

Thomas L. Alsbury

Work Address:

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Educational Preparation

Doctor of Education, Educational Leadership and Counseling Psychology, 2001

Washington State University, Pullman, Washington

Major: Educational Administration

Support Fields: Organizational Policy and Governance, Secondary Administration

Dissertation Title: Superintendent turnover in relationship to incumbent school board member defeat in Washington from 1993-2000: A quantitative and qualitative analysis.

Majors Professors/Doctoral Committee – Don Reed (retired), Gail Furman, Forrest Parkay- Washington State University; Walter Gmelch- Dean- College of Education- University of San Francisco

Masters of Education, Educational Department of Curriculum and Instruction, 1987.

University of Washington, Seattle, Washington.

Major: Science Curriculum and Instructional Methodology, Secondary Administration

Bachelor of Arts, Chemistry, December, 1983.

University of Washington, Seattle, Washington.

Bachelor of Science, Molecular Biology, March, 1983.

University of Washington, Seattle, Washington.

Professional Experience

Professor, Seattle Pacific University, July 2011- Present.

Department of Educational Leadership.

Member, Graduate Faculty. Taught courses in educational leadership, organizational behavior, law, policy & governance.

Chaired Masters and Doctoral student dissertation committees.

Supervised Principal & Superintendent interns.

Associate Professor/Program Coordinator, North Carolina State University, Aug 2008- 2011.

Department of Educational Leadership and Policy Studies.

Tenured Member, Graduate Faculty. Taught courses in educational leadership and organizational

behavior. Chaired Masters and Doctoral student dissertation committees.

Assistant Professor. North Carolina State University, June 2006- Aug 2008.

Department of Educational Leadership and Policy Studies.

Member, Graduate Faculty. Taught courses in educational leadership and organizational behavior.

Chaired Masters and Doctoral student dissertation committees.

Assistant Professor. Iowa State University, July 2002- May 2006.

Department of Educational Leadership and Policy Studies.

Member, Graduate Faculty. Taught courses in educational leadership and organizational behavior.

Chaired Masters and Doctoral students dissertation committees. Coordinated the Ph.D, superintendent licensure programs. Co-chaired the principal licensure/M.Ed. program.

Visiting Assistant Professor. Washington State University, March 2002-July 2002.

Department of Educational Leadership and Counseling Psychology.

Non-tenure track appointee, Graduate faculty. Taught courses in educational leadership and instructional supervision.

Adjunct Professor. Washington State University, June 2000-March 2002.

Department of Educational Leadership and Counseling Psychology.

Instructor for master's and doctoral level courses in educational leadership, instructional supervision, community/school relations, facilities development. Some courses offered through distance education.

High School Principal. August 1999-July 2002.

Pullman School District, Pullman, Washington.

Led the school to a successful accreditation and curriculum reform resulting in an increase of up to 27% in state test results by 2001. Completed the Northwest Accreditation process.

K-12 Principal/On-site Administrator. August 1992- July 1999.

Naselle-Grays River Valley School District, Naselle, Washington.

Single building K-12 district. Organizational reform led to dramatic increases in student achievement on the State test scores from 40% to 95% that has sustained for over 10 years as a result of a collaborative leadership approach. Duties in the district included district Curriculum Director, Testing Coordinator, Staff Development Coordinator, Talented and Gifted Director, Special Education Director, Vocational Director, ADA Compliance Director, Federal Programs Director. Served with a part-time off-site superintendent. Completed the Northwest Accreditation process.

7-12 Principal. July 1990- July 1992.

Lyle School District, Lyle, Washington.

Duties included district Curriculum Director, the introduction of a Talented and Gifted program, expansion of the Special Education program. Successfully gained accreditation through Northwest Accreditation of Secondary Schools and Universities.

9-12 Chemistry/Biology Teacher. August 1984- July 1990.

Port Angeles School District, Port Angeles, Washington.

Science Department Head,1988-1990: Leadership resulted in an award winning staff and program, including state science research awards, technology innovations, improved grades and test scores, and

creative curriculum restructuring. Served as district curriculum committee member and district staff development committee member.

Honors and Awards

Letter of Commendation (October 4, 2011) From the North Carolina Professors of Educational Leadership executive board for my leadership and service as founder, first president, and for reorganizing NCPLEL into a non-profit association.

Letter of Commendation (January 27, 2011). From Brian Etheridge, President of Leadership NC for a significant time commitment and contribution to the Annual State of the State Forum in Raleigh. Leadership NC's Board of Directors is chaired by Governor Purdue and is a leading business association directing policy and legislation in North Carolina. The Annual conference invites 5-6 special session speakers to address Healthcare, Business, and Educational needs in NC.

Letter of Commendation (December 3, 2010- from General H. Hugh Shelton, 14th Chairman, joint Chiefs of Staff, for "outstanding contributions" to the 2010 Shelton Leadership Forum.

Letter of Commendation (November 15, 2010- from Dr. Michael A. Davis, Assistant Vice Chancellor for Extension, Engagement, and Economic Development @ NCSU; and Dr. Debbie Reno, Coordinator for Educational Programs and Training, NCSU for speaking at the 2010 Shelton Leadership Forum.

Letter of Commendation (October, 26, 2010- from Walter H. Dalton, Lt. Governor, North Carolina for Consultant to the Lt Governor and the NC Jobs Commission on the issue of governance for the purpose of developing the workforce by our assistance with early college STEM schools program.

Letter of Commendation (October, 22, 2010- from Brad Bryant, Georgia State Superintendent of Schools; Wanda Barrs, Chair State Board of Education; and Thomas Wilson, Associate State Superintendent for Standards-Based Learning. For Consultant to the Georgia School Board Standards Task Force to develop school board standards for Georgia.

Nominee, NCSU CED Outstanding Teacher Award (2009). Students nominate professors for the award.

EAQ Outstanding Reviewer of the Year Award (2008-09). EAQ presents this award annually to the outstanding reviewer(s) of manuscripts submitted to EAQ; the top peer-reviewed journal in field of educational leadership.

Culbertson Award (2008) UCEA presents this award annually to the outstanding junior professor of educational administration in recognition of his/her contributions to the field. Criteria used in selecting outstanding contribution are innovative, original, generalizable, potential impact, related to UCEA goals, effects training mission of institution, and the degree of effort to produce the contribution.

Shannon Award (2008) National School Board Association presents an award annually to an outstanding State School Board Association. The award is voted on by all the State School Board Associations for the group that had the most overall impact on local school boards nationally. This year they honored the Iowa School Board Association Lighthouse Research Team to receive the award, of which I was included as a research consultant.

Nominated, *College of Human Sciences Outstanding Early Research Commendation*- 2006

Iowa State University/College of Education Outstanding Early Research Commendation- 2004-This award recognizes one pre-tenure professor in the College of Education annually for exemplary research performance and scholarship accomplishments unusually early in their career as documented by clients and peers.

AERA SIG Dissertation of the Year Award -2004- This evaluated dissertations from 2001 to 2003 and selected one for the Special Interest Group on the Superintendency.

Distinguished Research Award- 2002- Iowa Educational Research & Evaluation Association (IAERA) 2002 annual conference. Winner presents paper, representing Iowa researchers at the national AERA conference.

Regents Address- May 6, 2003- Dr. Owen Newlin, President of the Iowa Board of Regents in his annual address to the ISU Faculty Senate, mentioned me along with two others as the "best research faculty the university had to offer this year and an example of exemplary research achievement".

School recognition- Fall 2001

My leadership, reforming the Naselle School District to significant student achievement gains was recognized in an article by Melissa Steineger and Lee Sherman, (2001) *Eye of the Storm*, in the Northwest Regional Education Labs publication *Northwest Education*.

Recognized school, United States Department of Education -1998

My school was selected as one of a few recognized schools in Washington State as a result of my reform program leading to unequalled student achievement gains.

International Experience

Program Development/Assistance:

Taiwan: (Invited, 2012). Invited to spend 4 weeks in Taipei to conduct a national governance study of school boards leading to an international comparative book, and develop a formal collaboration for exchange of research and personnel. Work is being conducted at National Academy for Educational Research (NAEP) in Taipei

Denmark, Norway, Finland, Sweden, Scotland: (2010-Present). Developed formal affiliation with the International Superintendent Research Network (ISRN). Developed an international comparative governance research project. Traveled to these countries to meet with and finalize the implementation plan for the collection of governance data in these countries. Leading to a book series and numerous presentations, including a featured session at the 2010 UCEA conference and the AERA 2010 conference.

India: (2009-2010). Invited and traveled to Delhi to speak at the International Conference on Excellence in School Education held Dec 28-30 at Indian Institute of Technology and their Department of Management. I presented my research on the Innovative Leaders Academy. While in India I also conducted research at a K-12 school of 800 students in Kunbara, Kerala. The school superintendent is Father Jose Kuruvila and I was able to interview him and the principal, survey

staff, and speak with a group of 50 students about leadership and culture in their school.

Germany: (Jan-Feb 2006) Invited and traveled to Berlin to work with the Dean of the Vocational Programs College of Humboldt University in Berlin (Prof. Jurgen van Buer) to develop Berlin's first Principal Leadership Program, fashioned after the Educational Leadership & Policy Studies, Educational Administration, PreLEAD (principal licensure) program at Iowa State University. I will provide a lecture to students and conduct a faculty seminar on measuring leadership quality in the United States. I will also begin a research project on leading east and west German staff, and facilitate in the development of a set of courses for a new principal preparation program.

United Arab Emirates: (2003-2004). Invited and traveled to the United Arab Emirates to work with the Dean of the College of Education at Zayed University to develop their new Educational Leadership Program, fashioned after the Educational Leadership & Policy Studies, Educational Administration, PreLEAD (principal licensure) program at Iowa State University. I was asked to coordinate and schedule visiting professors to teach in the program at Zayed and provide continuous feedback and evaluation of the program.

Visiting Professor/Invited International Lecture:

Alsbury, T. L. (Invited, Dec. 2012). *The Influence of Governance on School Success*. Presented to researchers at the National Academy for Educational Research (NAEP) in Taipei.

Alsbury, T. L. (Invited, June 2012). *Governance and the Superintendency*. Presented at the International Symposium on Educational Reform (ISER).

Alsbury, T. L. (Jan 2006). *Evaluation and Supervision of Classroom Teachers*. Taught Humboldt University Master's degree course for one day.

Alsbury, T. L. (Jan 2006). *Evaluation methods in the U.S. for determining school performance*. Presenting a lecture to Humboldt graduate students and a seminar for faculty

Alsbury, T. L. (2004, March 18). *Democratic and hierarchical organizational governance theories and their application in Emirate culture*. Presented to the faculty, staff, and students of Zayed University in the United Arab Emirates (UAE). Also finalized paper signing for new graduate program to train Sunni Muslim women in the Principalship.

Publications

Invited Editor, Commentary, Reviews

Alsbury, T. L. (2009, August 21). Invited review and printed endorsement of Walser, N. (2009). *The essential school board book: Better governance in the age of accountability*.

Alsbury, T. L. (2009, June 25). Mayoral takeover cools the crucible of democracy. *Teacher College Record, Invited Commentary*.

Books:

- Alsbury, T. L.(Ed.). (2008). *The future of school board governance: Relevancy and revelation*. Lanham, MD: Rowman & Littlefield.
- Alsbury, T. L., Mountford, M. E., Delagardelle, (contracted, Due 2011). *The study of the American school board: Understanding governance for reform*. Lanham, MD: Rowman & Littlefield.
- Mountford, M. E., & Alsbury, T. L. (2011). *International governance*. New York: Springer.
- Bjork, L., & Alsbury, T. L. (2012) *International superintendency*. Lanham, MD: Rowman & Littlefield.
- Book and Monograph Chapters:
- Alsbury, T. L., & Whitaker, K. S. (In Press, 2012) *The realities of urban versus rural superintendents: Contextual lenses for the Voices III study*. In W. Place, M. Acker-Hocevar, J. Ballenger, G. Ivory (ED.) *Snapshots of School Leadership in the 21st Century: Perils and Promises of Leading for Social Justice, School Improvement, and Democratic Community (The UCEA Voices from the Field Project)* [pp. ???]. Palgrave-MacMillan.
- Alsbury, T. L. (2011). Should the K-12 organizational structure of schools in the U.S. be changed dramatically? In Russo, C. [Ed.] *Debating issues in American education*. Thousand Oaks, CA: Sage.
- Alsbury, T. L. & Jackson, K. T. (In Press, 2012). Cultural transformation in an American school: Teacher response to reform from a Finnish community in the U.S. [pp. ??]. In E. Kimonen, & R. Nevalainen (Eds.), *Transforming teacher's work globally: In search of a better way for teachers and their communities*. Jyvaskyla, Finland: University of Jyvaskyla.
- Fusarelli, B. C., Militello, M., Alsbury, T. L., Price, E., & Warren, T. P. (2010). Translational leadership: New principals and the theory and practice of school leadership in the 21st century. In A. R. Shoho, B. G. Barnett, & A. K. Tooms (Eds.) *The challenges for new principals in the 21st century: Developing leadership capabilities through professional support -A volume in International research on school leadership* [pp. 1-28] Charlotte, NC: Information Age.
- Alsbury, T. L. (2008). School board politics and student achievement: A review of classical and current research [pp. 126-147]. In L. D. Fusarelli & B. S. Cooper (Eds.), *Handbook of research on educational politics and policy*. Mahwah, NJ: Lawrence Erlbaum.
- Alsbury, T. L. (2008). School board politics and student achievement. In T. L. Alsbury (Ed.) *Relevancy and revelation: The future of school board governance*. [pp. 247-272] Lanham, MD: Rowman & Littlefield.
- Alsbury, T. L. (2008). Promoting sustainable leadership within the reform system. In B. Hand (Ed.), *Science inquiry, argument and language: A case for the science writing heuristic* [177-194]. Rotterdam, Netherlands: Sense.
- Alsbury, T. L. (2007). Quality national school administration: On empirically grounded undertakings from the U.S. In J. van Buer & Wagner, C. (Eds.), *Qualitat von schule: En kritisches handbuch* [pp. 543-551]. Frankfort, Germany: Peter Lang.

Alsbury, T. L. (2007). Systemic variables influencing scaling and succession in district reform efforts: An empirical study. In B. Despres (Ed.), *System thinkers in actions: A field guide for effective change leadership in education* [pp. 135-175]. Lanham, MD: Rowman & Littlefield.

Alsbury, T. L. (2007). Challenge: The need to be re-elected. In G. Ivory (Ed.), *Successful school board leadership: Lessons from superintendents*. [pp. 164-185] Lanham, MD: Rowman & Littlefield.

Alsbury, T. L. (2005). Political and apolitical school board and superintendent turnover: Revisiting critical variables in the Dissatisfaction Theory of American Democracy, In G. J. Petersen & L. D. Fusarelli (Eds.), *The politics of leadership: Superintendents and school boards in changing times*. [pp. 135-155] Greenwich, CT: Information Age.

Books Entries:

Alsbury, T. L. (2009). Superintendency, In E. F. Provenco, Jr. (Ed.), *Encyclopedia of the social and cultural foundations of education*. Thousand Oaks, CA: Sage.

Alsbury, T. L. (2006). Vulnerability thesis, of superintendents, In F. W. English (Ed.), *Encyclopedia of educational leadership and administration*, (1059-1061). Thousand Oaks, CA: Sage.

Alsbury, T. L. (2006). Cultural Capital, In F. W. English (Ed.), *Encyclopedia of educational leadership and administration*, (pp. 246-248). Thousand Oaks, CA: Sage.

