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**2009**

**Education**

<b>Degree</b>	<b>Discipline Date</b>	<b>Institution</b>	
Doctor of Education	Administration, Supervision, and Curriculum Development with a concentration in Organization Development	U. of Colorado	8/83
Master's of Science	Secondary School Administration	U. of Missouri	7/70
Bachelor of Arts	English-Social Science	MO Valley College	5/65

**Professional Experiences as of 2009**

**Current Professional Activity  
Service**

- Member of the Executive Committee of the National Rural Education Association
- Member of the Executive Committee of the Montana Small Schools Alliance
- Member of the National Rural Education Advocacy Coalition
- Associate for KW+Associates Consulting
- Member of the Montana Learning 1<sup>st</sup> Alliance
- Member of the Editorial Board of the *Rural Educator*

**University Teaching**

**2008 - Current**

Rank: Adjunct Professor  
Department: Doctoral Program  
Institution: Walden University

Instructional Areas: Chairing, serving in the second seat, and teaching doctoral level courses.  
Date of Appointment: 1/09

**1998-2008**

Rank: Associate Professor  
Department: Education/Educational Leadership  
Institution: Montana State University-Bozeman  
Instructional Areas: School Law, Personnel, Instructional Leadership, Supervision, Planned Change, Management and Construction of School Facilities, and Foundations of Educational Leadership  
Date of Appointment: 8/98

**1991-2002**

Rank: Adjunct Professor  
Department: Education, Education Administration  
Institution: University of Phoenix  
Instructional Areas: Research Proposal Preparation, Human Resources, School Finance, Instructional Program Management and Management  
Date of Appointment: 1/91

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**1990-1998**

Rank: Adjunct Professor  
Department: Educational Leadership and Policy Studies  
Institution: University of Northern Colorado-Greeley, CO  
Instructional Areas: Instructional Supervision, School Environments, Policy Development and Analysis, School Finance, School Law for Teachers, Decision Making, Managing Human Resources, and Organizational Theory  
Date of Appointment: 1/90

**Other Academic Positions and Major Visiting Appointments**

Rank: Guest Lecturer  
Department: Educational Leadership and Policy Studies  
Institution: University of Northern Colorado-Greeley  
Date of Appointment: 8/99

**Teaching Experience**

Department:	Education, Educational Leadership
Institution:	Montana State University-Bozeman
Instructional Area:	Educational Leadership
Date:	8/98-present
Department:	Education, Educational Administration
Institution:	University of Phoenix
Instructional Area:	Educational Administration
Date:	9/91-7/98
Department:	Education, Educational Leadership and Policy Studies
Institution:	University of Northern Colorado-Greeley, CO
Instructional Area:	Educational Leadership
Date:	1/90-7/98
Area:	English/Reading/Literature
Institution:	Broomfield High School Boulder Valley School District Boulder, CO
Date:	1971-1973
Area:	English/Reading/Literature
Institution:	Raytown South High School Raytown School District Raytown, MO
Date:	1969-1971
Area:	Reading/English/Literature
Institution:	Mehlville Senior High School Mehlville School District Mehlville, MO
Date:	1965-1969

**Pertinent Consulting**

- I worked for the National Institute of Corrections: Jail Center assisting cities, communities, and counties in the United States to develop plans for construction of new jails. This work included becoming familiar with justice system values and priorities, reviewing existing practices and organization, developing and delivering workshops and awareness symposia to increase stakeholder, including staff, ownership of the process. Additionally, I contributed to the development of continuing training programs for existing and new staff.
- As part of the duties and responsibilities in being the Director of the Curriculum and

Instruction Unit in the Colorado Department of Education, I assisted in the development and delivery of curriculum to state penal systems.

- I am currently involved in a research project designed to identify the strengths and challenges of “frontier schools.”

### **Major Education Leadership Responsibilities**

School: Summit Charter Middle School  
Position: Principal  
Institution: Boulder Valley Public Schools  
Boulder, CO  
Date: 7/97-11/97

#### **Some Specific Information**

1. This was a 6-8 school with 275 students.
2. We created a rigorous teacher evaluation system.
3. We worked with a highly diverse student population.
4. There were 22 full- and part-time certified and 4 classified staff.

