

Curriculum Vitae

Robert G. Smith

Contact Information

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Areas of Research Interest

Opportunity and achievement gaps, teaching for meaning, teacher leadership and collaborative inquiry, and superintendent decision-making

Education

Ph.D. Educational Administration, Supervision and Curriculum (December 1973). University of Maryland, College Park

M.A. Government and Politics (June 1972). University of Maryland, College Park

B.A. History and Political Science (June 1965). Davis and Elkins College, Elkins, West Virginia

Professional Work Experience

- George Mason University College of Education and Human Development, Education Leadership Program. Associate Professor. 8/2009 – present.
- Arlington Public Schools, Arlington County, Virginia. Superintendent. 7/1997 – 7/2009.
- Spring Independent School District, Houston, Texas. Assistant Superintendent for Curriculum and Instructional Services. 7/1981 - 6/1997.
- Frederick County Public Schools, Frederick County, Maryland. Director of Curriculum and Staff Development (7/78-7/81); Assistant to the Superintendent for Planning and Evaluation (7/77-7/78); Supervisor of Federal Programs and Adult Education (9/73-7/77); Sabbatical leave; Counselor, Governor Thomas Johnson Adult Evening School, Student and Graduate Assistant (Center for Young Children), University of Maryland, College Park (9/72 - 9//73); Associate Principal (responsible for Junior Division), Governor Thomas Johnson Junior-Senior High School (8/70 - 9/72); Supervisor of Adult Education, Business Education and Driver Education (8/69-7/70); Assistant Principal (responsible for Evening School), Governor Thomas Johnson Junior-Senior High School (7/68 - 7/69); Chairperson, Social Studies Department, Governor Thomas Johnson Junior-Senior High School (7/67 - 7/68); Social Studies Teacher Middletown High School (9/65 - 6/67).

Publications

Books

Smith, R. G. & Brazer, S. D. (2016). *Striving for equity: District leadership for narrowing opportunity and achievement gaps*. Cambridge, MA: Harvard Education Press.

Smith, R. G., Strand, P. J., Crawley, A., Cotman, T., Robinson, C. & Swaim, M. (2011).

Gaining on the gap: Changing hearts, minds and practice. Lanham, MD: Rowman and Littlefield

Book Chapters

- Bauer, S., Van Lare, M., Brazer, S. & Smith, R. G. (2015). Teacher leadership in collaborative teams: The importance of process. In P. Tenuto (Ed.), *Renewed accountability for access and excellence: Applying a model for democratic professional practice in education* (pp. 131-146). Lanham, MD: Rowman and Littlefield.
- Bauer, S., Brazer, S., Van Lare, M., & Smith, R. G. (2013). Organizational design in support of professional learning communities in one district. In S. Conley and B. Cooper (Eds.) *Teacher collaboration: Advancing professionalism & school Quality* (pp. 49-80). New York: Rowman and Littlefield.
- Van Lare, M., Brazer, S., Bauer, S. & Smith, R. G. (2013). Professional learning communities using evidence: Examining teacher learning and organizational learning. In S. Conley and B. Cooper (Eds.) *Teacher collaboration: Advancing professionalism & school quality* (pp. 157-182). New York: Rowman and Littlefield
- Knight, S. & Smith, R. (2004). Development and use of a classroom observation instrument to investigate teaching for meaning in diverse classrooms. In H. Waxman, R. Tharp and R.S. Hilberg (Eds.), *Observational research in U.S. classrooms: New approaches for understanding cultural and linguistic diversity* (pp. 97-121). Cambridge University Press.
- Smith, R. G. & Knight, S. (1997). Collaborative inquiry: Teacher leadership in the practice of creative intelligence. In R. Sinclair & W. Ghory, W. (Eds.), *Reaching and teaching all students: Grassroots efforts that work* (pp. 39-60). Thousand Oaks, CA. Corwin Press.
- Smith, R. G. & Marshall, A. (1976). REAP: Integrating adult basic education and parent education. In M. Shaw and H. Stubblefield (Eds.), *Proceedings of the 1976 Virginia ABE Dissemination Conference* (pp. 49-58). Virginia Polytechnic Institute and State University