Alsbury, T. L. (2006). Espirit (climate studies), In F. W. English (Ed.), *Encyclopedia of educational leadership and administration*, (pp. 352-353). Thousand Oaks, CA: Sage.

Refereed Journal Articles:

Militello, M., Alsbury, T., Fusarelli, B., & Warren, T. (2011). How professional standards guide practice for school principals. *International Journal of Educational Management*,

Bjork, L., & Alsbury, T. L. (2011). International Superintendents Research Network: A project of the UCEA Center for Research on the Superintendency & District Governance. *UCEA Review*, 52(2), 20.

Fusarelli, B., Alsbury, T. L., Bitting, P., Brady, K., Brinson, K., Fusarelli, L., Militello, M. (2010) Transformational leaders for 21st century schools. *Academic Exchange Quarterly*, 14(3)

Brady, K. P., & Alsbury, T. L. (In Press, 2011). Finding the perfect blend: Faculty attitudes and perceptions of teaching blended learning distance education courses. *International Journal of Educational Reform*.

Haddad, M. A., & Alsbury, T. L. (2008). Using spatial analyses to examine student proficiency: Guiding district consolidation and reform policy decisions. *Planning & Changing*, 39 (1 & 2), 98-126.

Alsbury, T. L. (2008). School board member and superintendent turnover and the influence on student achievement: An application of the Dissatisfaction Theory. *Leadership & Policy in Schools*, 7(2), 202-229.

- Alsbury, T. L., & Whitaker, K. S. (2007). Voices of superintendents: Accountability, students, and democratic voice. *Journal of Educational Administration*, 45(2),157-174.
- Alsbury, T. L., & Hackmann, D. L. (2006). The changing face of the profession: Findings of the Iowa Mentoring/Induction Program for Novice Principals and Superintendents. *Planning and Changing*, 37(3/4), 169-189.
- Hackmann, D. L., & Alsbury, T. L. (2005). The use of portfolio assessments for administrator preparation program improvement. *Educational Considerations*, 32(2), 36-45.
- Alsbury, T. L., & Shaw, N. (2005) Policy implications for social justice in school consolidation. *Leadership and Policy in Schools*, 4(2), 105-126.
- Alsbury, T. L. (2004). Does school board turnover matter? Revisiting critical variables in the Dissatisfaction Theory of American Democracy. *International Journal of Leadership in Education*, 7(4), 357-377.
- Alsbury, T. L. (2003). Stop talking and do something: The changing role of superintendent involvement in school-community relations. *Journal of School Public Relations*, 24(1), 44-52.
- Alsbury, T. L. (2003). Superintendent and school board member turnover: Political versus apolitical turnover as a critical variable in the application of the Dissatisfaction Theory. *Educational Administration Quarterly*, 39(5), 667-698.
- Alsbury, T. L. (Spring, 2003). Technology use in the Iowa State University educational leadership program. *UCEA Review*, 45(2), 18-19.
- Alsbury, T. (December, 1986). Dancing through photosynthesis. *The Science Teacher Journal*, 53(9), 49-50.
- Non-Refereed Publications:
- Alsbury, T. L. (2012). Effective principal evaluation systems: Embracing standards, avoiding standardization. *Curriculum in Context*, 38(1), 14-17.
- Note: This is an on-going quarterly column presenting a usable synopsis of current educational research for the Washington Association of Curriculum & Development journal. The journal is distribute to over 2000 school teachers and administrators in Washington.
- Alsbury, T. L. (2011). *Education law: Assignments and Activities*. Assignments & activities for the Pearson on-line Educational Law Resource Module. Note: I was contracted to author the Activities and Assessments for the on-line Educational Leadership Resource Series for Pearson Publishing. This is a series of activities, case studies, and experiences that can be purchased on-line to accompany any Higher Education course using any textbook in Educational Leadership.
- Waters, T., Alsbury, T. L., Else, D., & Reed, G. (2006). Imagine the unimaginable. Report No. Denver, CO: Mid-continent Research for Education and Learning (McREL).
- Alsbury, T. L. (June, 2006). Myths affecting the reform of school funding. *Iowa Educational Leadership*,8(4),

5-8.

Alsbury, T. L. (April, 2006). Surveys of enacted curriculum: Tools and services to assist educators. *Iowa Educational Leadership*, 8(3), 14-18.

Alsbury, T. L. (February, 2006). Iowa administrator mentoring and induction program. *Iowa Educational Leadership*, 8(2), 19-23.

Alsbury, T. L. (October, 2005). Alternative indicators of high school performance. *Iowa Educational Leadership*, 8(1), 14-18.

Alsbury, T. L. (June, 2005). Knowledge management systems: closing the achievement gap. *Iowa Educational Leadership*, 7(4), 7-12.

Alsbury, T. L. (February, 2005). How principals can use staff development to increase organizational performance. *Iowa Educational Leadership*, 7(2), 26-29.

Alsbury, T. L. (October, 2004). Measuring what we teach: Analyzing instructional content. *Iowa Educational Leadership*, 7(1), 14-16.

Alsbury, T. L. (May, 2004). Does professional development influence teacher instruction? *Iowa Educational Leadership*, 6(7), 15-17.

Alsbury, T. L. (April, 2004). Power, conflict, & community in interdisciplinary teaching teams. *Iowa Educational Leadership*, 6(6), 25-27.

Alsbury, T. L. (March, 2004). National survey reveals: What superintendents and principals say is needed to fix schools. *Iowa Educational Leadership*, 6(5), 23-26.

Alsbury, T. L. (January/February, 2004). Licensing but not leading in Iowa. *Iowa Educational Leadership*, 6(4), 7-9.

Alsbury, T. L. (December, 2003). Principal leadership and school performance. *Iowa Educational Leadership*, 6(3), 23-25.

Alsbury, T. L. (November, 2003). A National study of leadership in middle level schools. *Iowa Educational Leadership*, 6(2), 1-5.

Alsbury, T. L. (October, 2003). A social justice perspective on school consolidation. *Iowa Educational Leadership*, 6(1), 1-5.

Manuscripts Under Review, Refereed Journals:

Bennett, J. V., & Alsbury, T. L. (Revise & Resubmit, Summer 2011). Mandatory community-based learning in urban high schools: Fair equality of opportunity? *International Journal of Leadership in Education*.

Delagardelle, M. D., & Alsbury, T. L. (Revise & resubmit, Fall 2010). School board member beliefs: Roles and behaviors sustaining district reform. *International Journal of Leadership in Education*

Manuscripts In Development, Refereed Journals:

Book Chapters In Development:

Alsbury, T. L., & Whitaker, K. S. (In development, Due 5/2012). *How much of an instructional leader does the small district superintendent have to be?* In R. McClellan, M. Acker-Hocevar, G. Ivory, & A. Hyle (Eds.) *Quandaries of the Small-District Superintendency* [pp. ???]. Palgrave-MacMillan.

Alsbury, T. L., (In development, Due 5/2012). *Understanding and navigating district contexts on leadership and governance* In R. McClellan, M. Acker-Hocevar, G. Ivory, & A. Hyle (Eds.) *Quandaries of the Small-District Superintendency* [pp. ???]. Palgrave-MacMillan.

Technical Reports:

Blanchard, M. R., Albert, J. L., Williams, B., Alsbury, T. & Osborne, J. W. (2011). NSF ITES Annual Project Outcomes Report: Innovative Technology Experiences for Students and Teachers, *STEM Teams: Promoting Science, Technology, Engineering, and Mathematics (STEM) career interest, skills, and knowledge through Strategic Teaming*, National Science Foundation, Arlington, VA.

Hess, R.. (Acknowledged Contributor, 2010). *School boards in the 21st century: A national survey of school board members*. Joint Study Funded by the Wallace Foundation with NSBA, AEI, Fordham Foundation, and IASB. Alsbury was on the writing team for IASB with Delagardelle and Mountford.

Alsbury, T. L. (October, 2006). *SAI/AEA new administrator mentoring and induction program report on the results of the first-year formative assessment*. A 70-page report presented to the School Administrator's of Iowa executive director and committee. This was the product of a grant to evaluate the Iowa mentor and induction program.

Alsbury, T. L. (December, 2005). *Iowa administrator mentoring and induction program*. A summative grant report presented to the Roy J. Carver Charitable Trust Foundation executive director and committee.

Alsbury, T. L. (November, 2005). *SAI/AEA new administrator mentoring and induction program report on the results of the first-year formative assessment*. A report presented to the School Administrator's of Iowa executive director and committee. This was the product of a grant to evaluate the Iowa mentor and induction program.

Alsbury, T. L. (July, 2004). *SAI/AEA new administrator mentoring and induction program report on the results of the first-year formative assessment*. A report presented to the School Administrator's of Iowa executive director and committee. This was the product of a grant to evaluate the Iowa mentor and induction program.

Alsbury, T. L., & Hackmann, D. (July, 2003). *SAI/AEA new administrator mentoring and*

induction program report on the results of the first-year formative assessment. A report presented to the School Administrator's of Iowa executive director and committee. This was the product of a grant to evaluate the Iowa mentor and induction program.

Invited Lectures/Panels/Keynotes

Alsbury, T. L. (April 30, 2012). Seattle Pacific University, School of Education Forum on Educational Issues, April 30, 2012. Invited keynote and panel moderator on district governance and reform. Attendance: 150 teachers, administrators, students, faculty.

Alsbury, T. L. (January 28, 2012). Invited to facilitate a daylong strategic planning session to the 20 member 2012 State School Directors Association Executive Board at their annual retreat. The task was to lead the Board of Directors to develop, draft, and approve an Association Mission, Vision Statement, and Goals for the 2012-2015 Strategic Plan. Olympia, WA.

Alsbury, T. L. (2011). Seattle Pacific University, School of Education Forum on Educational Issues, November 7, 2011. Invited expert panelist for questions on school improvement and quality. Attendance: 200 teachers, administrators, students, faculty.

Alsbury, T. L. (January 27, 2012). Invited to present one (daylong) leadership workshop *Creating strategic board relationships* to the 20 member 2012 State School Directors Association Executive Board. Olympia, WA.

Alsbury, T. L. (Sept. 17, 2011). Invited to present two (3-hour) leadership workshops to the 2011 leadership council for the Washington State School Directors Association. Olympia, WA.

Alsbury, T. L. (January 20, 2011). Invited as a speaker in one of 5 featured sessions at the Leadership North Carolina, 2011 State of the State Forum. Other presenters included Gov. Bev Purdue, Dept. of commerce Sec. Keith Crisco, President of the NC Public School Forum, President of Wachovia, and President of the NC Hospital Assoc. I spoke on a new school governance model called Transrelational Leadership Communities. The State of the State Forum is Leadership North Carolina's flagship event for leaders and program alumni across our state. Hosted annually, its goal is to educate leaders about the most critical issues facing the state, creating a more informed group of stakeholders for North Carolina's future. This event provides you the opportunity to showcase your company to a statewide audience of leaders from business, government, education and nonprofit sectors and includes the Governor on the board of directors. Attendance: 350

Alsbury, T. L. (Nov. 3, 2010). Invited as the K-12 General Session speaker for the General Shelton Leadership Center's Shelton Leadership Forum. This is North Carolina's most prestigious venue for leaders from business, industry, and education. Attendance=700.

Alsbury, T. L. (Nov. 17, 2010). Invited to present a pre-session workshop and be general speaker at the leadership council for the Washington State School Directors Association annual state conference. Spokane, WA.

Alsbury, T. L. (July 23, 2010). Invited presenter and book signing for the chapter: Cultural transformation in an American school: Teacher response to reform from a Finnish community in the U.S. [pp. ??]. In E.

Kimonen, & R. Nevalainen (Eds.), *Teachers work in reform: In search of a better way*. Jyvaskyla, Finland: University of Jyvaskyla. Presenting to the Naselle community featured in my chapter of the book at their bi-annual American Finnish Festival, Naselle, WA.

Alsbury, T. L. (June 14-15, 2010)- Invited keynote speaker to the Alabama School Board Association State Conference. Topic: School-Board & Superintendent Teaming to School Reform Perdido Beach, AL Attendance= 3,000

Alsbury, T. L. (June 16, 2010)- Invited keynote speaker to the Alabama Superintendent's Association State Conference. Topic: Leading your School Board Toward an Effective Governance Team. Perdido Beach, AL Attendance= 300

Alsbury, T. L. (Feb. 22, 2010). Invited panelist for the NCSU college of Education's Black History Month program, "Neighborhood Schools & Busing: The Changing Face of Our Public Schools". Attendance = 300

Alsbury, T. L. (June 12-14, 2009)- Invited to be main speaker to the Oregon School Board Association State Board of Directors retreat. Review national board standards, board influence on student achievement, and review the Oregon Bridges program. Mt. Hood, Or. Attendance= 30

Alsbury, T. L. (April, 2009)- Invited to serve on an expert panel for the Georgia State Board of Education and the Georgia Educational Task Force to review and recommend revisions for the new school board member standards and training process/curriculum.

Alsbury, T. L. (Feb. 27th, 2009)- Invited to present to the Georgia State Board of Education and the Georgia Educational Task Force on the development of new school board member standards and a new training process/curriculum.

Alsbury, T. L. (March 13-14, 2009). Invited General Session speaker. West Virginia School Boards Association Annual Winter Conference on The Future of School Board Governance. Asked to respond to keynote speaker Curtis Johnson, author of *Disrupting class: How disruptive innovation will change the way the world learns*. I am then to lead a discussion on how this work may impact school boards in West Virginia. There were 250 participants.

Alsbury, T. L. (Oct. 29, 2008). Invited Critical Issues Keynote: New Jersey School Boards Association Annual School Board/Superintendent State Conference Critical Issues Speaker- "School Board Politics and Student Achievement". There were 150 participants.

Alsbury, T. L. (Sept. 12-13, 2008). Invited Keynote. West Virginia School Boards Association Annual Conference on The Future of School Board Governance. There were 225 participants.

Alsbury, T. L. (June 26, 2008). Presented latest research and book to the Everett, WA Kiwanis Club. There were 50 participants including their district representative.

Alsbury, T. L. (Feb. 22, 2008). Invited Kentucky School Boards Association Pre-Conference Workshop- "What Research Says About Successful Schools & Boards of Education". There were 125 paid participants.

Alsbury, T. L., & Delagardelle, M. D. (Feb. 1-3, 2008). Invited General Session Speaker at the National School Board Association Leaders Institute. I was one of three speakers invited. The other speakers were Diane Ravitch (past Asst. U.S. Dept. of Ed. Secretary) and Marian Wright Edelman (president/founder Children's Defense Fund). The Institute is held for all 230 presidents and executive directors of every State School Board Association. Washington, D.C.

Alsbury, T. L. (2008, March 29). *Forget Everything You Thought You Knew About District-wide Reform*. Invited feature workshop on how the recent national and state efforts redefine superintendent/board leadership partnerships that maintain appropriate role separation and provide collaborative and mutually beneficial district-wide stability and reform leading to sustainable student achievement. Workshop offered to 100 superintendents and school board members at the National School Board Association Conference, Orlando, FL.

Director/Host/Presenter- Alsbury, T. L. (September 14-15, 2007). *School board research: Main lines of inquiry*. Co-creator, Co-director, Host, Keynoter for a national invited symposium on school board research. The symposium is funded by the Iowa School Foundation and the Wallace Foundation. Attendees will include researchers, school board members, school leaders, and legislators. Attendance is limited to 250 participants. Seventeen researchers are being invited and the symposium will be followed by an edited volume on the latest school board research. The symposium is being endorsed by numerous organizations including UCEA, NSBA, AERA (12 SIG's), and IASB to name a few. The symposium was featured as the front page article in Education Week 9/26/07.

