, 1997 - 1999

Webpage Administrator (<http://www2.hawaii.edu/reapa/>), American Educational Research Association's SIG - Research on the Education of Asian and Pacific Americans (REAPA), 1997 - 2001

Chair, Symposium, *Minority Children in School*, Session 10.45, New York, NY, April 1996

Appointed by Vice-President Gail Schneider to two-year term on American Educational Research Association's Division A (Administration) Affirmative Action Committee, 1996-1998

Appointed by President-Elect Linda Darling-Hammond to three-year term on American Educational Research Association's Standing Committee on Special Interest Groups, 1996-98

Elected to three year term as President, American Educational Research Association's SIG - Research on the Education of Asian and Pacific Americans, 1996-1998

Elected to three year term as Program Chair, American Educational Research Association's SIG - Research on the Education of Asian and Pacific Americans, 1996-1998

Elected Program Chair for the 1995 Annual Meeting of the American Educational Research Association's SIG - Research on the Education of Asian and Pacific Americans in San Francisco, CA

Listserv Administrator, American Educational Research Association's listserv for Minority Issues (AERA-MI), 1996 - present

Chair, Invited Address, *The Future of Bilingual Education: Implications for New Asian Americans and Other Immigrants of the 21st Century*, Session 28.18, New Orleans, LA, April 1994

Member, AERA ad hoc Committee on SIGs to review data and examine the requirements of SIGs. New Orleans, LA, April 1994

Elected Program Chair for the 1994 Annual Meeting of the American Educational Research Association's SIG - Research on the Education of Asian and Pacific Americans in New Orleans, LA

Appointed by President-Elect Ann Brown to three year term on American Educational Research Association's Standing Committee on the Role and Status of Minorities in Educational Research and Development, 1993-96

Chair, Symposium, *Southeast Asian Americans in School and Community Context: Progress and Problems*, Session 14.12, Atlanta, GA, April 13, 1993

Reviewer of Proposals for American Educational Research Association, Division G, 1992 – 1995; SIG - Research on the Education of Asian and Pacific Americans, 1992 - 1996, 1998; SIG - Families as Educators, 1993 – 1995; SIG - School/University Collaborative Research, 1992; SIG - Teaching in Educational Administration, 1999; Division L - Policy and Politics, 1999 – 2001; SIG/Stress & Coping in Education, 1999 – 2005; Division A, 1997 – present; SIG/ Organizational Theory, 1999 – present

Elected to three year term as Secretary/Treasurer, American Educational Research Association's SIG - Research on the Education of Asian and Pacific Americans, 1992-1995

Association for the Study of Higher Education (ASHE)

Focused Dialogue Panelist, *Learning from the Past, Planning for the Future: A Dialogue between AERA Leaders and Minority Scholars*, Session K7, Association for the Study of Higher Education, Richmond, VA, November 18, 2001

University Council For Educational Administration (UCEA)

Chair, Session 072, *The Changing Nature of Instructional Leadership in the 21st Century*, 2012.

Chair, Session 083, Membership Committee, 2012.

Chair, Session 115, Informal Session on UCEA and UCEA Membership, 2012.

Facilitator, Session 130, *School Leadership Program Grants: Innovation, Evaluation, and Implications*, 2012.

Chair/Facilitator, Session 150, *Mentoring Session for Associate Professors seeking Full Professor: Speed Dating Format*, 2012.

Discussant, Session 087, *International Perspectives on Assistant Principals: Instructional Leadership, Ethical Dilemmas, and Career Aspirations*, 2011.

Participant, Session 148, *UCEA-FIPSE Curriculum Development Project: Preparing Leaders to Support Diverse Learners*, 2011.

Organizer, UCEA Membership Session, Session 223, 2011.