Articles

- Smith, R. G. & Brazer, S. D. (2016). Superintendents' part in narrowing opportunity, achievement gaps. *School Administrator*, 73(5), 34-36.
- Smith, R. G. (2015). Turning conventional wisdom on its head: Public schools outperform private schools. *Harvard Education Letter*, 31(1), Retrieve from: http://hepg.org/hel-home/issues/31_1/helarticle/turning-conventional-wisdom-on-its-head-public-sch
- Smith, R. G. (2013). The promising practice of induction. *Harvard Education Letter*, 29(1), Retrieve from: <http://www.hepg.org/hel/article/561#home>.
- Smith, R. G. (2012). Can brief interventions help reduce achievement gaps? *Harvard Education Letter*, 28(2). Retrieve from <file:///C:/DOCUME~1/julian1/LOCAL~1/Temp/HEL%20Column%20as%20web%20page3-14-12-2.htm>
- Smith, R. G. (2012). Educating children of poverty: School action alone is not enough. *Reading Today*, 29(4), 31-32.
- Smith, R. G. & Skeans, S. (2011). *Using program evaluation to support academic excellence* (The Informed Educator series). Alexandria, VA: Educational Research Service. Retrieved from: <http://www.edreadysearch.org>
- Skeans, S. & Smith R. G. (2011). Seeing the whole: Seven decision points when you plan a

- program evaluation in your school district. *The School Administrator*, 68(11), 34-37.
- Smith, R. G. (2010). Gaining on the gap. *The School Administrator*, 6(6), 21-24.
- Smith, R. G. (1996). Fashioning effective solutions: The promise of school study teams. *Equity and Excellence in Education*, 29(1), 20-29.
- Smith, R.G. (1994). Teacher study teams: A focused approach to school problem solving. *ERS Spectrum*, 12(3), 13-20.
- Smith, R.G. (1992). Self-study and site-based decision-making. *SACS Newsletter*, 4(1), 4-5.
- Smith, R.G. & Riddile, M. S. (1989). The Spring ISD Pyramid Program: Toward 2000. *AD Tempo*, 9(3), 12-13.
- Smith, R., Barona, A. & McNamara, J. (1986). Getting good results from survey research. *Public Administration Quarterly*, 10, 233-248.
- Smith, R.G. (1982). The circumfluence of the public schools: An island in the sea. *MASCD Focus II*, 21-29.
- Smith, R. G. & Duncan, T. (1976). Parents as teachers: A focus for Frederick County adult education. *APSCE Newsletter*, 7(2), 4-5.
- Conway, M., Stevens, A. & Smith, R. G. (1975). The relation between media use and children's civic awareness. *Journalism Quarterly*, 52, 531-538.
- Smith, R. G. & Leiserson, M. (1974). Some process skill activities in an open education classroom: A description and an evaluation. *Young Children*, 30(1), 49-59.
- Smith, R. G. (1973). *A program for young children based on process skills: Examples of practice*. Center for Young Children Occasional Paper No. 9. College of Education, University of Maryland.

Book Reviews

- Smith, R. G. (2016, October 20). School board effectiveness: A balanced governance approach. Review of the book *Improving school board effectiveness: A balanced governance approach*, by T.A. Alsbury and P. Gore. *Teachers College Record*, Retrieved from: <http://www.tcrecord.org> ID Number: 21687.
- Smith, R. G. (2012, May 29). Book review: Smith on Narrowing the Achievement Gap. *Education Week*. Retrieved from: http://blogs.edweek.com/bookmarks/2012/05/book-review-smith-on-narrowing_the-achievement-gap.html.