Alsbury, T. L. (2007, August 6-7). *School Board and Superintendents Negotiation of Data for Achievement*. Invited featured workshop on the Multi-State Lighthouse Project, how to interpret data, how to use data to focus need and goals, how to draft policy to enhance school board leadership of student achievement gains. Workshop offered to 20 school board members, superintendents, principals, and teacher leaders at the Confederation of Oregon School Administrators, Oregon Department of Education, Oregon Education Association, & Oregon School Boards Association joint statewide Annual Superintendent's summer Institute, "Leadership for Literacy and Learning". Portland, OR.

Alsbury, T. L. (2007, February 20-22). *Building Capacity of District Leadership to Work With School Boards*. Invited to present research and advise school improvement consultants how they can work with California's 176 SINA schools that have been required to remediate by NCLB. This panel is presented to 45 of the California Comprehensive Center (federally funded to support state NCLB implementation) trainers (known as Regional System of District and School Support (RSDSS) assigned to work with SINA school districts.

Alsbury, T. L. (2006, November 10). *How to Apply Data for Achievement*. Invited featured workshop on the Multi-State Lighthouse Project, how to interpret data, how to use data to focus need and goals, how to draft policy to enhance school board leadership of student achievement gains. Workshop offered to 80 school board members at the Oregon School Board Association Annual Convention, Portland, OR.

Alsbury, T. L. (2006, January 20-21). *School Board Turnover and the Politics of School Districts in the U.S.* Panel expert for the National Educational Writers Association Conference, Baltimore, MD.

Alsbury, T. L. (2005, December). *School District Consolidation and the Rise and Fall of Social Justice*. A distinguished lecturer at the Annual Iowa Educational Research and Evaluation Association Conference, Cedar Falls, IA.

Alsbury, T. L. (2005, August). *School District Consolidation: Social Justice for All?* A distinguished lecturer at the Annual School Administrator's of Iowa Conference, Des Moines, IA.

Alsbury, T.L. (2005, March). *Assessing the Mentoring Program*. Invited lecture on superintendent and principal mentoring programs nationally and comparisons to the Iowa model at the Annual Mentor/Mentee Statewide Networking and Training, Des Moines, IA.

Alsbury, T. L. (2004, April). *Leading schools from a spirituality base while maintaining the separation of church and state*. Invited lecture at the Iowa Christian Educators Association Annual conference, Marshalltown, IA.

Invited Chair/Discussant- National Conferences

Chair, (Nov, 2012). UCEA Center for the Study of the Superintendency & District Governance Business Meeting, Denver, CO. I am Center Director and will preside over the working meeting joined by the Center's National Advisory Board.

Chair, (April 2012). The Research on the Superintendency SIG Business meeting. Vancouver, B.C.

Discussant, (May 2011). Paper session entitled, *District strategies in an era of fiscal crisis: Human capital, capacity-building partnerships, and resource allocation*. Paper session presented at the annual meeting of the American Educational Research Association, Districts Research and Reform SIG, New Orleans, LA.

Co-Chair, (May 2011). Research on the Superintendency SIG business meeting. Meeting conducted at the annual meeting of the American Educational Research Association, New Orleans, LA.

National Chair (Oct, 2010). National UCEA Conference Chair. Responsible for review of 850 proposals and development of the conference program, speakers, and events.

Chair, (May 2010). Research on the Superintendency SIG business meeting. Meeting conducted at the annual meeting of the American Educational Research Association, San Diego, CA.

Chair (November 2009). Symposium session entitled *The Nordic Study of the Superintendency: Cross National Comparisons* presented at the annual convention of the University Council for Educational Administration, Anaheim, CA.

Discussant, (April, 2009). Paper session entitled *Challenges and opportunities of superintendents working as collaborative leaders*. Paper session presented at the annual meeting of the American Educational Research Association, Division A, Section 5-Leadership Development, San Diego.

Chair, (April 2009). Paper session entitled *Building and sustaining learning communities: The importance of trust, leadership, and cooperation*. Paper session presented at the annual

meeting of the American Educational Research Association, Division A, Section 2- School Organization and Effects, San Diego.

Chair, (April 2009). Paper session entitled *Cultural studies in science education*. Paper session presented at the annual meeting of the American Educational Research Association, Division C-Learning and Instruction, Section 4-Science, San Diego.

Chair, (April 2009). Research on the Superintendency SIG business meeting. San Diego.

Chair, (April 2009). Paper session entitled *Learning to lead, leading as a living, learning to live*. Paper session presented at the annual meeting of the American Educational Research Association, Division A, Section 2- School Organization and Effects, San Diego.

Discussant, (November 2008). Paper session entitled *School district leadership*. Paper session presented at the annual convention of the University Council for Educational Administration, Orlando, FL.

Discussant, (April 2008). Paper session entitled *Leadership for learning in the context of social justice*. Paper session presented at the annual meeting of the American Educational Research Association, Division J, Section 1, New York.

Discussant, (April 2008). Paper session entitled *Teacher effectiveness, empowerment, and quality*. Paper session presented at the annual meeting of the American Educational Research Association, Division A, Section 2-School Organization & Effects, New York.

Discussant, (April 2008). Paper session entitled *Empowering the capacity, practice, and sustainability of the superintendency*. Paper session presented at the annual meeting of the American Educational Research Association, Division A, Section 5-Leadership Development, New York.

Chair, (April 2008). Paper session entitled *Empowering the capacity, practice, and sustainability of the superintendency*. Paper session presented at the annual meeting of the American Educational Research Association, Division A, Section 5-Leadership Development, New York.

Chair, (2008, April). *Relevancy and revelation: The future of school board governance*. A symposium presented at the annual meeting of the American Educational Research Association, Division A, Superintendency SIG, New York.

Discussant (November, 2007). Featured symposium sponsored by UCEA concerning superintendent preparation programs worldwide. Participants include Jay Scribner, Sr., Michelle Young, Margaret Grogan. Presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.

Chair, (April 2007). Paper session entitled *Educational leadership: Identity orientation and culturally responsiveness*. Paper session presented at the annual meeting of the American Educational Research Association, Division A, Section 1, Chicago, IL.

Chair, (April 2006). Paper session entitled *Superintendent preparation, selection, decision-making under crisis, and the school board's role*. Paper session presented at the annual meeting of the

American Educational Research Association, Research on the Superintendency SIG, San Francisco, CA.

Chair, (April 2006). Paper session entitled *Attracting and preparing vice principals and aspiring leaders*. Paper session presented at the annual meeting of the American Educational Research Association, Division A, Section 5-Leadership Development, San Francisco, CA.

Discussant & Chair, (April 2006). Paper session entitled *Establishing Trust in School Organizations*. Paper session presented at the annual meeting of the American Educational Research Association, Division A, Section 2- School Organizations & Effects, San Francisco, CA.

Discussant & Chair, (April 2006). Paper session entitled *Democracy, public participation, and accountability*. Paper session presented at the annual meeting of the American Educational Research Association, Division L-Educational Policy & Politics, San Francisco, CA.

Discussant, (November 2005). Paper session entitled *School leaders and their sense-making about race*. Paper session presented at the annual convention of the University Council for Educational Administration, Nashville, TN.

Chair, (April 2005). Paper session entitled *The superintendency: Policies, practices, and procedures*. Paper session presented at the annual meeting of the American Educational Research Association, Montreal: Quebec, Canada.

Refereed Presentations- International/National Conferences

Alsbury, T. L. (Invited, Aug. 30-Sept. 1, 2012). *Sustainable Educational Reform Through Systemic Capacity Building*. Paper presented at the 7th Annual Conference on the Social-Moral Fabric of Schools. Seattle, WA.

Alsbury, T. L. (Invited, June 2012). *Governance and the Superintendency*. Presented at the International Symposium on Educational Reform (ISER), Louisville, KY.

Alsbury, T. L., Mountford, M., Johannson, O., Nilhfors, E., Risku, M., Paulsen, J., Moos, L., Kinervio, P. (April, 2012). An Analysis of Educational Governance Structures, Decision-Making Pathways, and Centralized versus Decentralized Control of Education: How Governance can Support Leaders and their Learning. Presentation at the annual meeting of the American Educational Research Association, Vancouver, B.C.

Alsbury, T. L., Mountford, M., & Delagardelle, M. (2012, April). Innovative Governance? Operational implications from the first national school board survey Paper presented at the annual meeting of the American Educational Research Association, Vancouver, B.C.

Alsbury, T. L., Overstreet, N. A., Blanchard, M. R., Osborne, J. W., Williams, B., Albert, J. L., Kier, M. W., & Reed, R. (April, 2012). *Innovation Leaders Academy: Districtwide Strategic Teaming That Improves The Implementation And Sustainability of Innovative Reform Programs in High Need Districts*. Paper to be presented at the annual meeting of the American Educational Research Association, Vancouver, British Columbia, Canada.

- Alsbury, T. L., & Mountford, M.. (2011, Oct). Special Session: UCEA Research on the Superintendency and District Governance National Advisory Board Meeting/ Progress Report. Presentation at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.
- Alsbury, T. L., Mountford, M., & Delagardelle, M. (2011, Oct). Evaluating Superintendency Leadership Preparation: Superintendent Effectiveness Through the Eyes of their Board Members. Paper presentation at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.
- Alsbury, T. L., Mountford, M., Johannson, O., Nilhfors, E., Risku, M., Paulsen, J., Moos, L., Bogler, R., & Nir, A. (2011, Oct). Multinational superintendent roles and implications on leadership preparation. Special Session: International Community Building Session at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.
- Alsbury, T. L., Mountford, M., Johannson, O., Nilhfors, E., Risku, M., Paulsen, J., Moos, L., Kinervio, P. (2011, Oct). An Analysis of Educational Governance Structures, Decision-Making Pathways, and Centralized versus Decentralized Control of Education: How Governance can Support Leaders and their Learning. Paper presented at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.
- Alsbury, T. L., mountford, M., & Delagardelle, M. L. (2011, April). Democratic education at risk? Policy implications from the first national school board survey. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA.
- Alsbury, T. L., Acker-Hocevar, M., Place, W., Ivory, G. (2011, April). Voices from the field: Perspectives of principals and superintendents on school leadership. Innovation Session at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.
- Alsbury, T. L., & Mountford, M.. (2010, Oct). Special Session: UCEA Research on the Superintendency and District Governance National Advisory Board Meeting/ Progress Report. Presentation at the annual convention of the University Council for Educational Administration, New Orleans, LA.
- Alsbury, T. L., Mountford, M., Johannson, O., & Bjork, L. (2010, Oct). Special Featured Session: International Governance Project: A UCEA Research on the Superintendency and District Governance Symposium. Paper presentation at the annual convention of the University Council for Educational Administration, New Orleans, LA.
- Militello, M., Fusarelli, B., Alsbury, T. L., Warren, T (2010, Oct). We do what we're told: How assistant principals practice leadership and how they wish they could. Paper presentation at the annual convention of the University Council for Educational Administration, New Orleans, LA.
- Alsbury, T. L. (2010, May). Research on the Superintendency SIG. ISRN presentation and panel discussion to develop the international comparative governance project. Panel chaired at the annual meeting of the American Educational Research Association, Denver, CO.
- Alsbury, T. L., Kowalski, T. J., & Mountford, M. L. (2009, November). *UCEA Center for the Study of the superintendency and District Governance*. Conversation presented at the annual convention of the

University Council for Educational Administration, Anaheim, CA.

Millitello, M., Alsbury, T. L., & Fusarelli, B. (2009, November). *Walking the talk: A study of principal perceptions versus realities*. Paper presented at the annual convention of the University Council for Educational Administration, Anaheim, CA.

Alsbury, T. L., Militello, M., Fusarelli, B., Overstreet, A., & Jackson, K. (2009, November). Translational leadership: Building districtwide capacity through innovative partnership & practice. Paper presented at the annual convention of the University Council for Educational Administration, Anaheim, CA.

Alsbury, T. L., Overstreet, A., Fusarelli, B., Militello, M. Jackson, K. (2009, April). *A district-level disciplined inquiry leadership process for building innovative capacity*. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.

Alsbury, T. L., Delagardelle, M. L., Mountford, M., Kowalski, T. J., Fusarelli, L. D., & Petersen, G. J. (2008, November). *The new three R's: Roles, Relationships, and Responsibility for student achievement of school board and superintendent governance*. Symposium presented at the annual convention of the University Council for Educational Administration, Orlando, FL.

Brady, K., & Alsbury, T. L. (2008, November). *Blended Learning Paper/Study*. Paper presented at the annual convention of the University Council for Educational Administration, Orlando, FL.

Alsbury, T. L. (2008, April). *School district consolidation and civic capacity: A national study of superintendents*. Paper presented at the annual meeting of the American Educational Research Association, New York

Alsbury, T. L. (2008, April). *Civic interdependence among community, school boards, and superintendents: Results from a national study of the Dissatisfaction Theory*. Paper presented at the annual meeting of the American Educational Research Association, New York

Haddad, M., & Alsbury, T. L. (2008, April) *Spatial distribution effects on student achievement in the Midwest*. Paper presented at the annual meeting of the American Educational Research Association, New York

Alsbury, T. L. (2008, April). *Relevancy and revelation: The future of school board governance*. A symposium presented at the annual meeting of the American Educational Research Association, New York

Bjork, L. G., Alsbury, T. L. et al (2007, November). *The study of the American superintendent 2010*. Special expert panel convened to plan future superintendency research agenda and coordinate the new group for the 2010 AASA National Superintendent Survey at the annual convention of the University Council for Educational Administration, Alexandria, VA.

Brady, K., & Alsbury, T. L. (2007, November). *UCEA institutions and the use of hybrid course delivery*. Paper presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.

Alsbury, T. L., & Thomas, S. (2007, November) *Political superintendent and school board member turnover and the influence on democratic school governance: A national study on the Dissatisfaction Theory*. Paper presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.

Coombs, A., & Alsbury, T. L., et al (2007, November). *International educational leadership*. Paper symposium presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.

Mountford, M. E., & Alsbury, T. L. et al (2007, November). *School board and superintendents roles and the influence on educational policy in local districts*. Paper symposium presented at the annual convention of the University Council for Educational Administration, Alexandria, VA.

Delagardelle, M. L., & Alsbury, T. L. (April, 2007). *Roles and responsibilities of local school board members in relation to student achievement*. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.

Alsbury, T. L. (April, 2007). *Voices of superintendents and board members: Finding common ground*. Paper symposium presented at the annual meeting of the American Educational Research Association, Chicago, IL.

Alsbury, T. L. & Whitaker, K. (2006, November). *Voice from the superintendency: Accountability, democratic voice, and social justice*. A paper presented at the session entitled: UCEA Taskforce on Research. at the annual convention of the University Council for Educational Administration, San Antonio, TX.

Alsbury, T. L. & Ivory, G. (2006, November). *Pragmatic theoretical approaches and the effects on making leadership preparation programs relevant for today's leader*. A paper presented at the session entitled: UCEA Taskforce on Research. at the annual convention of the University Council for Educational Administration, San Antonio, TX.

Ivory, G., Alsbury, T. L., et al. (2006, November). *Voices III: Voices from the field*. A symposium presented at the session entitled: UCEA Taskforce on Research. at the annual convention of the University Council for Educational Administration, San Antonio, TX.