Past-President/Secretary/Treasurer, 2010 - 2011

Chair, UCEA Investments Committee, July 2010 – present

President, 2009-2010

Organizer, *Early Career Mentoring Seminar*, Session 1.11, Anaheim, CA, November 19, 2009

Discussant, *Preparation and Professional Development: Principals and Emotional Intelligence*, Session 15.1, Anaheim, CA, November 21, 2009

Chair, Barbara Jackson Scholars Program, 2009 - 2011

Member, Roald F. Campbell Award Committee, 2009 – 2011

Faculty Advisor, David L. Clark Seminar, 2001, 2009

Program Chair, November 2008 - 2009

Elected President-Elect, November 2008

Organizer, *Scholars of Color: Early Career Mentoring*, Session 3.5, Orlando, FL, October 31, 2008

Discussant, *Using Data for Evidence Based Leadership*, Session 5.11, Orlando, October 31, 2008

Discussant, *Principal Leadership: Successful Practices*, Session 6.13, 5 papers, Washington, D.C., November 16, 2007

Chair, General Session 3, Session 7, Washington, D.C., November 16, 2007

Chair, *Race, Poverty, Resources and Student Achievement*, Session 9.3, 3 papers, Washington, D.C., November 16, 2007

Chair, Ad hoc Committee on Diversity, 2007 – 2011

Elected to three-year term to Executive Committee, November 2006

Appointed to Executive Committee as replacement for Fergus O'Sullivan, September 2006

Convention Host, UCEA Annual Meeting, San Antonio, TX, 2006

Chair, UCEA Jack Culbertson Award for Early Career Scholar, 2006

Discussion Leader, *Dare Educational Leaders Build a New Social Order?* Symposium presented at annual meeting of the University Council for Educational Administration, Nashville, TN, November 12, 2005

Chair, UCEA Journal of Cases in Educational Leadership Paula Silver Award for Best Case in a Volume, 2005

Committee Member, UCEA Journal of Cases in Educational Leadership Paula Silver Award for Best Case in a Volume, 2004

Panelist, Graduate Student Symposium: Sinking or Swimming in the Shallow Pool: Navigating the Academic Job Search Process, Session 7.5, University Council for Educational Administration Conference, Pittsburgh, PA, November 1, 2002

Panelist, Graduate Student Symposium: The Challenges and Promises of Completing a Dissertation Program, Session 10.11, University Council for Educational Administration Conference, Pittsburgh, PA, November 2, 2002

Group Facilitator, Interactive Symposium and Dialogue – Building Support for Diverse Communities: Perils and Possibilities, Session 11, University Council for Educational Administration Conference, Pittsburgh, PA, November 2, 2002

Representative, University Council for Educational Administration Plenum, 2001- 2009

Panelist, Symposium, Karl Weick's Contribution to Educational Administration, Session 7.2, University Council for Educational Administration Conference, Cincinnati, OH, November 2, 2001

Panelist, Graduate Student Symposium, Part I, Session 7.7, University Council for Educational Administration Conference, Cincinnati, OH, November 2, 2001

Panelist, Graduate Student Symposium Part I and II, Session 5.8 and 15.8, University Council for Educational Administration Conference, Albuquerque, NM, November 3 and 5, 2000

Participant with Bob Johnson and John Tarter, *Loose Coupling: A Reappraisal* - Organizational Theory Interest Group, Session 8.1, University Council for Educational Administration Conference, Albuquerque, NM, November 4, 2000

Chair, substituted for Dr. Rod Ogawa, *Preparing School Leaders for the Challenges of the New Millennium*, Session 10.5, University Council for Educational Administration Conference, Albuquerque, NM, November 4, 2000

Co-Organizer with Lynn Beck and Margaret Grogan, *Ethics Challenge*, Pre-Session 1.1, University Council for Educational Administration Conference, November 2, 2000

Reviewer of Proposals for University Council for Educational Administration, 2000 (5 Proposals), 2001 (10 proposals), 2002 (10 Proposals), 2003 (6 Proposals), 2004 (10 proposals), 2005 (8 proposals), 2006 (6 proposals), 2007 (5 proposals), 2008 (5 proposals), 2009 (6 proposals), 2010 (12 proposals), 2011 (10 proposals), 2012 (6 proposals)