Peer Reviewed Paper Presentations

- Smith, R. G. & Brazer, S. D. (2015, November). *Striving for equity: Superintendent leadership to shrink achievement gaps*. Paper presented at the annual meeting of the University Council on Educational Administration. San Diego, CA.
- Brazer, S., Van Lare, M., Bauer, S., & Smith, R. (2014, November). *Decision making for and by teacher collaborative teams*. Paper presented at the annual meeting of the University Council on Education Administration, Washington, DC.
- Smith, R. G. & Brazer, S. D. (2013, April). *Achievement gaps and superintendent decisions*. Paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.
- Brazer, S. D. & Smith, R. G. (2012, November). *Multiple stakeholder decision making in professional learning communities*. Paper presented at the annual meeting of the University Council for Educational Administration. Denver, CO.
- Smith, R. G., Knight, S. & Patnam, V. (2012, April). *The impact on achievement of*

- teaching for meaning among middle school mathematics student.* Paper presented at the annual meeting of the American Educational Research Association. Vancouver, BC, Canada.
- Knight, S. & Smith, R. G. (2004, April). *Observing teaching for meaning in Tripod classrooms.* Paper presented at the annual meeting of the American Educational Research Association. San Diego, CA.
- Knight, S. & Smith, R. G. (2003, April). *Observing teaching for meaning in classrooms of teachers successful in narrowing achievement gaps.* Paper presented at the annual meeting of the American Educational Research Association. Chicago, IL.
- Knight, S. & Smith, R. G. (2000, April). *Using quantitative and qualitative approaches in the teaching for meaning observation instrument* Paper presented at the annual meeting of the American Educational Research Association. New Orleans, LA.
- Knight, S., Kurtz, T. & Smith, R. G. (1999, April). *Using evaluation in the service of student learning: Diverse perspectives on detecting and diminishing achievement disparities.* Paper presented at the annual meeting of the American Educational Research Association. Montreal, Canada.
- Stephens, J. & Smith, R. G. (1998, April). *Creating conditions for success of diverse learners: Teaching for meaning in the Connections Project.* Paper presented at the annual meeting of the American Educational Research Association. San Diego, CA. April 1998.
- Smith, R. G. (1996, January). *Investigating the effects of teacher inquiry on teacher perceptions.* Paper presented at the annual meeting of the Southwest Educational Research Association. New Orleans, LA.
- Knight, S. & Smith, R. G. (1995, April). *Examining the effects of teacher inquiry on teacher perceptions and cognition.* Paper presented at the annual meeting of the American Educational Research Association. San Francisco, CA.
- Smith, R. G. (1994, April). *Investigating the effects of problem solving in local schools on improving student learning.* Paper presented at the annual meeting of the American Educational Research Association. New Orleans, LA.
- Knight, S. & Smith, R. G. (1993, April). *The University of Houston School – University Research Collaborative.* Paper presented at the annual meeting of the American Educational Research Association. Atlanta, GA.
- Smith, R. G. (1980, October). *The circumfluence of the public schools.* Paper presented at the Maryland Association of Supervision and Curriculum Development Fall Conference. Ocean City, MD.

Selected Invited Presentations

- Smith, R. G. (2016, July). *Context of American education and striving for equity.* Presentation to Chinese principals and education officials from Huzhou City, Zhejiang Province. Clarewood Institute. Mclean, VA.
- Smith, R. G. (2016, June). *Research conversation: Striving for equity and district leadership.* Minority Student Achievement Network Governing Board and Research Practitioners Council Meeting. Chicago, IL.
- Smith, R. G. (2016, June). *Striving for equity and district leadership for narrowing opportunity and achievement gaps.* Arlington Retired Teachers Association Annual Meeting. Ft. Myer, Arlington, VA.
- Smith, R. G. (2015, November). *The power of collaborative inquiry: Teachers working together*