School: Niwot High School  
Position: Principal  
Institution: St. Vrain Valley School District  
Longmont, CO  
Dates: 1/78-3/79

#### **Some Specific Information**

1. This was a 9-12 high school with 900 students.
2. A three-year budget cycle plan was instituted.
3. There were 60 certified and 23 classified staff.
4. We were exploring the International Baccalaureate program.

School: Erie Junior-Senior High School  
Position: Assistant Principal, Principal  
Institution: St. Vrain Valley School District  
Longmont, CO  
Dates: 7/72 - 1/78

#### **Some Specific Information**

1. We changed an 80% daily attendance rate to 98%.
2. We created an Alternative School (Zeppelin High).
3. We dramatically increased student achievement.
4. We increased positive relationships.

5. There were 32 certified and 15 classified staff.
6. We worked with 630 students.

Organization: Colorado Governor's Office/Roy Romer  
Position: Education Advisor  
Dates: 1989-1990

### **Some Specific Information**

1. I worked as a liaison with government officials, legislators, and business leaders.
2. I supervised a statewide educational reform effort.
3. I wrote talking points for the Governor's speeches and presentations.

Organization: Colorado Department of Education  
Position: Director, Curriculum and Instruction Unit  
Institution: Colorado Department of Education  
Denver, CO  
9/80 - 3/89

### **Some Specific Information**

1. Initially I worked as a Federal Programs consultant overseeing Title I funds.
2. I created the first electronic distribution of Title II funds in Colorado.
3. As the Director of the Curriculum and Instruction Unit, I supervised a staff of 22 curricular area consultants and three support staff.
4. I worked with 180 school districts that ranged in enrollments of 80 to 90,000.

## **Honors and Distinctions**

*Influential Educator*, 2001 and 2002, Montana State University-Bozeman.

*Faculty Member of the Year*, 1996, University of Phoenix.

*Outstanding Leadership and Because You Care* (1976-77)

Recognition from the students of Erie Junior-Senior High School "for helping to build our reputation from nothing to something special."

*Award for Patriotism* (1975)

American Federation of Police "For your outstanding example of citizenship in the community, respect for law and order by your aid in assisting local law enforcement agencies in the war on crime and your noble effort to keep our nation a free Republic under a Flag that represents Honor, Purity, and Sacrifice, to which all local Americans are dedicated."

## **Phi Delta Kappa Service Award**

Fellowship in Organization Development through the University of Colorado-Boulder (1973-1974). I was selected as one of 25 educational leaders from the western United States to spend two years developing knowledge, skills, and appreciation for the principles, theory, and practical application of organization development.

Two doctoral students whose committees I chaired won awards for their dissertations.

## **Publications**

“Leadership and charter schools.” *Journal of Education and Urban Society*, February, 2001.

I have authored articles that appeared in newspapers and professional publications.

## **Refereed Presentations**

Blended Learning. A presentation at the University Council for Educational Leadership (UCEA) Annual Conference, November, 2006.

Green and Sustainable Schools. A presentation at the Greening of the Heartland Conference, May, 2006.

Leadership and Management. A paper presented at the 8<sup>th</sup> Annual Conference on Creating the Quality School, Memphis, TN, March 25-27, 1999.

Teaching School Law Online. A paper presented at the Annual Conference of the National Council of Professors of Education Administration, Ann Arbor, MI, August, 2000.

Preparation and Applicability of Training of School Administrators and the Administration of Special Education Programs. A paper presented with James Doyle, Associate Professor in Educational Leadership, Montana State University-Bozeman, at the Annual Conference of the National Council of Professors of Education Administration, Ann Arbor, MI, August, 2000.

Inter-Mountain Effective Schools Conference, October, 2002, “Distributed Leadership” workshop with Joanne Erickson.

Phi Delta Kappa (PDK) Annual Convention, November 2003.

The Principal as Teacher. A presentation at the National Council of Professors of Education

Administration (NCPEA) Annual Conference, August 2003.

University Council of Educational Administration (UCEA) Annual Conference, November 2003.  
Presentation with Joanne Erickson on “The Changing Role of the School Superintendent.”

### **State-Refereed Presentations**

Looking for Leaders for Montana Schools. A presentation made with Joanne Erickson, Associate Professor, Educational Leadership, Montana State University-Bozeman and Larry Blades, Superintendent of Schools, Dillon, Montana at the Montana Conference for Educational Leaders (MCEL), October, 1998.