Orr, T., Alsbury, T. L., Korach, S., & Phillips, J. (April, 2006). *Report on the joint research taskforce on educational leadership preparation*. Taskforce report presented at the annual meeting of the American Educational Research Association, San Francisco, CA.

Wasonga, T., Christman, D., McClellan, R., Hyle, A., Alsbury, T., & Miller, T. (2006, April). *Voices III: Principals' and superintendents' perceptions of leadership for the public interest*. Symposium paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.

Ivory, G., & Alsbury, T. L. (2006, April). *Balancing theory and applied knowledge in superintendent preparation programs: Which better serves the public interest?* Paper presented at the annual meeting of the American Educational Research Association, San

Francisco, CA.

- Alsbury, T. L. (2005, November). *The Iowa mentor/induction program: Survey of 1st year principals and superintendents: 2002-2004*. A poster presented at the session entitled: UCEA Taskforce on Research. at the annual convention of the University Council for Educational Administration, Nashville, TN.
- Alsbury, T. L., & Bjork, L. (2005, November). *Politics and normative expectations for democratic leadership in the superintendency*. A paper presented in a symposium "Contextual Influences on Democratic Leadership for Superintendents" at the annual convention of the University Council for Educational Administration, Nashville, TN.
- Ivory, G., & Alsbury, T. L. (2005, July). *Revisiting applications of social science theory to research on the superintendency*. Paper presented at the annual Conference of the National Council of Professors of Educational Administration, Washington, D. C.
- Alsbury, T. L. (2005, April). *Democratic school governance in the era of accountability*. Paper presented at the annual meeting of the American Educational Research Association, Montreal: Quebec, Canada.
- Alsbury, T. L., Mountford, M., Fusarelli, L., Brunner, C. C., Grogan, M., Bjork, L. G., & Kowalski, T. J. (2005, April). *Exploring research opportunities on the superintendency*. Symposium presented at the annual meeting of the American Educational Research Association, Montreal: Quebec, Canada.
- Alsbury, T. L., & Hackmann, D. L. (2004, November). *The changing face of the profession: Initial findings of a mentoring/induction program for novice principals and superintendents*. Paper presented at the annual convention of the University Council for Educational Administration, Kansas City, MO.
- Alsbury, T. L. (2004, November). *Leadership, scaling and succession in school reform efforts in an accountability age*. Paper presented at the annual convention of the University Council for Educational Administration, Kansas City, MO.
- Alsbury, T. L. (2004, November). *Social justice in rural communities: A national school consolidation study*. Paper presented at the annual convention of the University Council for Educational Administration, Kansas City, MO.
- Alsbury, T. L. (2004, November). *Democratic school governance in a changing political and social landscape: A national study*. Paper presented at the annual convention of the University Council for Educational Administration, Kansas City, MO.
- Hackmann, D. L., & Alsbury, T. L. (2004, April). *The use of portfolios for self-assessment in Educational Leadership Preparation programs*. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.
- Alsbury, T. L., & Shaw, N. (2004, April). *School consolidation influence on community, school culture, and social justice*. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.

- Alsbury, T. L., & Shaw, N. (2003, November). *State consolidation policy impacts on superintendent turnover, school culture, and social justice in schools*. Paper presented at the annual convention of the University Council for Educational Administration, Portland, OR.
- Alsbury, T. L. (2003, November). *Portfolio symposium summary report: The benefits and problems of student portfolios*. Symposium: Specific uses of learning proposals prepared by students. Paper presented at the annual convention of the University Council for Educational Administration, Portland, OR.
- Alsbury, T. L. (2003, November). *Critique of the process and protocol of the UCEA Voices III project: Responses from a superintendent focus group*. Symposium: Researchers focusing on superintendent's and principal conceptions of educational leadership. Paper presented at the annual convention of the University Council for Educational Administration, Portland, OR.
- Alsbury, T. L. (2003, November). *Political and apolitical school board and superintendent turnover: Revisiting critical variables in the Dissatisfaction Theory of American Democracy*. Symposium: Multiple perspectives: Examining the influence of the Board of Education and superintendent relationship in leading schools. Paper presented at the annual convention of the University Council for Educational Administration, Portland, OR.
- Alsbury, T. L. (2003, April). *Why school board members choose to retire or resign: A critical variable in studies of the Dissatisfaction Theory of American Democracy*. Paper presented at the annual meeting of the American Educational Research Association, Chicago IL.
- Alsbury, T. L. (2003, April). *School board member and superintendent turnover and the impact on student achievement*. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.
- Alsbury, T. L., Andrews, R., Cordeiro, P., Fulmer, C., Muth, R., Noley, G., Norris, C., Read, A., & Norton, S. (2002, November). *NCAELP: Utilization of student portfolios in educational administration preparation programs: a conversation*. Discussion at the annual convention of the University Council for Educational Administration, Pittsburgh, PA.
- Alsbury, T. L. (2002, April). *Superintendent turnover in relationship to incumbent school board member defeat in Washington from 1993-2000: A quantitative and qualitative analysis*. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA.
- Alsbury, T. L. (2001, November). *Superintendent and board turnover and extensions of the Dissatisfaction Theory*. Paper presented at the annual convention of the University Council for Educational Administration, Cincinnati, OH.

Refereed Presentations- Regional, State, and Local Conferences

- McClellan, R., Hyle, A., & Alsbury, T. L. (2006, October). *What counts as knowledge in the small, rural school district: Superintendents' thoughts about leadership and decision making*. Paper presented at the Rocky Mountain Educational Research Association Annual Conference, Granbury, TX.

- Haddad, M., & Alsbury, T. L. (2006, April). *Using spatial statistics to examine student proficiency in Iowa*. Paper presented as part of the Iowa State University GIS Seminar series to the College of Design.
- Alsbury, T. L., & Shaw, N. (2004, December). *Scaling and succession in school reform efforts*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Waterloo, IA.
- Alsbury, T. L. (2004, December). *Professional development for school administrators: Initial findings of the Iowa mentoring/induction program for novice principals and superintendents*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Waterloo, IA.
- Alsbury, T. L., & Garton, S. (2004, August). *Futuring for Superintendents' Certification Program*. Panel discussion presented at the annual conference of the School Administrators of Iowa, through the Iowa Council of Professors of Education Association Conference Within-a-Conference, Des Moines, IA.
- Alsbury, T. L., & Shaw, N. (2003, December). *School consolidation impacts on school culture and social justice*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Ames, IA.
- Alsbury, T. L., & Shaw, N. (2003, August). *Sociological and political outcomes of school consolidation*. Paper presented at the annual conference of the School Administrators of Iowa, through the Iowa Council of Professors of Education Association Conference Within-a-Conference, Des Moines, IA.
- Alsbury, T. L. (2003, February). *Why school board members choose to retire or resign: A critical variable in studies of the Dissatisfaction Theory of American Democracy*. Paper presented at the annual convention of the Southwest Educational Research Association, San Antonio, TX.
- Alsbury, T. L. (2003, February). *School board member and superintendent turnover and the impact on student achievement*. Paper presented at the annual convention of the Southwest Educational Research Association, San Antonio, TX.
- Alsbury, T. L. (2002, December). *Why school board members choose to retire or resign: A critical variable in studies of the Dissatisfaction Theory of American Democracy*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Ames, IA.
- Alsbury, T. L. (2002, December). *School board member and superintendent turnover and the impact on student achievement: A continuation of the Dissatisfaction Theory*. Poster presented at the annual conference of the Iowa Educational Research and Evaluation, Ames, IA.

Refereed Presentations-Under Review

- Alsbury, T. L., Mountford, M., Johannson, O., Nilhfors, E., Risku, M., Paulsen, J. (Nov, 2012). The future of school board governance: Improving educational governance structures through an international

comparative study. Paper presentation at the annual convention of the University Council for Educational Administration, Denver, CO.

Alsbury, T. L., Mountford, M., & Delagardelle, M. (2012, Nov). Special Session: UCEA Research on the Superintendency and District Governance – A Discussion with Bob Marzano. Presentation at the annual convention of the University Council for Educational Administration, Denver, CO.

Alsbury, T. L., Overstreet, N. A., Blanchard, M. R., Osborne, J. W., Williams, B., Albert, J. L., Kier, M. W., & Reed, R. (Nov, 2012). Innovation Leaders Academy: Sustaining innovation in high need districts Paper presentation at the annual convention of the University Council for Educational Administration, Denver, CO.

Alsbury, T. L., & Mountford, M.. (2012, Nov). Special Session: UCEA Research on the Superintendency and District Governance National Advisory Board Meeting/ Progress Report. Presentation at the annual convention of the University Council for Educational Administration, Denver, CO.

Non-Refereed Presentations

Alsbury, T. L. (Feb. 3; March 2, 23; April 27; May 18 2012). Seattle Pacific University. Presented 5 one-hour workshops on conflict among school board members on school boards and how to resolve the conflict. Attendance: 20 Superintendent candidates.

Alsbury, T. L. (2012). Seattle Pacific University, Hybrid Delivery Grant, March 1, 2012. Invited to present a paper and speak to the professors participating in David Wicks Technology Grant on Hybrid delivery. Paper/presentation title: Using hybrid delivery in educational leadership courses: Pedagogical or convenience driven?

Alsbury, T. L. (2011). Seattle Pacific University, School of Education eWave presentation, November 2, 2011. Topic: Guitars & songs through the decades. Attendance: 10 faculty

Alsbury, T. L. (2011). North Carolina Professors of Educational Leadership meeting, March 31st, 2011, Raleigh, NC. Attendance: 70 faculty representing 15 of 19 universities in North Carolina.

Alsbury, T. L. (2005). *Iowa school leadership system*. Invited to present at the Area 11 Administrator's Association Meeting, January 3, 2006, Des Moines, IA.

Alsbury, T. L. (2005). *Educator quality: Everything educators ever needed to know they learned in college...or did they?* Invited to represent Higher Education on a panel discussion at the Iowa Association of School Board Directors Annual Conference, November, 17, 2005, Des Moines, IA.

Alsbury, T. L. (2005). *Iowa Leadership Support System*. Invited to present at the statewide SAELP-Wallace Leadership Partnership Meeting, School Administrators of Iowa, April 21, 2005, Clive, IA.

Alsbury, T. L. (2005). *Iowa Mentor and Induction Program*. Invited to present at the statewide SAELP-Wallace Leadership Partnership Meeting, School Administrators of Iowa, April 21, 2005, Clive, IA.

Alsbury, T. L. (2005). *Assessing the Iowa Mentor and Induction Program*. Invited to present at the Iowa

Mentor/Mentee Statewide Networking and Training Meeting, March 8, 2005, West Des Moines, IA.

Alsbury, T. L. (2005). *External information about school board leadership for student achievement*. Invited lecturer to the 1st Multi-State Meeting for School Board Advancement of Student Achievement, Iowa School Board Association, March 23-24, 2005, Des Moines, IA.

Alsbury, T. L. (2004). *How to lead a school without infringing upon separation of church and state when you approach leadership from a spiritual motivation and a Christian worldview*. Presented at the Iowa State Conference of the Christian Education Association International, April 2004, Marshalltown, IA.

Alsbury, T. L. (1998). *Management organizations in schools of excellence - organized anarchy*. Presented in a public colloquium at Washington State University, July 1998, Pullman.

Alsbury, T. L. (1997). *Associated student body law and finance*. Presented at the Association of Washington State Principals Conference for New Principals, November, 1997, Seattle.

Project Findings Presentation: I conducted a qualitative research project entitled *Data in a Day: A School Improvement Analysis*, and presented the findings to the administration and staff of the Alki Middle School, October 1997, Portland.

Project Findings Presentation: I conducted a qualitative research project entitled *Organizational Efficacy of Curriculum Directors with Differing Leadership Styles*, and presented the findings to the central administration of the Longview School District, October 1997, Longview.

Paper Presentation: *Curriculum reform and student achievement in the Naselle- Grays River School District*. Presented at the IDEAS-Best Practices State Conference, January 1995, Spokane.

Course Teaching Responsibilities

Seattle Pacific University

EDU 6170 Inquiry, Teaching and Assessment Methods for Mathematics and Science I

EDU 6982 Educational Inquiry

EDAD 6580 Educational Administration & Organizational Behavior**>

EDAD 6585 School Law**>

EDAD 7120 Educational Organization and Leadership Theory >

North Carolina State University

ELP 518 School Law>[Revised for New MSA Program]

ELP 795D School/Community Relations>[New Course]

ELP 595D School & Community Engagement**> [New Course]

ELP 550 Principles of Educational Administration*/**> [First MSA Hybrid On-line Course Developed]

ELP 750 Leadership for School Improvement: Context, Demographics, and Social Justice **> [New course Pilot- Approval Pending]

ELP 756 Organizational Leadership & Management**> [New Course]

ELP 580 School-based Planning, Management, and Evaluation**> [MSA Hybrid Delivery]

ELP 518- School Law

Iowa State University

- EdAdm 541 Principles of Educational Administration**>
- EdAdm 552 The Principalship**
- Edadm 553/554 Leading School Reform**>
- EdAdm 554 Community/Interagency Partnerships**>
- EdAdm 611 Governance & Policy for Superintendents*>
- ReSev 550 Educational Research & Design*>
- Edadm 575 Educational Law and Ethics**
- Edadm 553 Human Resource Development & Learning**>
- Edadm 554 Leading and Transforming Schools**>

Washington State University

- EdAd 516 Supervision of Instruction
- EdAd 580 Organizational Learning Theories*>
- EdAd 583 School/Community Relations*>
- EdAd 586 School Facilities Development*>
- Ed Psych 509 Educational Measurements>

* Course taught on ICN/WHETS: an interactive televised distance-learning course

** Course taught in both on and off-campus cohorts.

>Designed or substantially re-designed the course

Advising Activities

The charts below notes the number of student committee assignments. These numbers should not be totaled, as students require more than one year to complete their program of study. As a chair or co-chair I had primary advising responsibilities for these students.

Seattle Pacific	2011-12		2012-13		13-14	
	Licensure	Degree	Licensure	Degree	Licensure	Degree
Chair or Co-chair		7				
Committee Member						
Supervising Mentor						

Dissertation Chair/Cochair- In progress

- Jon Homan – [Chair] – Taking Courses (EdD)- Assigned 2012
- Justin Blasko – [Chair] – Taking Courses (EdD)- Assigned 2012
- Heather Clauson – [Chair] – Taking Courses (EdD)- Assigned 2012
- Mariam Tencate – [Chair] – Taking Courses (EdD)- Assigned 2012
- Lisa Truemper – [Chair] – Taking Courses (EdD)- Assigned 2012
- Miriam Mickelson – [Chair] – Taking Courses (EdD)- Assigned 2012
- Andrea Dailey – [Chair] – Taking Courses (EdD)- Assigned 2012

North Carolina State	2006-07		2007-08		08-09	
	M.Ed	EdD	M.Ed	Ed.D	M.Ed	Doctoral
Chair or Co-chair	7	7	8	13	22	17

Departmental Member				6		8
Outside Member						

North Carolina State	2009-10		2010-11			
	M.Ed	Doctoral	M.Ed	Doctoral	M.Ed	Doctoral
Chair or Co-chair	32	22	29	16		
Departmental Member		7		4		
Outside Member		2		0		

Ph.D

Dissertation Chaired- Completed

Lyle Shaw (March 20, 2008). Dissertation title: *An analysis of elementary school size in North Carolina: When does a small school become too small?*

Patrick Grant (February 4, 2011). *The Relationship between Distributed Leadership and Principal's Leadership Effectiveness in North Carolina.*

Iowa State University

Dissertation- Committee Member- In progress

Iowa State University	2002-03		2003-04		04-05		05-06	
	M.Ed	Ph.D	M.Ed	Ph.D	Ph.D	M.Ed	Ph.D**	Med*
Chair or Co-chair	1	7	44	11	20	21	18	26
Departmental Member		4	2	10	10	0	10	
Outside Member					2			2

*48 M.Ed students that I chaired have graduated.