- to improve student learning*. Allen Chair Lecture in Education. Davis & Elkins College, Elkins, WV.
- Smith, R. G. (2015, April). *The future begins today* (keynote closing address). Arizona School Boards Association Equity Event. Phoenix, AZ.
- Smith, R. G., Robinson, C. & Cotman, T. (2013, June) *Cultural competence and achievement gaps*. Cultural Competency Institute, Rutgers Institute for Improving Student Achievement. New Brunswick, N.J.
- Smith, R. G. & Cotman, T. (2013, April). *Cultural competence and achievement gaps*. Virginia State Board of Education Meeting. Richmond, VA.
- Smith, R. G. (2013, April). *Superintendent decision making and achievement gaps*. Minority Student Achievement Network Institute. University of Wisconsin-Madison.
- Smith, R. G. (2013, March). *Cultural competence and gaining on the gap*. Rutgers Institute for Improving Student Achievement. North Brunswick, N.J.
- Smith, R. G., Robinson, C. & Swaim, M. (2012, October). *Gaining on the gap: Changing hearts, minds and practice*. National Association of Pupil Services Administrators (NAPSA) National Conference. Philadelphia, PA.
- Smith, R. G. (2012, August). *Gaining on the gap and teaching for meaning*. Towson University Department of Instructional Leadership and Professional Development. Towson, MD.
- Smith, R. G., Robinson, C. & Cotman, T. (2012, August). *Gaining on the gap*. Arlington in Retirement Institute (ALRI) Special Event. Arlington, VA.
- Smith, R. G. (2012, March) *Gaining on the gap: Changing hearts, minds and practice*. Greater New Orleans School Leadership Center Workshop for School Leadership Teams. New Orleans, LA.
- Smith, R. G., (2012, March). *Gaining on the gap*. Leadership Arlington. Marymount University, Arlington, VA.
- Smith, R. G. (2012, February). *Seeing the whole: Using program evaluation to support academic excellence*. AdvancED Virginia, Southern Association of Colleges and Schools (SACS) Winter School Improvement Conference. Williamsburg, VA.
- Smith, R. G. (2012, February). *Book talk: Gaining on the gap: Changing hearts, minds and practice*. American Association of School Administrators National Conference on Education. Houston, TX.
- Smith, R. G. & Skeans, S. (2012, January). *Using program evaluation to support academic excellence*. Texas Association of School Administrators Mid-Winter Conference. Austin, TX.
- Smith, R. G. Crawley, A.L., Robinson, C., Cotman, T., Swaim, M. & Strand, P. (2011, November). *Book talk: Gaining on the gap: Changing hearts, minds and practice*. Arlington Public Schools Administrators, Arlington, VA.
- Smith, R. G. (2011, October). *Gaining on the gap: Changing hearts, minds and practice*. Workshop for EDCO Collaborative. Lexington, MA.
- Smith, R. G. (2011, February). *Gaining on the gap: Changing hearts, minds and practice*. AdvancED Virginia Southern Association of Colleges and Schools SACS Winter School Improvement Conference. Williamsburg, VA.
- Smith, R. G. (2010, October). *Easements for charter schools not given to public schools*. College Board Forum. Washington, D.C.
- Smith, R. G. (2010, October). *Keynote Address: Gaining on the gap: Changing hearts, minds and practice*. A Call to Action: Closing the Achievement Gap. Inaugural Conference sponsored by Clemson University Chief Diversity Office, The Yvonne & Schuyler Moore -Carolina Urban League Affiliates. Columbia, SC.
- Smith, R. G. (2010, September). *Gaining on the gap: Changing hearts, minds and practice*, A