Participant, *Overcoming Resistance to Change*, Session 16.1, University Council for Educational Administration Conference, Minneapolis, MN, October 31, 1999

Discussion Leader, *Principal Leadership*, Session 11.3, University Council for Educational Administration Conference, Minneapolis, MN, October 30, 1999

Discussion Leader/Organizer, *Preparing Ethical Leaders for Accountability: Multiple Perspectives from the Professoriate*, Session 10.1, University Council for Educational Administration Conference, Minneapolis, MN, October 30, 1999

Professional Journals and Book Reviewing/Editorial Boards

Reviewer, *Journal of School Leadership*, 2010 - 2017

Jurist, *Brock Prize Award*, 2010

Reviewer, *International Studies in Educational Administration*, 2008 - 2015

Editorial Review Board, *Leadership and Policy in Schools*, 2008 - 2013

Reviewer, *International Journal of Qualitative Studies in Education*, Fall 2007

Reviewer, *Education and Urban Society*, 2007 - 2015

Reviewer, SUNY Press for Bob Johnson and Sharon Kruse's *Under-examined Issues pertaining to Decision-Making*, Summer 2007

Special Guest Editor, *Journal of Educational Administration*, Theme Issue: *Dare School Leaders Build a New Social Order*, Spring 2006

Special Issue Guest Co-Editor, *Journal of Cases in Educational Leadership*, 2006

Reviewer, *Journal of Educational Administration*, 2006 - 2018

Invited Editorial Team, AERA's *American Educational Research Journal*, Theme Issue: *Accountability and Equity*, Fall/Winter 2004

Book Reviewer, Lawrence Erlbaum for Ron Heck's *Educational Policy: Concepts and Methods*, 2003

Editorial Board, AERA's *American Educational Research Journal*, 2002 – 2004

Reviewer, 2nd Edition, *Handbook of Research on Multicultural Education*, 2001

Co-Editor with Catherine Lugg, *UCEA Review*, 2001 - 2004

Editorial Board, *UCEA Journal of Cases in Educational Leadership*, 2001 - 2017

Editorial Board, *Educational Administration Quarterly*, 2001 – 2004

Reviewer, *Multicultural Perspectives*, 2000 – 2002

Reviewer, *Teaching and Teacher Education*, 2000 - 2003

Reviewer, *Applied Developmental Science*, 2000

Reviewer, Hawaii Educational Research Association Distinguished Paper Award, 1998 - 2002

Reviewer, *International Journal of Educational Leadership*, 1997 - 2015

Editorial Board and Contributing Editor, *Pacific Educational Research Journal* (PERJ), 1997 – 2003, 2011

Reviewer, *Journal of Teacher Education* (JTE), 1997

Reviewer, *Educational Evaluation and Policy Analysis* (EEPA), A Journal of the American Educational Research Association (AERA), 1996

Student Organizations

Sponsored five students for Who's Who among Students in American Universities and Colleges, March 7, 2003; Kim Barker for Who's Who Among Students in American Universities and Colleges, January 27, 2001

Sponsored twelve inductees to the Alamo Chapter of Phi Delta Kappa, San Antonio, Texas, Spring 1999; eight inductees, Spring 1998; five inductees, Fall 1996

Sponsored sixteen inductees to the UTSA Chapter of Delta Kappa Pi, San Antonio, Texas, Spring 1999

Professional Community Service

Reviewer, 2019 and 2020 Sacagawea Award, Milwaukee Professional Dimensions

Member, Central City Cyber School, April 2016 to 2019

Member, Greater Milwaukee Committee (GMC) Education committee, 2016 - 2020

Member, Education Deans of Greater Milwaukee (EDGM), 2015 to 2020

Board of Directors, Next Door Foundation, Milwaukee, WI, September 2015 to 2019

Member, Wisconsin Policy Forum Education Committee, Milwaukee, WI, June 2015 to 2020

Member, M Cube Initiative, Milwaukee, WI, 2015 to 2020

Member, Bradley Tech Commission, Milwaukee, WI, June 2015 to 2020

Chair, Bradley Tech Education Standards Subcommittee, Milwaukee, WI, June 2015 to 2020