**5 PhD students that I chaired have graduated

Dissertation Chaired- Completed

Mary Delagardelle (July 2006). Dissertation title: *Role and responsibilities of local school board members in relation to student achievement.* Mary is currently the assistant executive director of the Iowa Association of School Board Directors (IASB), Des Moines, IA. Mary's dissertation won the College of Human Science Research Excellence Award for the top dissertation of the year.

Connie Maxson (July 2006). Dissertation title: *School board member and superintendent dispositions relating to student achievement.* Connie is currently the Superintendent of Area Educational Association 11 in Creston, IA.

[The above 2 students were finished with their dissertation upon my resignation on May 15th from Iowa State University and defended several weeks later, so I was not officially named as chair in the final defense although I advised the entire process including the review of the final draft of the dissertation.]

Barbara Ramos (May 2006). Dissertation title: *Academic achievement of year-round and traditional calendar elementary students in a school-within-a-school setting*. Barbara is currently the assistant professor in educational leadership at St. Ambrose University, Des Moines, IA..

Brad Buck (March 2006). Dissertation title: *A comparative study of the perceptions of novice Iowa public school teachers towards the effects of the IEATP*. Brad is currently the assistant superintendent in the Waukee School District, IA.

Nanci Shaw (May 2005). Dissertation title: *Centralized reform in the Federal Republic of Germany: Effects on educational leadership and the implementation of change*. Nanci received an honorary Ph.D degree from Humboldt University as a result of her study. Nanci is a David L. Clarke seminar participant. Nanci was offered a position as assistant professor, Educational Administration at Murray State University, KY. Nanci currently is Director of the American School in Yaounde, Cameroon, Africa.

Certificate of Advanced Studies (CAS): Superintendent of School Licensure

Dr. Alsbury served as the advisor for the CAS program from 2002-2003. Dr. Alsbury advised 15 students in 2002 and 27 students in 2003 in the CAS program.

Curricular/Teaching Development Activity

Professional Development: Winter 2011

Attended the 2/16/12 book talk by David Leong entitled “Street signs: Toward a missional theology of urban cultural engagement.

Professional Development: Winter 2011

Attended the 12/12/11 educational technology workshop on Using Video in PowerPoint 2010 and 2011.

Professional Development: Fall 2011

Attended the 12/13/11 Educational Technology Workshop on Blackboard Rubrics.

Professional Development: Fall 2011

Took on-line training on how to use Adobe Connect, a live on-line synchronous delivery approach. Three class sessions to EDAD 6580 classes will use the technology to deliver class from Raleigh, NC and Pittsburgh, PA in Fall 2011.

Professional Development: Fall 2011

Attended the 9/17/11 training for how to use the Hitachi portable Interactive screen technology

Teacher Training: Fall 2011

Attended the 9/17/11 Avoiding Lecture with Powerpoint 2010 held by the IT department

MSA Program Exemplary Approval and Presentations: 2010

Revised MSA program was voted as an exemplar by DPI. I was invited to present the program to all other 17 private and public university faculty in North Carolina. UNC-Chapel Hill specifically requested assistance in developing their program courses and evidences and are using our as a model.

New Course Design: 2010

Designed three new courses and accompanying artifacts. Revised 7 other syllabi and artifacts. These constitute the new requirements for the revised MSA program.

MSA Materials Revision: 2010

Revised the Educational Leadership Webpage, admission documents, and brochure to fit the newly revised MSA program.

Revised MSA Admissions: 2010

Led the faculty in revising admission requirements adding writing prompts. Writing prompts are grades by a new rubric to assess candidates. Perspective candidates are also required to attend an orientation, assessment, interview session prior to admission selection decisions. Admissions for on-campus is now a cohort system.

SAGE MSA Tracking System- 2010-2011

Worked with Malina Monaco to develop on-line student tracking system that provides gatekeeping, formative assessment, an e-portfolio for student work, and provides the data required to satisfy NCATE, SACCS, UNC-GA and DPI standards, assessment checks, and program audits. This fulfills one component of the new state law and determines program quality and/or whether the program will be under require modifications or terminated.

MSA On-line Mentor Training System- 2010-2011

Worked with Erin Horne-Cook and Alan Reiman's mentor program to develop on-line MSA principal mentor training modules and assessments. These are intended to allow all principal mentors to go on-line, study appropriate mentoring techniques and learn about our new MSA program and then take an assessment to verify they have completed and understand the program and their role as mentors. This fulfills one component of the new state law.

NCATE Program Re-evaluation- Oct. 19, 2009: As Program coordinator, I was interviewed by the NCATE Team on whether we had complied to improvements required as a result of a deficiency in the evaluation process of our program.

Revised Selection Protocols- 2008-2009

As new Program Coordinator for the Educational Leadership Program in the ELPS department, Dr. Alsbury revised the EdD handbook and 6 letters of admission. Academic advising was changed so that Dr. Alsbury was names as temporary advisor for all students. Deadline for the permanent advisor, dissertation committee, and Plan of Work completion was moved up to the Semester after the 12th credit is earned.

State Principal Licensure Program Revision and Exemplary Approval -2008-2011

As new Program Coordinator for the Educational Leadership Program in the ELPS department, Dr. Alsbury attended 12 days of meetings and training and directed the revision of the MSA and Principal Licensure Program. State requires presentation to the State School Board in June 2009 and implementation by Fall 2010. Also, required a presentation to the UNC-GA. Program changes were comprehensive requiring:

1. three new courses,
2. revision of all courses content and syllabi to match new State Standards
3. creation/revision of class assessments,
4. creation of 6 student artifacts,
5. creation of a student electronic portfolio,
6. creation of a new internship program
7. creation of a new school district/university agreement contract signed by all 21 county superintendents where NCSU interns are placed
8. creation of a new formative assessment system checking students through self, instructor, & mentor assessment,
9. creation of a new summative assessment committee system to review electronic portfolios and make decisions on recommendations to the state for principal licensure
10. creation of a permanent 9-member Cross-functional Team of school superintendents, principals, state DPI and association leaders. Three meetings were conducted to receive input and direction for program revisioning,
11. creation and administration of an on-line graduate survey based on the new State Principal Standards. Delivered survey to 72 graduates from 2006-present who have served as a school administrator for a year. Analyzed return data and presented to faculty & cross-functional team,
12. Analysis and summarization of end of program evaluations and surveys from 2005 to the present.
13. Creation of a SAGE tracking system for all MSA students.
14. Creation of on-line principal mentoring modules.
15. Writing a 75-page program revision proposal to DPI.
16. Writing a 250-page MSA revision proposal to UNC-GA.
17. Writing a response to two review panel (DPI & UNC-GA) questions and concerns.

NCATE- Syllabi/Rubric Revision-2008-2009

Dr. Alsbury evaluated all MSA syllabi and directed the revision of all syllabi to correct errors in which standards were to be covered in the program. New NCATE rubrics were developed. A new standards matrix was created and all standards were now shown to be covered by the program where previously most were shown as not covered.

Technology Integration into Courses (2008-2010)

Dr. Alsbury and Dr. Brady developed a blended synchronous, online course delivery method for the distance education courses. This allowed the department to start a cohort in the distant Rocky Mount area. Class structures were piloted including Saturday face-to-face + weekly on-line, synchronous as well as 50:50 and 75:25 face-to-face + weekly on-line, synchronous approaches using the Elluminate software. This allows live class to be held with video and audio capability for all students who can participate from any computer with internet access. Dr. Alsbury and Brady also designed a survey to assess the quality of teaching in this new delivery mode with traditional face-to-face courses. Data was favorable and was presented to the ELPS department faculty influencing the movement towards consideration of more on-

line course delivery. The data was also presented at UCEA and is pending publication in a top peer reviewed journal.

NCATE Visit/Course Development- (2006-07)

Dr. Alsbury redesigned the ELP 580 School-Based Planning, Management, and Evaluation Course adding cultural development and leadership reform techniques to the original materials. Course signature assignments were developed as were scoring/grading rubrics for all assignments. In addition, a new course, ELP 756- Organizational Leadership & Management: District-Level Processes, along with assignments, rubrics, and syllabi were developed and drafted for the Ed.D program and Course Action Form submitted for approval.

Superintendent Licensure Program (CAS) Revision/Approval - (2003-2006)

Dr. Alsbury chaired the committee and will be primarily responsible for facilitating the revision and approval of the superintendent licensure program. The committee includes university educational administration faculty with superintendent experience as well as practicing superintendents.

PreLEAD Program Revision/Approval- (2002-2003)

Dr. Alsbury assisted by rewriting the policy, procedures, and forms for the selection of candidates and the program review abstract, as well as designing courses and writing several course syllabi. He assisted in the revision and approval of the principal licensure program.

Course Development/ Revision

Iowa State University: Rewrote/redesigned curriculum for Edadm 541, 550, 554, 552, 553, 554, and 611

North Carolina State University: Redesigned curriculum for ELP 580

Electronic Portfolios (ISU)

Co-director, Program Designer - (2002-2006, Co-director: 2005, Director: 2006)). Co-director of the CTLT e-doc grant with Nikki Davis to design, and implement an electronic portfolio for all the ELPS Ph.D students and the educational administration masters students. Each of the two portfolios were designed specifically for the program parameters. Attended monthly meeting, wrote the design specifications, provided graduate students to test the design, oversaw the alteration testing the final version, presented training to the ELPS doctoral students in seminars, provided written instructions and tutorials and training to students and staff. PreLEAD M.Ed. e-portfolio completed Fall 2005. Tom will provide training for staff and 100 students on the system.

Electronic Surveys

Directed the installation and maintenance of a computer server and software for Survey-Pro
 Provided training and resources for on-line survey capabilities for the department. Assisted students department-wide through training, survey design issues, file downloading and conversion. Students w/ e-surveys: Brad Buck, Sarah Binder.

Technology Integration into Courses

Dr. Alsbury became one of the first ELPS staff members to incorporate the use of WebCT 3.8 into all of his courses including: Edadm 541, 552, 554 in Fall 2002, Spring 2003 and converting to WebCT 4.0 for Edadm 611, 554, 553 for Summer 2003, Fall 2003.

**Funding Agency: Carver Foundation Trust Title: Iowa Superintendent and Principal Mentoring and Induction Program & Iowa Leadership Academy, 2005	Amount: \$110,894
**Funding Agency: College of Education Dean's Office & Vice-Provost Title: Grant Writer's Workshop, 2005	Amount: \$5000
**Funding Agency: College of Education grant Title: Faculty Professional Development Award Program, 2004	Amount: \$200
**Funding Agency: College of Education grant Title: Faculty Professional Development Award Program, 2004	Amount: \$165
**Funding Agency: College of Education grant Title: Faculty Professional Development Award Program, 2003	Amount: \$200
**Funding Agency: College of Education grant Title: Faculty Professional Development Award Program, 2002	Amount: \$200
**Funding Agency: ELPS departmental grant Title: Departmental research grant-national merger study	Amount: \$2000
**Funding Agency: Schweitzer Engineering Labs Title: Business Partnership Grant, Awarded 2000-2005	Amount: \$400,000
**Funding Agency: Pullman Education Foundation Title: Human Rights Club Grant, Awarded 2000	Amount: \$1,000
**Funding Agency: The Bill Gates Foundation Title: Technology Tools for Educators, Awarded 1999	Amount: \$2,000
**Funding Agency: Washington Office of Public Instruction Title: Technology in the Classroom, Awarded 1998 & 1999	Amount: \$15,000
**Funding Agency: Washington Office of Public Instruction Title: Drug and Alcohol Prevention Grant, Awarded annually, 1992-2001	Amount: \$5,000
**Funding Agency: National Endowment for the Arts Title: Arts in Education Grant, Awarded 1991	Amount: \$10,000
**Funding Agency: Washington Educational Service District #101 Title: Satellite Teacher Education Program Grant, Awarded 1990 & 1992	Amount: \$20,000

Grants Pending/Grant Attempts

Funding Agency: Golden Leaf Foundation Amount: \$500,000
 Title: Northampton Integrating Technology in the Classroom
 **Co-PI and Contracted as Program Evaluator [2011] (Grant awarded, Move led to withdrawal)

Funding Agency: U.S. Department of Education Amount: \$500,000
 DED Grant
 Title: From isolation to Collaboration: Leadership for transformational learning
 in high-need schools, 2009-2010 (Rejected 8/09)

Funding Agency: U.S. Department of Education Amount: \$500,000
 CFDA 84.363A School Improvement Grant
 Title: Preparing and Retaining Outstanding Educational Leaders (PROPEL), 2008-2013 (Rejected 4/09)

Funding Agency: NC LEAD Amount: \$37,293
 Title: Preparing Effective Rural School Leaders in a Cyberage – 1 Year (2008)
 Application submitted (Rejected 12/08)

**Funding Agency: Z Smith Reynolds Foundation
 Title: CTLI Innovation Leaders Academy – 1 Year (2007-08) Amount: \$40,000
 Application submitted (Rejected 12/07)

Funding Agency: National Science Foundation
 Title: Multi-State Lighthouse Project – 1 Year (2007-08) Amount: \$210,882
 Application submitted (Rejected 12/07)

Funding Agency: U.S. Department of Education, Institute of Educational Studies
 Title: Multi-State Lighthouse Project: School Board Leadership for Student
 Achievement (2007-2013) Subcontract: \$283,927 Amount: \$3,500,000
 Application submitted [Reject, Made it to top 9 nationally]

Funding Agency: U.S. Department of Education- Earmarked Funds- Sen. Harkin
 Title: Multi-State Lighthouse Project – 4 Year Amount: \$500,000
 Application submitted (Earmarks Tabled for 2008)

**Funding Agency: U.S. Department of Education, Institute of Educational Studies
 Title: Multi-State Lighthouse Project – 4 Year Amount: \$5,500,000
 Application submitted (Rejected 2007)

**Funding Agency: Carver Foundation Trust Amount: \$136,044
 Title: Iowa Superintendent and Principal Mentoring and Induction
 Program & Iowa Leadership Academy,(Rejected), 2006

**Funding Agency: Sole PI: Carver Foundation Trust Title, U.S
 Dept. of Education, Wallace Readers-Digest: Amount: \$6, 045,150
 Title: Iowa Leadership Academy, (Rejected), 2006

**Funding Agency: Co-Pi (Maureen Kilkenny, Monica Haddad): United States Amount: \$175,228

Department of Education Grant

Title: Spatial analysis for public school decision support.(Rejected), 2005

**Funding Agency: Co- PI (Joanne Marshall, George Theoharis): Iowa State University Research Grant (SPRIG) Amount: \$16,066

Title: Leading with soul? Exploring K-12 administrator spirituality. (Rejected), 2005

**Funding Agency: Co- PI: Iowa State University Research Grant (SPRIG) Amount: \$16,277

Title: Leading with soul? Exploring K-12 administrator spirituality. (Chosen at-college level, Rejected at University level), 2004

**Funding Agency: Co-PI: Carver Foundation Trust Amount: \$551,106

Title: Iowa Education Policy Center, 2003
(Selected at College level, rejected by foundation board)

**Not listed on RADAR

Consulting/Outreach Activities

Alsbury, T. L. (June-Dec., 2012). Subject Matter Expert (SME) Reviewer for Pearson Organizational Behavior instructional materials.