- workshop for Virginia Region IV School Superintendents. Capon Springs, WV.
- Smith, R. G. (2010, September) *The context of American education*. Presentation to the International Visitor Leadership Program (IVLP), Moldovan visitors. Washington, D.C.
- Smith, R. G. (2010, March). *The context of American education*. Presentation to the International Visitor Leadership Program (IVLP), Saudi Arabian visitors. Washington, D.C.
- Smith, R. G. (2009, September). *The context of American education*. Presentation to the International Visitor Leadership Program (IVLP), Nigerian visitors. Washington, D.C.
- Smith, R. G. (2008, 2007, 2006 & 2005, April). *APS Initiatives to eliminate achievement gaps (panel presentation)*. Institute for Educational Leadership's Washington Policy Seminar. Washington, D.C.,
- Smith, R. G. (2008, April). *Educating diverse communities (panel presentation)*. American University School of Communication Center for Social Media. Ethnic Media Roundtable. Washington, DC. .
- Smith, R. G. (2007, September). *Collaborative inquiry and differentiated compensation* International School of Ulaanbaatar. Ulaanbaatar, Mongolia. *September 2007*.
- Smith, R. G. (2006, May). *Teaching for meaning*. College of Education and Human Development Commencement Address. George Mason University, Fairfax, VA.
- Smith, R. G. (2006, April). *The achievement gap and the Arlington Public Schools*. Presentation as part of the National Society for Study of Education (NSSE) session: Voices for Democracy: Struggles and Celebrations of Transformational Leaders. American Educational Research Association. San Francisco, CA.
- Smith, R. G. (2005, June). *The achievement gap and the Arlington Public Schools*. International Reading Association-Literacy 2005: Unlocking Diverse Minds for the Future. Washington, D.C.
- Smith, R. G. (2005, February). *Teacher preparation and quality: An evidence-based challenge*. National Academies, Washington, D.C.
- Smith, R. G. (2003, April). *The role of artist residency*. Acts of Achievement: The Role of Performing Arts Centers in Education. Kennedy Center, Washington, D.C.
- Alson, A., Ray-Taylor, R. & Smith, R. G. (2002, November). *Eliminating achievement gaps*. American Youth Policy Forum. Washington, D.C.
- Smith, R. G. (2002, May). The local response to the No Child Left Behind Act. Software and Information Industry Association Conference. Washington, D.C.
- Smith, R.G. (2001, May) *The importance of arts education and collaboration with performing arts centers*. Kennedy Center Certificate of Study Awards Dinner. Washington, D.C.
- Smith, R. G. (2000, September) *Closing the achievement gap: Ensuring fairness in statewide assessment programs from a district and school perspective*. Office for Civil Rights Conference: Access to a Quality Education. New Orleans, LA.
- Smith, R. G. (2000, November). *Observations on the concept and practice of teacher leadership*. (Closing Address) Conference on Participatory Campus Leadership. Texas A & M University, College Station, TX.
- Smith, R. G. (1999, May). *The value of professional development*. Forum on Enhancing Teacher Performance: Teachers Learning from Teachers Worldwide. Council for Basic Education. Washington, D.C.
- Smith, R. G. (1998, December). *Race matters*. American Association for School Administrators Conference. Washington, D.C.
- Smith, R. G. (1998, May). *Integrating sociocultural experiences of students in teaching and learning to improve academic achievement (opening address)*. Mid-Atlantic Equity Center Annual Regional Conference. University of Maryland, College Park, MD.
- Smith, R. G. (1997, December). *Consequential validity (opening address)*. Virginia Association