Member, Leadership Council and Operations Team, Milwaukee Succeeds, Milwaukee, WI, June 2015 to 2020

Member, Milwaukee Public Schools, High School Redesign Strategic Action Session (SAS), 2015

External Reviewer, University of Houston, April 2014

External Reviewer and Chair for Hong Kong Institute of Education new M.A., February to April 2014

External Reviewer, Brigham Young University, February 2014

External Reviewer, Kent State University, October 2013

Member, Southern Methodist University, Education Policy and Leadership Advisory Board, 10/2013 – present.

Research Officer, Alamo Chapter of Phi Delta Kappa, 2011-13

Presenter at South Texas Counselor's Association, "Using Social Media: Guidelines for keeping Educators out of Trouble." October 10, 2012

Presenter at North East Independent School District Madison High School, "Using Social Media: How to avoid Mr. Thompson's Outhouse." October 8, 2012

Presenter at North East Independent School District Coker Elementary School, "Using Social Media: How to avoid Ms. Gill's Outhouse." September 26, 2012

Presenter at North East Independent School District Alternative High/Middle School, "Using Social Media: Guidelines for keeping Educators out of Trouble." August 20, 2012

Presenter at North East Independent School District Leadership Academy, "Ethics 101: How to avoid Dr. Scheffler's Outhouse." August 9, 2012

Guest Co-Presenter (with Bruce Barnett), *Assistant Principals: The Next Generation of 21st Century Leaders*, Trinity Assistant Principal Meeting, November 2, 2011

Research Officer, Phi Delta Kappa – San Antonio Chapter, 2011 - 2015

Guest Speaker, *Leadership from an Eastern Perspective: Practicing "Good to Great" Principles*, Asian American Workshop, November 15, 2008

Guest Speaker, Alamo Chapter of Phi Delta Kappa, April 14, 2008

Science Fair Judge, Northside Independent School District, Scobee Elementary School, May 13, 2008; Southwest Independent School District, District-wide Elementary School Science Fair, Bob Hope Elementary School, May 15, 2003; Southwest Independent School District, District-wide Elementary School Science Fair, Hidden Cove Elementary School, May 16, 2002

Career Day Speaker, Raba Elementary School, Northside Independent School District, May 19, 2006; Stafford Elementary School, Edgewood Independent School District, December 14, 2000

Judge, Ethics Bowl, San Antonio, TX, February 17, 2005

Presenter, TEXES Principalship Exam Preparation Workshop, San Antonio, TX, May 24, 2003; May 2006, October 2007, May 2008, September 2008, December 2008, January 2009, March 2009, April 2009, May 2009, September 2009

Presenter, Interpreting the Texas Learning Index, Southwest Independent School District, San Antonio, TX, November 28, 2001

Guest Speaker, San Antonio Northwest Rotary Club, Educational Policymaking: In Search of Fool's Gold, Oak Hills Country Club, April 5, 2001

Guest Speaker, Webster University at Kelly AFB, Understanding the Asian American Perspective: Implications for Counseling Practices, Dr. Siri Beltzer, November 16, 1999; November 12, 1998

Organizer and Chair, "Why Ethics? Why Now? The Moral Dimensions of Teaching and Leadership in the New Millennium. Invited Lecture by Lynn Beck, Pacific Lutheran University, October 8-9, 1999

Organizer, Ethics Challenge, UTSA Downtown, October 9, 1999

Organizer, The Challenges and Opportunities for Funding Public Schools Equitably in the 21st Century: Twenty-five years after San Antonio Independent School District v. Rodriguez (1973) with featured speakers: Dr. Henry Levin, Stanford University, Bill Koski, East Palo Alto Community Law Project, and Michael Rebell, Campaign for Fiscal Equity, October 16, 1998

Symposium Panelist, The Agenda with Heywood Sanders on KLRN Channel 9, San Antonio, TX, panel discussion on public school financing issues, October 15, 1998