Alsbury, T. L. (January 28, 2012). Strategic planning session to the 20 member 2012 State School Directors Association Executive Board at their annual retreat. The task was to lead the Board of Directors to develop, draft, and approve an Association Mission, Vision Statement, and Goals for the 2012-2015 Strategic Plan. Olympia, WA.

Consultant (March 31, 2011)- Head of the NC State board of Education invited me through NCPEL (I am founder and president) to function as the liaison for the State DPI Licensure programs. We were asked initially to form two advisory committees. One committee would develop a process for evaluating the new MSA/principal licensure programs in NC and the other would develop a plan for the revisioning of the EdD/superintendent licensure programs. NCPEL will function to communicate among the 19 licensing institutions in the state and with DPI.

Consultant (Oct. 21, 2010)- Lt. Governor Walter Dalton- Invited to advise on legislation and programs to require school board member training statewide.

Consultant - North Carolina Jobs Commission for Economic Development- Invited by Grant Godwin, chair of the governance subcommittee for the STEM development portion of the jobs commission. Advised for a report he is presenting to the commission. Will be speaking before the Commission, State STEM director, and Lt. Governor and possibly moving the agenda for training school board member legislation in North Carolina.

Founder (Oct 13, 2010)- North Carolina Professors of Educational Leadership (NCPEL). I organized NCPEL, developed by laws and a constitution and convened three meetings representing all 19 of the private and public universities in the state who provide educational leadership and licensure

programs. I was nominated by and then won by election voted on an institution-wide ballot, the presidency of NCPLEL. One of the primary functions is to coordinate and provide one coordinating organization that the state and others can use for communication, training, and consultation on issues of educational leadership and licensure in North Carolina. As president, I act as the state representative for the 19 member institutions in NCPLEL.

Consultant- 9/16/10- North Carolina Job Commission for Economic Development called me to speak to them concerning the effects of school governance on district level reform that leads to improved economic development. Specifically, some STEM initiatives had stalled due to blockades put up by school boards not wanting to cooperate across districts, so the Lt. Governor assigned Grant Godwin, Head of Martin Marietta Composites to research governance remedies. He used my book as a primary source.

PI/Trainer – (July 29, 2010). Directed work session at the Friday Institute Innovation Leaders Academy in Raleigh, NC. Districts have paid \$5000/year each to participate in three Academies each year and to be coached to increase the capacity in their district to successfully implement innovation. Participants (36) included four rural, underserved districts in Northeast North Carolina.

PI/Trainer – (April 13, 2010). Directed work session at the Friday Institute Innovation Leaders Academy in Raleigh, NC. Districts have paid \$5000/year each to participate in three Academies each year and to be coached to increase the capacity in their district to successfully implement innovation. Participants (36) included four rural, underserved districts in Northeast North Carolina.

P/Trainer – (November 12, 2009). Provided training sessions, acted as the general emcee, and facilitated work session at the Friday Institute Innovation Leaders Academy in Raleigh, NC. Districts have paid \$5000/year each to participate in three Academies each year and to be coached to increase the capacity in their district to successfully implement innovation. Participants (24) included four rural, underserved districts in Northeast North Carolina.

Consultant (Oct. 14, 2009). Invited to advise the Raleigh Montessori school board as to the development of board roles, standards, policies, and procedures for their board structure.

Consultant- (Feb. 27th, 2009)- Invited to serve on a Georgia legislative committee to advise the development of new school board member standards and a new training process/curriculum. Asked to Review and recommend changes to the proposed School board standards.

Consultant/researcher/author- National School Board Survey- Sept. 2008- 2010. Selected to be a partner with NSBA, the Fordham Institute, AEI and IASB to help draft, conduct, and analyze the first ever National school board member survey. I will be asked to write one of two opinion essays on the findings which will be included as a section of a final report that will be widely distributed nationally. The project received a \$200,000 grant from the Wallace foundation.

Committee Member/Trainer – (July 14-16, 2008). Provided 10 hours in four training and consultation sessions on innovative leadership for the Friday Institute Summer Leadership Institute in Raleigh, NC. Participants (120) included teams from 17 districts in North Carolina, Maine, and Maryland.

PI/Trainer – (July 31, 2008). Provided training sessions, acted as the general emcee, and facilitated work

session at the Friday Institute Innovation Leaders Academy in Raleigh, NC. The session topics included ILA purpose, innovation sustainability, and facilitating teams. Participants (20) included six rural, underserved districts in Northeast North Carolina.

PI/Trainer – (May 12, 2008). Provided leadership training sessions for the Friday Institute Innovation Leaders Academy in Raleigh, NC. The session topics included ILA team facilitation training. Participants (10) included six rural, underserved districts in Northeast North Carolina.

Committee Member- ELPS Dept. (October, 2008). International Symposium- Finland professors- 1 hour lecture.

PI/Trainer – (March 31, 2008). Provided training sessions, acted as the general emcee, and facilitated work session at the Friday Institute Innovation Leaders Academy in Raleigh, NC. The session topics included ILA purpose, innovation sustainability, and facilitating teams. Participants (38) included six rural, underserved districts in Northeast North Carolina.

PI/Trainer – (July 30, 2007). Provided training sessions, acted as the general emcee, and facilitated work session at the Friday Institute Innovation Leaders Academy in Raleigh, NC. The session topics included ILA purpose, innovation sustainability, and facilitating teams. Participants (38) included six rural, underserved districts in Northeast North Carolina.

PI/Trainer – (April 26, 2007). Provided training sessions, acted as the general emcee, and facilitated work session at the Friday Institute Innovation Leaders Academy in Raleigh, NC. The session topics included ILA purpose, innovation sustainability, and facilitating teams. Participants (38) included six rural, underserved districts in Northeast North Carolina.

Chair, Principal Investigator– (2007-Present). Friday Institute Innovation Leaders Academy (ILA)- I created and chaired an executive committee to develop the ILA for the purpose of (a) providing district and school innovation team training over a two-year period, three times per year (2007-2008), (b) conducting a district system analysis for the presence of variables that support sustained innovation three times per year, (c) conduct research on team processes, and (d) provide on-going assistance and formal annual feedback to the districts and teams. The ILA was included as an educational leadership department initiative in the extension portion of the 2007-2012 College of Education Compact Plan. The first event occurred on April 26- 27, 2007 and involved six rural, underserved districts in Northeast North Carolina.

Chair- (April, 2007). Policy & Action Seminar- Friday Institute. I assisted in developing and implementing a 1 day symposium entitled *Putting a face to the NCLB data: The future of student assessment and school accountability*. The symposium was attended by 119 school leaders, researchers, and interested public across North Carolina.

Principal Investigator- (2005-09). Oregon state School Board Association project on training board members. My role is to provide an evaluation of the outcomes of the program which will affect the training of all districts in the state for the improvement of student achievement by focusing/training the board on instructional goals/policies.

National Faculty Member-(Summer 2005). National Principals Leadership Institute, Fordham University's

Lincoln Center Campus, New York. In this opportunity I joined 8 selected principals and superintendents to provide training, coaching, and mentoring for around 200 selected principal candidates from across the nation.

Principal Investigator/Researcher- (2004-2009). Executive committee- Multi-State Lighthouse Project.

The project is a multi-state (9 state) initiative to identify and develop training for school board members and districts to include boards in student achievement initiatives. This project represents a unique departure from traditional board roles. I serve as the principal researcher and participated in multi-state planning meetings and research design in the grant involving school board association executives. Represents a unique collaboration/inclusion of higher ed. faculty in state initiatives.

Creator, Executive Committee - Iowa Leadership Academy, (2004-2006)

The ILA is a state-wide initiative to develop a comprehensive administrator recruitment, professional development, and mentor/coaching program from pre-license to retirement. A Wallace grant funded D.E./SAI vision. Represents the first time for a collaboration/inclusion of higher ed. faculty at this level into state initiatives. This effort is the most extensive collaboration of school districts, Area Education Agencies (AEA), School Administrators of Iowa, and the Iowa Department of Education.

Developer/Coordinator, Executive committee - Iowa Mentoring and Induction Program, (2003-2006).

The Mentoring program provides carefully selected and trained mentors for every 1st and 2nd year principal and superintendent in Iowa. I provided grant funding for the pilot project and assessed the program, recommending and assisting with program improvements. The program success has led to possible state funding to continue the program indefinitely. The governor (Vilsack) put the program in his budget in 2005 (it was bargained out). State legislation will be written in 2006 to make it mandatory and provide funding. This marks a unique relationship and a rare collaboration between practitioner agencies and the university. Duties require frequent meetings with mentors and mentees for training and program evaluation.

Member, Focus on the High School committee, 2004-2005

This subcommittee of a governor appointed task force discuss and provided legislative recommendations for changes in high school's in Iowa. Recommendations included adding required high school graduation standards. These have been approved and will be implemented by the legislature in 2005. The committee also created, planned, and implemented the first Statewide High School Summit. The summit was attended by principal/teacher leader teams from most school districts in Iowa and became the largest gathering of Iowa educators ever.

Moderator, First Statewide High School Summit, Iowa, 12/14/04

Invited to act as one of the moderators (and the only higher education representative) for the first statewide principal's summit. Topic: Collaborative Leadership.

Boone School District, Boone, IA -2003-2006

Iowa State School Board Association, Des Moines, IA- 2002-2009

School Administrators of Iowa, Des Moines, IA - 2004- 2006

California State School Board Association- 2005

Missouri School Board Association- 2005-2006

Oregon School Board Association - 2006-2009

Northampton School District- North Carolina- 2007-present
 Halifax School District- North Carolina-2007-2011
 Franklin School District- North Carolina-2007-2009
 Weldon City School District- North Carolina-2007-present
 Granville School District- North Carolina-2007-present
 Roanoke Rapids School District- North Carolina-2007-2011
 North Carolina School Board Association- 2008
 Kentucky School Board Association- 2008
 New York State School Board Association – 2008
 New Jersey State School Board Association- 2008-09
 West Virginia State School Board Association- 2007-2009
 Georgia State Board of Education Task Force- 2008-09
 Alabama Association of School Boards- 2009-2010
 Alabama Superintendents Association- 2009-2010
 Washington State School Board Association- 2010-2012
 Bertie School District- North Carolina-2007-Present
 Warren Rapids School District- North Carolina-2007-Present
 Hertford School District- North Carolina-2011-2012
 Nebraska State Legislature – Invited, 2012

Professional Service

Center Directorships

Director/Host Site- 2009-Present

UCEA Center for Research on the Superintendency and District Reform

One of 5 UCEA national research centers. Housed at NCSU with Associate director Meredith Mountford (Florida Atlantic University)

Center Activities:

AASA. (March 30-31). Alsbury attended the AASA State of the Superintendency (SOS) Study Focus Group at AASA headquarter. Negotiated the Center's acquisition of the 10-year AASA superintendent study. Developed relationship with AASA to coordinate follow-up surveys/studies and other research activities through the UCEA Center.

International Governance Study- (2009-Present). Developed formal affiliation with the International Superintendent Research Network (ISRN). Developed an international comparative governance research project. Traveled to these countries to meet with and finalize the implementation plan for the collection of governance data in these countries. Leading to a book series and numerous presentations, including a featured session at the 2010 UCEA conference and the AERA 2010 conference.

International Superintendent Research Network (ISRN) Study- (2009-Present). Developed a formal affiliation with the ISRN who is engaged in an international study of the superintendency. Outcomes include multiple national and international presentations, workshops, and publications.

AERA Sponsored National Conference on School Board Governance. (2010-2012). The Center has joined in a formal affiliation with the University of Louisville to submit to AERA for a funded conference in 2011.

Media Citations/Contacts

Multiple (68 to date) local, state, and national newspaper, radio, and television coverage in connection with the school consolidation study. Provided advice, article copies, and consultation to superintendents, the Iowa ASCD, Rural School Organizations on school mergers.

- 2/27/12 The Charlotte Observer School Reform *Anne Helms*
Wrote an article about Charlotte's LIFT program where private funders provide bonuses to teachers and help decide whether teachers and principals should be transferred out of highly challenged school positions based on student achievement gains in their classes.
- 9/12/11 The Baltimore Sun School Boards *Alison Knezevich*
Wrote an article about Baltimore's recent move from an appointed school board to a hybrid board of partly appointed and partly elected. She wondered if this was happening elsewhere and if this was a trend nationally or internationally.
- 4/27/11 The Daily Advertiser Supt. contract *Tina Marie Macias*
Wrote an article on a supt who has been kept on as an interim on a short-term contract for over 5 years. Wondered the possible reasons and what effects, if any, that could have on the board's operations.
- 2/11/11 The Clarion-Ledger School Boards *Marquita Brown*
Wrote an article on a recent school board nonrenewal of a superintendent. Wanted to know about the impact on the district. Wanted to know how to measure superintendent effectiveness.
- 8/12/10 The Gaston Gazette School Boards *Amanda Memrick*
Wrote an article on the fact that school votes are always unanimous. Wondering if this was unique and the pros and cons.
- 7/10/10 Seattle Times newspaper School Boards *Linda Shellum*
Wrote an article on the Seattle school board and was about their recent training by the Broad foundation. She said they were being accused of using the Broad Model and wanted to know what that meant and if there should be concerns about it.
- 6/30/10 San Antonio Express newspaper Superintendency *Lindsay Kastner*
Wrote an article on the San Antonio Independent School District superintendent and school board who are at odds. The board is reducing the contract to a 1-year. Reporter interested in whether this trend would negatively influenced school districts.
- 5/6/10 Voice of San Diego newspaper Private funding *Emily Alpert*
This independent on-line newspaper wrote about public school receiving private donations earmarked for certain employees or projects and whether that has positive or negative implications for school equity.
- 3/29/10 Technician- NCSU student newspaper School Board Conflict *David Britt*

Wrote a newspaper article on school boards and conflict and the specific conflict in the new Wake County school board and recent decisions about student placement and diversity.

- 3/25/10 Skagit Valley Herald, Mt Vernon, WA School Board Conflict *Kate Martin*
Wrote a newspaper article on politically motivated school board turnover and effects on school of new board dispositon.
- 2/11/10 The Connecticut Post School Board Conflict *Linda Lambeck*
Wrote a newspaper article and commentary series on school board turnover and the effects on student achievement.
- 11/25/09 The Charlotte Observer Supt contract issues *Ann Doss Helms*
Wrote a newspaper article on superintendents receiving private foundation money to pay for "personal growth and development".
- 11/16/09 Pittsburgh Tribune Review Supt contract issues *Daveen Kurutz*
Wrote a newspaper article on superintendents receiving private foundation money to pay for contractual benefits; taxes on life insurance policy.
- 11/13/09 The Herald News Supt contract issues *Cathy Velasco*
Wrote a newspaper article on whether school boards are competent to negotiate supt. employment contracts and whether supt pay was too high.
- 8/19/09 TheLoop21.com District Reform *Rachael Leone*
Wrote commentary on Los Angeles mayor allowing outside operators and charter school to replace public schools and how that plan might affect minority students.
Note: The Loop is a Web site focused on commentary and analysis from a minority perspective.
- 4/22/09 New York Times Mayoral Governance *Javier Hernandez*
Wrote a newspaper article about New Yorks new panel for educational policy that replaced the old board of education.
- 1/12/09 The Herald News School Board turnover *Cathy Velasco*
Wrote a newspaper article and commentary series on school board turnover and the effects on student achievement.
- 1/16/09 The Daily Press School Board Conflict *Karen Hollish*
Wrote a newspaper article and commentary series on school board turnover and the effects on student achievement.