Tools for Leadership Teams. A presentation made at the Montana Association for Supervision and Curriculum Development in Partnership with the Montana Office of Public Instruction Summer Conference, August, 1999.

Effective Assessment of Teaching Performance. A presentation made with Joanne Erickson, Associate Professor, Educational Leadership, Montana State University-Bozeman at the Montana Conference for Educational Leaders (MCEL), October, 1999.

The Phi Delta Kappa (PDK) presentation cited above was refereed.

The University Council of Educational Administration (UCEA) presentation cited above was refereed.

I am also a presentation proposal reviewer for the UCEA Conference proposals.

### **Grants**

Borderless Access to Training and Education (BATE) Grant (funded). This was a \$1,100,000+ grant funded for three years (2000-2003). The grant focused on creating collaborative relationships with three universities: the University of South Dakota, the University of Nevada-Las Vegas, and the principal investigator institution, Montana State University-Bozeman. Through collaboration, the three institutions offered “fast-track” certification programs for aspiring school leaders, addressed internal policies of each institution and determined what needed to be changed or modified to create and sustain collaborative efforts, and examined the most efficacious polices between collaborating institutions to realize the grant aims.

### **Selected Service**

- I was a member of the Bozeman Schools “Above and Beyond” effort.

- Served as a member of the high school renovation committee in the Bozeman Schools.
- Served as a liaison with professional educational leadership groups in Montana. This is a continuing activity.
- Facilitated education leadership mentor training in Montana, Fall 2005.
- Facilitated the examination of and support for a more formal evaluation of Montana school superintendents.
  - Member of the Bozeman Public Schools strategic planning committee charged with integrating educational programs of three elementary schools being consolidated into two schools. This occurred during the 1998-1999 academic year.
  - Served as a member or co-chair of two university personnel hiring committees. One selected and recommended a person for a support position, and the other coordinated efforts to select a new member of the Educational Leadership Program.
  - Chaired the search for Director of Programs in the College of Graduate Studies (2003).

Served as chair of a personnel committee to hire a professor to teach in the Adult and Higher Education Program.

- Served on the College of Education, Health and Human Development Task Force on Mentoring during the 1999-2000 academic year.
- Played a crucial role in the total revision of the Educational Leadership Program to align the program with current educational leadership standards including those prepared by the Council of Chief State School Officers and the National Council for the Accreditation of Teacher Education.
- Co-Principal Investigator of Grant Development for the Borderless Access to Training and Education (BATE).
- Coordinated Educational Leadership Program field experiences for 45 students, 45 site supervisors, and four MSU field experience coordinators in 1999-2000 and 2001-2002 academic years.
- Coordinated the Educational Leadership Program Office of Public Instruction Administrative Internship Program. This program is designed

for those people who have been hired as principals or superintendents but have not yet earned a certificate. The program averages between 12-18 interns each academic year.

- Advised 24 doctoral (14 of whose committees I chaired), 30 master's (14 of whose committees I chaired), and 20 certification students.
- Represented MSU as a member of the Executive Board of the Montana Small Schools Alliance group.

### **Other Consulting and Contract Activities**

- Consulted for the National Institute for Corrections: Jail Center. I traveled throughout the United States helping communities build new jails. Two- and three-day workshops addressed all aspects from long- and immediate-range planning to levies and actual construction.
  - Worked with Colorado school district leaders to analyze administrative staffing patterns and helped them project long- and immediate-term needs.
  - Worked with Colorado school district leaders to review, revise, construct, implement, and assess district curriculum.
  - Contracted with the National Diffusion Network (NDN) to continue the identification and diffusion of quality teacher-made programs. NDN was part of Lyndon Johnson's *Great Society* effort in 1965 that resulted in the Education and Secondary Education Act (ESEA) which included over 30 categorical programs designed to assist educators in improving schools.
  - Contracted with BDM, Inc. to contribute to education components of major requests for proposals (\$200,000,000) for projects such as closed-circuit arraignment in states.
  - Contracted with the U.S. Green Building Council (USGBC) to provide management support and coordination for their annual convention in Atlanta, GA in 2005. I also served on the USGBC's Curriculum and Accountability Committee.