Organizer, School Voucher Discussion with Henry Levin, Stanford University and Bill Koski, East Palo Alto Community Law Project, October 15, 1998

Selected by Head Start Bureau as a Head Start Reviewer/Consultant, 1997

Reviewer, Proposals for Southwestern Educational Research Association Annual Meeting, Austin, Texas, 1997

Member, Task force to review and recommend changes to gifted and talented programs in the San Antonio Independent School District, Spring 1997

Advisor, North East Independent School District's Oak Meadows Elementary School Technology Committee, Spring 1996

Panelist, Oregon Multicultural Education Association 10th Anniversary Meeting, Portland, Oregon, March 1994

Member, Board of Directors for the Oregon Multicultural Education Association, 1994

Program Chair, 1993 Oregon Educational Research Association Annual Meeting in Portland, Oregon

Member, North Central Association Evaluation Team - Arizona State Committee on Accreditation, 1989-1991

Community Service

Member, North East Independent School District STEM Advisory Board, 2014-2015

Leadership North East Independent School District, 2011-2012

College Fair Recruiter for University of Hawaii, 2011, 2012

Member, Greater San Antonio Chamber of Commerce Education and Workforce Committee, 2008 - present

Volunteer, Animal Defense League, 2006 – 2015

Volunteer, Churchill High School Band Events, 2006; Eisenhower Middle School Band Events, 2005 – 2009

Volunteer, Valero Texas Open Golf Tournament, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011 and 2012; Westin Texas Open Golf Tournament, 1998, 1999, 2000, and 2001; Carts at SBC Dominion Senior Open Golf Tournament, 2001

Member, Parent/Teacher Association, Churchill High School, 2006 – 2013; Eisenhower Middle School, 2004 – 2009; Huebner Road Elementary School, 1998 - 2006

Volunteer, San Antonio Junior Golf Association, 2000 - 2002

Volunteer, Computer Lab Assistant at Colonial Hills United Methodist School for Pre-Kindergarten and Kindergarten, 1996 - 1998

Presenter, Japanese culture to gifted and talented second and third grade classes at North East Independent School District's Oak Meadows Elementary School, February 5, 1996

Co-Organizer with Dr. Rosalind Horowitz, From Hawaii to Holocaust: A Shared Moment in History - A Forum and Video Presentation, Part of a Lecture Series on Survival and the Holocaust, February 13, 1995

Friendship Family Host for an undergraduate teacher education student from Shizuoka, Japan - Shiho Mimaya. Organized through the University of Portland's International Affairs Program, Fall 1993-Summer 1994

Co-Chairperson, Steering Committee for Japanese American Cultural Association, Tempe, Arizona, November 1988-September 1989

Presenter, Cultural Diversity and its impact on Asian Americans. Symposium held at Arizona State University's Cultural Diversity Conference, November 1988, Tempe, AZ

Handicap chairman, Arizona Hawaiian Golf Club, Tempe, Arizona, 1990-1991

Professional Memberships

Council of Academic Deans in Research Education Institutions (CADREI)

Institute of Electrical and Electronics Engineers (IEEE)

Phi Kappa Phi (PKP) – University of Texas at San Antonio Chapter #317, VP for Alumni Relations

University Council for Educational Administration (UCEA)

Outside Reviewer for Tenure and/or Promotion Consideration

2004, Duane Covrig, University of Akron

2006, Dianne Hoff, University of Maine

2007, Richard Knuth, University of Washington at Tacoma

2010, Pam Angelle, University of Tennessee at Knoxville

2010, Kathleen Budge, Boise State University

2010, Karen Crum, Old Dominion University

2011, Rhonda McClellan, University of Texas at Arlington

2011, Cindy Reed, Auburn University, Endowed Professorship

2011, Casey Cobb, University of Connecticut, Promotion to Full Professor

2013, Steve Myran, Old Dominion University

2013, Michael Owens, Wayne State University
 2014, Miguel Guajardo, Texas State University, Promotion to Full Professor
 2017, Dan Berebitsky, Southern Methodist University
 2017, Shelby Cosner, University of Illinois at Chicago, Promotion to Full Professor
 2018, Bradley Davis, University of Texas at Arlington
 2018, Julia Matuga, Bowling Green State University, Promotion to Full Professor
 2020, Hans Klar, Clemson University, Promotion to Full Professor
 2020, Chris Lucas, University of Hawaii at Manoa