Workshops. Seminars. Training Sessions

Chair/Host- NCPEDL at the Friday Institute. I assisted in formalizing the organization. 15 university educational leadership departments were represented. The mission statement, constitution and by-

laws were developed. A nominating committee for officers selected.

Chair- Initial meeting of NCPEL at the Spring NCASA State Conference. I initiated the meeting to formalize the organization. Ten university educational leadership departments were represented.

Presenter (3/10/10): Kathy Sullivan of North Carolina Dept. of Instruction asked me to present an evidence as an exemplar from the new NCSU MSA/Principal licensure program to all other state institution MSA faculty. Both live and On-line workshop.

Panelist (3/4/10): Asked to serve as one of three panel members on the Research Chronicle Series: How To Get Published. Sponsored by CED Training & Development Graduate Student Association.
Attendance=20

Presenter (2/11/10): Kathy Sullivan of North Carolina Dept. of Instruction asked me to present the new NCSU MSA/Principal licensure program as an exemplary revision. Presented to all other state institution MSA faculty.

Workshop Presenter-(8/31/09) - North Carolina State University Student Services Workshop- Teaching Fellows- Professional Learning Communities. Attendance: 48

Brown Bag Presentation- (3/30/09)- North Carolina State University Student Services Workshop- Career/CV workshop for doctoral students aspiring to administrative positions in K-12 education. Attendance: 15

Faculty Forum- (2/8/06)- Iowa State University CELT workshop- Electronic Portfolios and the eDoc Project. Presented the workshop providing student demonstrations of e-portfolio use to interested faculty.
Attendance: 30

Aspiring Administrators Workshop - January 14, 2006 - Iowa State University workshop for new principals training them how to land their first administrative position. Presented with one other professors in educational leadership. Attendance: 20

Graduate College, Iowa State University, Preparing Future Faculty (Nov. 15, 2005)- Participated as a panelist on the topic of *Choice: Coming Back to Academia*, a discussion from field practitioners who moved into the professorate. Attendance: 40 Ph.D, master's, post-doc scholars from all ISU colleges and a variety of programs.

Workshop, Data Driven Leadership- (August 27, 2005)- Offered a DDL workshop lasting one day to 10 students who could not get the training in any other way. This seminar allowed them to be fully licensed and prepared to get a principal's position this Fall.

Discussion Leader- May 3, 2005 - Iowa State University, e-Doc Grant Executive Committee Meeting, Asked to lead the discussion and present a literature review on scaling and succession for the electronic portfolio project.

Brown Bag Presentation- April 5, 2005- Iowa State University practicum student seminar, designed to assist aspiring teacher candidates in successfully obtaining their first teaching position.

Attendance: 58

Aspiring Administrators Workshop - January 29, 2005 - Iowa State University workshop for new principals training them how to land their first administrative position. Presented with two other professors in educational leadership. Attendance: 30

Graduate College, Iowa State University, Preparing Future Faculty (PFF)-(Fall 2004)- Participated as a panelist on the topic of *Returning to Academia*, a discussion from field practitioners who moved into the professorate. Attendance: 35 Ph.D, master's, post-doc scholars from all ISU colleges and a variety of programs.

Presenter, Invited lecturer for Resev 550, Flo Hamrick to train student in the use of Survey-Pro, Fall 2004.

College of Education, Curriculum & Instruction Seminar Series- Science Education- August 31, 2004- Seminar presentation on collaborative science education/educational leadership study with Brian Hand. Attendance: 25

School Administrators of Iowa (SAI) Mentoring and Induction seminar- September 9,2004-Presented findings of the assessment of the 2002-2004 Iowa mentoring and induction program during a training session to all new superintendent and principals and their mentors 2004-05. Attendance: 114

College of Ed., C & I Seminar- ISU-August 31, 2004- Presented a seminar/workshop to ISU students and professors reporting the preliminary results of the Boone systemic analysis study. This is a project with Brian Hand of C & I. Attendance: 30

Brown Bag Presentation- March 25,2004- Iowa State University practicum student seminar, designed to assist aspiring teacher candidates in successfully obtaining their first teaching position. Attendance: 40

Leadership Seminar- Zayed University, United Arab Emirates- March 18, 2004- Presented a seminar/workshop to national teachers aspiring to the country's first masters degree and principal preparation program. Attendance: 15

Aspiring Administrators Workshop - February 21, 2004 - Iowa State University workshop for new principals training them how to land their first administrative position. Presented with two other professors in educational leadership. Attendance: 32

Brown Bag Presentation with Frankie Laanan- Dec. 2003 - Iowa State University seminar designed to help graduate students develop effective strategies for acceptance and delivery of national conference proposals. Attendance: 25

Workshop, Teacher Evaluation Training- August 2003- Offered a Teacher Evaluation Training Seminar lasting two days to 14 students who could not get the training in any other way. This seminar allowed them to be fully licensed and prepared to get a principal's position this Fall.

Brown Bag Presentation- March 2003- Iowa State University practicum student seminar, designed to assist aspiring teacher candidates in successfully obtaining their first teaching position.

Attendance: 50 students

Co-presenter at the Washington State University practicum student seminar, designed to assist aspiring teacher candidates in successfully obtaining administrative positions, Pullman, Washington, September, 1999, 2000, 2001. Attendance: 200 graduating teacher candidates

Editorial and Reviewing Responsibilities

Editor-in-Chief

Research Journal in Organizational Psychology and Educational Studies (2011-Present)

Editorial Board

Educational Administration Quarterly (2008-2011)

Journal of Cases in Educational Leadership (2011-Present)

Foxwell & Davies (2002-present)

Journal of Research for Educational Leaders (2003-present)

Contributing Editor

Iowa Educational Leadership (2003-2006)

Manuscript reviewer

International Journal of Leadership in Education

Journal of Research for Educational Leaders

Educational Administration Quarterly

NASSP Bulletin

Journal of School Leadership

Textbook reviewer

Corwin Press

Allyn & Bacon

Presentation proposal reviewer

AERA Annual Conferences- 2003, 2004, 2005, 2006, 2007

UCEA Annual Conference - 2003, 2004, 2005, 2006, 2007

Book Reviews

Reviewer, Book chapter, (2010), Emerald Publishing, Volume 14: International Perspectives on Education and Society Series (A. W. Wiseman editor), *Why the fireworks?: Theoretical Perspectives on the explosion in international assessments*

Reviewer, Book, (2010), Sage, *Using research to lead school improvement (Bauer & Brazier)*

Reviewer, Shoho, A. R. (2010). International research on school leadership: *Examining the Assistant Principals. Chapter 2: New Puzzles and Perennial Challenges for the 21st Century: Mobility of assistant principals: Examining their Roles, Relationships, Accomplishments, and Career Aspirations*

Reviewer, Cover Endorsement Book, Walser, N. (2009), Harvard Education Press, *The essential school board book: Better governance in the age of accountability.*

Reviewer, Book, (2006), Corwin Press, *Schools that change - acknowledged.*

Reviewer, Book, (2006), Corwin Press, *Words for school administrators: Examples of commendations and constructive suggestions for thorough evaluation- acknowledged*

Reviewer, Book, (2006), Corwin Press, *Change agent playbook: Coaching teachers for excellence (5th ed.)-acknowledged*

Reviewer, Textbook (2006). Fowler, F., *Policy studies for educational leaders: An introduction (3rd ed.)*. Pearson, Merrill-Prentice Hall - acknowledged.

Reviewer, Textbook, (2004), Allyn & Bacon, Ubben, *The principal: Creative leadership for excellence in schools (5th ed.)*.- acknowledged

Reviewer, Book, (Spring 2004), Corwin Press, *The Marginal Teacher: A Step-by-Step Guide to Fair Procedures for Identification and Dismissal, (2nd ed.)* -acknowledged

Reviewer, Book, (2003), Corwin Press, *Change agent playbook: Coaching teachers for excellence (4th ed.)*-acknowledged

Reviewer, Textbook, (2002), Corwin Press, *Teacher Self Evaluation Toolkit (2nd ed.)*.

Reviewer, *Journeys of Discovery* curriculum guide, Demco Publishers, 1997. I helped review, edit, and consult on a constructivist curriculum entitled *The expeditions of Lewis and Clark and Zebulon Pike*. I organized and led the Naselle School District as a pilot site for this nationally published curriculum guide, 1995-1999.

National Conference Presentation Reviews

Reviewer of 16 presentation proposals, 2012 AERA National Conference, Division A, Organizational Theory SIG, Research on the Superintendency SIG.

Reviewer, 10 proposals for the 2011 UCEA National Conference, Leadership, Organizational Governance, Superintendency, Preparation Programs.

Reviewer of 19 presentation proposals, 2011 AERA National Conference, Division A, Section 1-Leadership; Section 2- School Organization and Effects; Section 3- School Improvement; Section 4- School Contexts & Commitment; and Section 5- Leadership Development; Division L, Section 1- Governance and Politics; Section 5- Accountability Policy

Chair- 2010 UCEA Conference. Assigned/reviewed 650 proposals, developed program, planned a hosted special sessions and speakers. June 16-19, Austin TX.

Invited Review Panelist- (10 proposals), 2010 AERA National Conference, Division A, Section 2- School Organization and Effects

Reviewer, 5 proposals for the 2009 UCEA National Conference, Leadership, Organizational Governance, Superintendency, Preparation Programs.

Reviewer of 26 presentation proposals, 2009 AERA National Conference, Division A, Section 1-Leadership; Section 2- School Organization and Effects; Section 3- School Improvement; Section 4- School Contexts & Commitment; and Section 5- Leadership Development; Division L, Section 1- Governance and Politics; Section 5- Accountability Policy; Districts in Research & Reform SIG; Politics of Education SIG; Research on the Superintendency SIG.

Reviewer, 7 proposals for the 2008 UCEA National Conference, Leadership, Organizational Governance, Superintendency, Preparation Programs.

Reviewer of 19 presentation proposals, 2008 AERA National Conference, Division A, Section 1-Leadership; Division A, Section 2- School Organization and Effects; Division A, Section 5- Leadership Development; Division L, Section 1- Governance and Politics, Research on the Superintendency SIG.

Reviewer, 5 proposals for the 2007 UCEA National Conference, Leadership, Organizational Governance, Superintendency, Preparation Programs.

Reviewer of 24 presentation proposals, 2007 AERA National Conference, Division A, Section 1-Leadership; Division A, Section 2- School Organization and Effects; Division A, Section 5- Leadership Development; Division L, Section 1- Governance and Politics, Section 7- International Policy and Politics; Districts in Reform & Research SIG; Research on the Superintendency SIG.

Reviewer, 6 Proposals for the 2006 UCEA National Conference, Leadership, Organizational Governance, Superintendency, Preparation Programs.

Reviewer of 23 presentation proposals, 2006 AERA National Conference, Division A, Section 1-Leadership; Division A, Section 2- School Organization and Effects; Division A, Section 5- Leadership Development; Division L, Section 1- Policy in Leadership

Reviewer, 6 Proposals for the 2005 UCEA National Conference, Leadership, Organizational Governance, Superintendency, Preparation Programs.

Reviewer of 10 presentation proposals, 2005 AERA National Conference, Division A, Section 1-Leadership; Division A, Section 2- School Organization and Effects; Superintendency SIG

Reviewer, 10 Proposals for the 2004 UCEA National Conference, Leadership, Organizational Governance, Superintendency, Preparation Programs.

Reviewer of 14 presentation proposals, 2004 AERA National Conference, Division A, section 1-Leadership; Division A, Section 2- School Organization and Effects; Division L, section 1- Policy Development; Superintendency SIG

Reviewer, 10 Proposals for the 2003 UCEA National Conference, Leadership, Organizational Governance, Superintendency, Preparation Programs.

Reviewer, 2003 AERA National Conference, Leadership Division A, section 1,

Reviewer, 2002 AERA National Conference, School Organization and Effects Division A, section 2.

Journal Reviews

Reviewer, **International Journal of Leadership in Education**, Manuscript entitled The Superintendent's Leadership Role in School Improvement: Relationships between Authenticity and Best Practises". Spring 2012

Reviewer, **American Educational Research Journal**, Manuscript# 0227-SIA-11-OM, entitled Why Superintendents Turn Over. Fall 2011

Reviewer, **Educational Administration Quarterly**, Manuscript #10-0128.R1, entitled Tapping the Principal Pipeline: Identifying Talent for Future School Leadership in the Absence of Formal Succession Management Programs. Spring, 2011

Reviewer, **Journal of Educational Administration**, Manuscript #2010-0097, entitled Turkish teachers' and supervisors' metaphorical perceptions about supervisors. Spring 2011

Reviewer, **Educational Administration Quarterly**, Manuscript #10-0174, entitled Emotion and decision making: Superintendent's perspective. Spring 2011

Reviewer, **Educational Administration Quarterly**, Manuscript #10-0128, entitled Tapping the Principal Pipeline: Identifying Talent for Future School Leadership in the Absence of Formal Succession Management Programs, Fall 2010

Reviewer, **Leadership and Policy in Schools**, Manuscript 2010-0027-Manuscript, *Key Processes for Developing School and Business Partnerships: The Influential Role of the Superintendent* Fall 2010.

Reviewer, **Journal of Cases in Educational Leadership**, Manuscript #010109266, entitled *If It Ain't Broke, Don't Fix It: A New Principal is in Town* Summer 2010.

Reviewer, **Educational Administration Quarterly**, Manuscript #10-0052, entitled *The Political Role of Texas School Superintendents*, Spring 2010.

Reviewer, **Journal of School Leadership**, Manuscript #10-002- Manuscript, *Planning for school leadership succession: Promising practices in three districts*. Spring 2010.

Reviewer, **Leadership and Policy in Schools**, Manuscript 2009-0029-Manuscript, *The role of school board social capital in district governance*. Fall 2009.

Reviewer, **Journal of School Leadership**, Manuscript #09-061-Manuscript, *First semester teaching in rural U.S. schools: A collective case study with implications for school principals*. Summer 2009.

- Reviewer, **Educational Administration Quarterly**, Manuscript #2009-057-Manuscript, *A Logistic Regression Approach to the Local High School Antecedents of On-Time, Four-Year College Graduation*. Summer 2009.
- Reviewer, **Educational Evaluation and Policy Analysis**, Manuscript #EEPA-09-OM-0328, *"The two Bs of district governance: Bonding and bridging as social capital sources of school boards, and their effects on academic and financial outcomes*. Summer 2009.
- Reviewer, **Educational Administration Quarterly**, Manuscript #2009-040-Manuscript, *Assessing the Dimensions of Supervisory Practice: Juxtaposing the Ideal and the Reality in a re-examination of the 1989 ASCD-sponsored study*. Spring 2009.
- Reviewer, **Journal of School Leadership**, Manuscript #09-019-Manuscript, *The deliberative capacity of educational leaders: Exploring the possibility of influence at the state level*. Spring 2009.
- Reviewer, **Educational Administration Quarterly**, Manuscript #2009-008-Manuscript, *An analysis of the impact of high stakes testing*. Spring 2009.
- Reviewer, **Educational Administration Quarterly**, Manuscript #2008-104-Manuscript, *Teachers Participation in Decision Making Process: Reality and Repercussions in Indian Scenario*. Spring 2009.
- Reviewer, **Educational Administration Quarterly**, Manuscript #2008-076-Manuscript, *The Status of Research in Educational Administration: An analysis of Educational Administration Journals, 1999-2007*. Fall 2008.
- Reviewer, **Educational Administration Quarterly**, Manuscript #2008-034-Manuscript, *Capacity Building in Higher-Performing Middle Schools: A Report of Best Practices in New York State*. Fall 2008.
- Reviewer, **Educational Administration Quarterly**, Manuscript #2008-062-Manuscript, *Examining Instructional Leadership: A Study of School Culture Outputs via a Performance Framework*, Fall 2008.
- Reviewer, **Journal of School Leadership**, Manuscript #08-024-Manuscript, *Superintendents' Intuitive Decision Making in Small Rural Schools: A Phenomenological Study*, Summer 2008.
- Reviewer, **Educational Administration Quarterly**, Manuscript #2007-063-Manuscript, *Teacher perceptions of what needs to be changed in low performing schools*, Fall 2007.
- Reviewer, **Journal of Research for Educational Leaders**, Manuscript #0716-Manuscript, *Validation of the Synergistic Leadership Theory*, Summer 2007.
- Reviewer, **Educational Administration Quarterly**, Manuscript #2007-015-Manuscript, *Career pathway of public school superintendents*, Summer 2007.

Reviewer, **Journal of School Leadership**, Manuscript #06-080-Manuscript, *School board decision-making: An analysis of process*, Spring 2007.

Reviewer, **Journal of Research on Leadership Education**, Manuscript #2K-1089-Manuscript, *Adequacy right now*, Spring 2007.

Reviewer, **Educational Administration Quarterly**, Manuscript #2006-098-Manuscript, *Social impact in virtual leadership: An examination of influence during on-line leadership preparation*, Fall 2006.

Reviewer, **Educational Administration Quarterly**, Manuscript #2006-060-Manuscript, *Principal Professional Development, Action Research and the Construction of Professional Knowledge*, Summer 2006.

Reviewer, *International Journal of Leadership in Education*, Manuscript #IJLE/2006/000472-Spring 2006

Reviewer, **Educational Administration Quarterly**, Manuscript #2005-127-Revised Manuscript, *Leadership practices in the role-negotiation process can boost organizational learning*, Spring 2006.

Reviewer, **Educational Administration Quarterly**, Manuscript #2006-007, *A regression analysis of the relationship between organizational culture and principals' effectiveness of secondary schools*, Spring 2006.

Reviewer, **Educational Administration Quarterly**, Manuscript #2005-127, *Leadership practices in the role-negotiation process can boost organizational learning*, Fall 2005.

Reviewer, **Educational Administration Quarterly**, Manuscript #2005-093, *Aspects of institutional governance as a factor of efficacy in educational technology deployment: A case study from the Arabian Gulf*, Fall 2005.

Reviewer, **Educational Administration Quarterly**, Manuscript #2005-086, *School-Based Management in Philippine Basic and Higher Education Sectors: Rationale, Practices and Policy Directions*, Summer 2005.

Reviewer, **Educational Administration Quarterly**, Manuscript #2005-025, *Diversity and representivity in leadership: Evidence from the United Kingdom*, Summer 2005

Reviewer, **Educational Administration Quarterly**, Manuscript #2005-038, *Leadership Development Continuum: The Case of Broward County Public Schools*. Spring 2005

Reviewer, *Journal of Research for Educational Leaders*, Manuscript # 04231 - *The Earth is Not Flat Any More: Reflections on the Impact of a Rural Urban Educational Leadership Exchange on Place-Based Instruction*. Spring, 2005

Reviewer, **Educational Administration Quarterly**, Manuscript #2004-555, *Teachers' Forecasts about Their Implementation of State Standards in Classroom Practice: The Role of Teacher Efficacy, Perceptions of Organizational Support, and Attitudes Toward State Standards*. Spring, 2005

Reviewer, **Educational Administration Quarterly**, Manuscript #2004-574, *A national study of school board members training of visionary leadership and trends affecting education's future*. Spring 2005

Reviewer, Journal of Research for Educational Leaders, Manuscript #0401 - *A Research-driven Method for Conducting Teacher-* Spring 2004

Reviewer, International Journal of Leadership in Education, Manuscript #IJLE/2003/000296-Fall 2003

Reviewer, Journal of Research for Educational Leaders, Manuscript-#0305a-2003

Reviewer, **Educational Administration Quarterly**, Special Edition-Mentoring- 2003

Reviewer, NASSP Bulletin, manuscript-2003

International/National Grant Reviews & Review Board

Reviewer, Economic and Social Research Council [Great Britain's leading research agency addressing economic and social concerns], Grant amount: 4,864,668 pounds, Title: Centre for Education Research and Policy- 2007.

Reviewer, Economic and Social Research Council [Great Britain's leading research agency addressing economic and social concerns], Grant amount: 1,373,336 pounds, Agency: London School of Economics and Political Science, Title: The Quantitative analysis of Education Policy- 2008.

Notable Citations

Author (2009). Used the Alsbury/Shaw consolidation article to assist in Consolidation decisions in Indiana. See the *Indiana Policy Review*.

Author (2009). Reviewed the Alsbury/Whitaker article in *Equity & Excellence in Education*

Black, S. (2008, February). The keys to board excellence. *American School Board Journal*, p. 34-35.

Author (2008). School board guru: Dr. Tom Alsbury. *NCSU Connected*, 2(1), 8.

Textbook Adoption- Textbook adopted at Iowa State University, Penn State University, Ohio State University, University of California-Berkeley, Stanford University, Florida Atlantic University.

Oberbroeckling, S. (Fall, 2008). Extension GIS specialist takes education policy research to a new level. *Iowa State University Extension Community Matters*, 2(3), 9.

Tracy, K., & Durfy, M. (2007). Speaking out in public: Citizen participation in contentious school board meetings. *Discourse & Communication*, 1, 223-249.

Author (2007). Decision points for the Oregon Department of Education mentoring summit. Report to the

ODE on mentoring. Note: Our mentoring study was cited to help determine passage of statewide mentoring legislation in Oregon. [*Planning & Changing* article]

Brunner, C. C., & Grogan, M. (November, 2005). Motivation theory and attitudes of aspiration: Why do not women central office administrators seek the superintendency? Paper presented at the Annual University Council of Educational Administrators Meeting, Nashville, TN. [IJLE article]

Colgan, C. (2004). Total recall. *American School Board Journal*, 191(11), p. 24-28.

Kowalski, T. J. (2006). *The school superintendent: Theory, practice, and cases* (2nd Ed.). Thousand Oaks, CA: Sage. [EAQ & JSPR articles]

Starrs, M. M. (October, 2006). Economics of Toward 2020: Renewing Our Schools. Report by the ACT Council of P & C Associates, Inc., Australia. Note: This is the Australian cost-benefit analysis report for the proposed national school consolidation program proposal entitled Toward 2020: Renewing Our Schools [LPS article]

Tracy, K., & Durfy, M. (2007). Speaking out in public: Citizen participation in contentious school board meetings. *Discourse & Communication*, 1, 223-249. [IJLE]

Zuniga, K., Olson, J. K., Winter, M. (2005). Science education for rural Latino/a students: Course placement and success in science. *Journal of Research in Science Teaching*, 42(4), 376-402. [LPS article]

Current Professional Memberships

Member, School Administrators of Iowa, 2003-2005
 Member, Iowa Council of Professors of Educational Administration, 2002-2006
 Member, Iowa Educational Research & Evaluation Association, 2002- 2006
 Member, American Educational Research Association, 1998-present
 Chair, AERA Research on the Superintendency SIG, 2004-2010, 2012-Present
 Program Co-chair, AERA Research on the Superintendency SIG, 2010-11
 Program Co-chair, AERA Organizational Theory SIG, 2010-Present
 Member, University Council of Educational Administrators, 1998-2011

University Leadership and Service

Seattle Pacific University

Member- Campus Wide Hiring Committee- Associate Dean, Undergraduate Nursing
 Member- University IRB Committee

Seattle Pacific University-School of Education

Member- SOE Assessment Committee, 2011-Present
 Member- Graduate Faculty Committee, 2011-Present
 Member- SOE Curriculum Committee, 2011-Present
 Member- Doctoral Faculty, 2012-Present

Guest Lecturer- EDAD 7588- Dr. Tracy Williams- Spoke to the class on use of research data
SPU SOE Booth- NAESP Conference- March 29

North Carolina State University

University Standing Committee on International Programs, 2009-2011

The purpose of the Advisory Committee to the Vice Provost for International Affairs and Provost is “to maintain a constant review of the policies, programs, and the administrative arrangements within the University for conducting international programs and to recommend policies and administrative measures to enhance the University’s international standing.”

North Carolina State University: College of Education

College Representative- UNC-GA Focus Session on School Leadership 2010

Member- Dean’s Friday Institute Strategic Planning Committee, 2009-2010

Member- College Faculty Hiring Protocol Adhoc Committee, 2009-2010

Member- Department Head Performance Review Committee, 2009-10

Professional Education Committee. 2008-2011

Director: Friday Institute Leadership Academy, 2007-2011

Co-Chair - Friday Institute Policy in Action Symposium, 2006-2007

Chair- College Facilities, Building, and Usage Committee 2009-2011

Member- College Facilities, Building, and Usage Committee 2006-2011

NCATE Visit 2006-07

North Carolina State University: LPAHE Department

Member- Departmental Scheduling Committee- 2011

Chair- LPAHE DE Assistant Teaching Professor Search- 2010-2011

Member-LPAHE Digital Recruitment Task Force- 2010

Member- LPAHE Committee on Doctoral Education 2010-2011

Member- LPAHE Post Tenure Review committee- 2009- 2010

Member- LPAHE Dept. Head Review- 2009-2010

Member- Higher Education/ELPS Department Merger Transition Committee, 2008-2009

Chair-Bonnie Fusarelli RPT Committee - 2008-09

Committee Member, Graduate Student Event- 2008-2009.

Committee Member, International Symposium- 2008-09

Program Coordinator- Educational Leadership program, 2008-2011

Department Search committee 2006-2008

UCEA Site visit 2006-07

College of Education- Facilities, Building, and Usage Committee- Chemical disposal consulting- 5/28/08
Identified and advised Rosina on disposal of solvents and Muriatic Acid discovered.

College of Education- Facilities, Building, and Usage Committee- Storage room cleanup project- 12/14/07
I helped fill a dumpster with heavy trash, metal, etc.. from the College storage room. During this event, I discovered and assisted the College [Rosina Rubia] by identifying, processing, and providing

a list of the chemical information [flashpoint, concentration, pH, etc..] to allow notification and safe disposal. Chemicals were improperly stored and potentially dangerous including concentrated Sulfuric Acid and Potassium Dichromate (oxidizing and explosive reagent w/ age).

Iowa State University: College of Education/College of Human Sciences

Search committee for ELPS department chair 2004-05

Technology Advisory- 2005-2006

Iowa State University: ELPS Department

Coordinator, Ph.D program- Educational Administration- 2004-2006 ELPS

Computing Committee- 2002-2006; Chair: 2004 ELPS

Research committee- 2002-03

ELPS Personnel committee- 2002-2006 [Temporary interim chair: 2003-04]

Member, 6 Educational Administration Faculty Search committees- 2002, 2003, 2004, 2005

Member, ELPS- ReSev. Faculty Search committee- 2005

Member, ELPS P & S-Technology/Outreach search committee- 2005

Coordinator, Advisor, Licensure, Educational Administration Certificate of Advanced Studies (CAS) Program, 2002-2004

Community Service and Leadership

North Carolina Professors of Educational Leadership; 1st President; Executive Board Member
2010-2011

North Carolina State Licensure Committee- Member 2010-2011

Plan, review, and approve all Principal licensure program in the state.

North Carolina State Superintendent Standards Committee- Member; 2010-2011

Work with McREL to write, revise, and approve the state superintendent leadership standards.

Presenter, SAELP Leadership Partnership Meeting, Des Moines, Iowa, 11/15/05

Invited to present status of the Iowa Leadership Academy and the Iowa Mentor and Induction Program to the Wallace grant, statewide committee.

Presenter, SAELP Leadership Partnership Meeting, Des Moines, Iowa, 4/21/05

Invited to present status of the Iowa Mentor and Induction program to the Wallace grant, statewide committee.

Moderator, First Statewide High School Summit, Iowa, 12/14/04

Invited to act as one of the moderators (and the only higher education representative) for the first statewide principal's summit. Topic: Collaborative Leadership.

Member - Area Education Agency 11- Superintendent's Meetings, 2003-2006

The first Higher Education representative to be invited to attend as a honorary member of the superintendents meetings for full participation and voting on issues.

Executive Council member- Iowa Leadership Academy - 2004- 2006

One of 4 members responsible for planning, implementing, and evaluating the leadership academy, a statewide administrative professional development program with partners (DE, SAI, AEA) that may provide the training for contract renewal statewide, involving ISU ELPS in not only preparation of administrators but mentoring and continuing education of administrators in the field.

Member- Focus on the High School (FOHS)- 2004-2005

Member of a subcommittee of the Iowa Learns Council. Helped draft report and recommendations to Iowa legislators on K-16 school policy and improvements.

Professional Activities

American Educational Research Association

AERA – Research on the Superintendency SIG

SIG Chair, 2006-2010, 2012- Present

Secretary/Treasurer, 2003- 2006

Program Chair, 2004-2006, 2010-2011

Paper Session Chair/Discussant, 2005- Present

AERA- Organizational Theory SIG

SIG Program Co-Chair, 2010-13

Division A, Administration/Section 1-Leadership

Paper Session Chair, 2005

University Council of Educational Administrators

Chair- 2010 UCEA Conference- Selected to plan and lead the national conference, New Orleans

Plenum Representative, Iowa State University- 2004- 2006

Plenum Representative, North Carolina State University- 2007-2010

Plenum Discussion Leader- UCEA Conference 2008, 2009

Paper Session Discussant- 2005

Paper Session Chair- 2006

Paper Session Discussant- 2007, 2008

North Carolina Professors of Educational Leadership

Founder/Organizer- formal NCPREL association- March 25, 2010

President- 2010- Present

Executive Council- 2010-Present

North Carolina Association for School Administrators

Member- Executive Committee, NCPREL Rep.- 2010-2011

Iowa Educational Research & Evaluation Association

Representative Council member, 2005-2006

Program Chair/ Annual Conference- 2005

South West Educational Research Association (SERA)

Research paper session chair 2003 Annual Regional Conference

Iowa Council of Professors of Educational Administration

SAI Conference-within-a-conference program chair- 2004

State ILA representative - 2004-2006

Service to Community & Church

Member- First Free Methodist Church LBA church restructuring committee. This sub-committee of the church board is tasked with recommending organizational changes in the church to realize new vision and goals developed during a recent revisioning process.

Member- First Free Methodist Church- (2011- Present)

Member- First Free Methodist Church praise team musician/vocalist.

Mentor- First Free Methodist Church mentor/consultant to the worship team leader. As a long-time church worship minister, Pastor Blake tasked me to assist in the further development of the new contemporary praise and worship service for the church.

Ministry- Provide praise and worship music to various hospitals, nursing homes, veterans rehab centers, and homeless shelter residents. My father and I lead praise music together at various places around the greater King County area.

Member- SPU Lectio Bible study group. The group meets bi-weekly at First Free Methodist Church.

Financial Support- We personally support several missionaries and needy children financially.