Personal Interests/Hobbies

My personal interests and hobbies include going for daily walks, riding my stationary bike for 100 minutes/day, playing golf, tennis, and baking new things to try, whether it be desserts or main/side dishes. I also like to watch historical true-life movies on Netflix and Amazon Prime. With strong ties to Hawaii, I enjoy traveling with my family back to my home state as well as my ancestral country of Japan and other far east Asian countries.

How would you contribute toward Wichita State University's priority of inclusive excellence?

It is critical for Wichita State University (WSU) to foster a culture where diversity, equity, and inclusion are living principles. There are at least three ways I would contribute as Provost to creating a culturally inclusive environment at WSU. First, I would model what it is like to be part of a culturally inclusive environment. It cannot be understated the importance of leadership in creating a culturally inclusive environment. I did this at the University of Wisconsin-Milwaukee (UWM) by listening to students who were advocating to faculty that they include more culturally responsive practices in their course instruction. Several examples included having more readings from diverse authors and using more in-class exercises challenging the status quo.

Second, I would empower others to help create a culturally inclusive environment. As I have learned from experience, when advancing big initiatives, it takes a critical mass of faculty, staff, and students to foster and sustain a culturally inclusive environment. It is important for leaders to support the creation of an inclusive environment by committing resources, removing barriers, and navigating the process. To exemplify this, I worked with the Dean of Engineering and the Department Chair from Computer Science to diversify the computer science pipeline with an initiative called “Girls that Code” where we worked with fifteen public middle schools in Milwaukee to launch this effort. By initiating this effort, we helped to create a more culturally inclusive environment at UWM by including more students from under-represented groups.

And third, I would promote a culturally inclusive environment by publicizing our inclusive efforts. I want to share two examples of promoting a culturally inclusive environment. We made a concerted effort to feature diverse students and alums in our annual magazine and website over the past six years. Here are two examples. The first one is about Nate Deans. Nate is a great story about a young African American high school teacher who came full circle to now teach at the high school he graduated from. As the [video](#) illustrates, he is a great role model for his students.

The second example involved Billyjack Parent, an Ojibwe Native American young man who I helped with a study aboard program to Japan four years ago. Billyjack comes from the Ojibwe tribe where alcoholism and drugs have devastated his tribal nation and he is trying to make a difference by learning about other cultures and seeing the connections between his ancestral and Japanese traditions. As a Japanese American, I helped prepare Billyjack for his yearlong study aboard in Japan. After he returned from Japan, we debriefed about his experiences, and it was so exciting to learn about his takeaways and aspirations. He wants to serve as an Ambassador between the Ojibwe tribe to make connections to Japanese entrepreneurs to mass produce a sustainable economy based on a

“wild rice” grain that the Ojibwe produce. Like many tribes, the Ojibwe have casinos that provide a significant revenue source, but Billyjack wants his tribe to diversify their economic development and move towards clean and sustainable means of economic development rather than relying solely on gambling.

Given what I have shared above, I hope it is evident my commitment to creating a culturally inclusive environment is not about words and platitudes, but about the actions I have taken and the responsibility I feel to nurture a learning environment where diversity is valued and enacted upon. If selected as Provost, I pledge to work with Dr. Marche Fleming-Randle, Vice President and Chief Diversity Officer to insure we develop recruitment strategies to better attract and retain more faculty, staff, and students of under-represented groups in various disciplines as well as professionally train our faculty and staff about the nuances of creating a welcoming environment where diversity is viewed as value added rather than a deficit. And finally, I want to promote more culturally responsive teaching and learning practices in every discipline, because it is important to see and read about people like yourself who have contributed to the advancement of society.