- for Supervision and Curriculum Development. Williamsburg, VA.
- Smith, R. G. (1996, November). *Initiating a secondary professional development school*. Third Annual School University Collaborative Research Forum. Texas A & M University, College Station, TX.
- Smith, R. G. (1996, October). *Data driven decision-making*. School Leaders Project Workshop. Danforth Foundation, St. Louis, MO.
- Smith, R. G. (1996, October). *Teacher research as instructional problem solving: Framing the question*. University of Houston School / University Research Collaborative Fall Conference. Houston, TX.
- Smith, R. G. (1996, April) *Collaborative inquiry and school problem solving*. International Reading Association Conference. New Orleans, LA.
- Smith, R. G. (1994, December). *Assessing the impact of problem solving in local schools on improving student learning*. Southern Association of Colleges and Schools 1994 Annual Meeting. San Antonio, TX.
- Smith, R. G. (1993, August). *Introduction to educational planning and using planning data to direct schools*. Interactive Inc. Next Century Leaders Program. Minsk, Belarus.
- Smith, R. G. (1993, March). *Improving the learning environment for students who are failing in school (panel presentation)*. Association for Supervision and Curriculum Development Annual Conference. Washington, D.C. March 1993.
- Smith, R. G. & Dekaney, A. (1992, September). *Creating a comprehensive five year plan*. Joint Meeting of Texas Association of School Boards and Texas Association of School Administrators. Houston, TX.
- Smith, R. G. & Dekaney, A. (1990, April). *How we plan our school district's future*. National School Boards Association. New Orleans, LA
- Smith, R. G. (1989, April). *Issues of fragmentation, duplication, high tech infatuation and role confusion in vocational education*. Western Regional Seminar for the Association of Community College Trustees. Galveston, TX.
- Smith, R. G. (1989, January). *Dropout research*. Southwest Educational Research Association, Houston, TX.
- Smith, R. G. & Dekaney, A. (1988, September). *Planning a school district's future*. Texas Association of School Boards and Texas Association of School Administrators. San Antonio, TX.
- Smith, R. G. (1988, February). *To be and how to be... a leader in all situations*. Association of Texas Language Arts Supervisors. El Paso, TX.
- Smith, R. G. (1988, January) *The Texas A & M School/University Research Collaborative*. The Holmes Group Second Annual Conference. Washington, D.C.
- Smith, R. G. (1987, November). *Three angles on evaluation of the Pyramid*. National Association for Gifted Children. New Orleans, LA.
- Smith, R. G. (1987, January). *A successful school/university collaborative research project*. Conference on School/University Collaboration. The Woodlands, TX.
- Smith, R. G. (1985, June). *The Concept of hyperrationalization and the reduction of paperwork for teachers*. Conference of Administrators. Sam Houston State University, Huntsville, TX.
- Smith, R. G. (1984, November). *Program implementation: A model for guiding change*. Association of Texas Language Arts Supervisors. Dallas, TX.
- Smith, R. G. (1984, November). *Nurturing local talent: Spring ISD's administrative intern program*. Texas Association for Supervision and Curriculum Development. Dallas, TX.
- Smith, R. G. (1984, May). *Spring ISD's comprehensive planning and management system*. Conference on Inquiry in Education. Texas A & M University, College Station, TX.

- Smith, R.G. (1983, November). *Spring ISD's comprehensive planning and management system*. Texas Association for Supervision and Curriculum Development Conference. El Paso, TX.
- Smith, R. G. (1983, May). *Survey research*. Conference on Inquiry in Education. Texas A & M University, College Station, TX.
- Smith, R. G. (1983, January). *Community needs assessment*. Phi Delta Kappa, Texas A & M University, College Station, TX.
- Smith, R. G., (1981, February). *The application of the Concerns Based Adoption Model in a local school system*. Maryland Council of Staff Developers Meeting. Baltimore, MD.
- Lewis, J. R. & Smith R. G. (1980, March). *Student Team Learning*. Association for Supervision and Curriculum Development Annual Conference. Atlanta, GA
- Lewis, J. R. & Smith R. G. (1980, May). *Student Team Learning*. Wrightsville School District, Wrightsville, GA.
- Lewis, J. R. & Smith R. G. (1980, September). *Student Team Learning*. Thomas County, GA.
- Lewis, J. R. & Smith R. G. (1979, March). Association for Supervision and Curriculum Development Annual Conference. Detroit, MI.
- Smith, R. G. (1977, May). *In school versus separate school programs for disruptive youth*. Conference on Alternative Programs for Disruptive Secondary School Students. Johns Hopkins University, Baltimore, MD.
- Smith, R. G. (1976, April). *The nominal group process and program planning*. Maryland Consortium on Human Relationships Meeting. Baltimore, MD.

Teaching

George Mason University

- EDLE 610, Leading Schools and Communities (Spring 2010, Fall 2010, Summer 2012)
- EDLE 618, Supervision and Evaluation of Instruction (Fall 2016).
- EDLE 620, Organizational Theory and Leadership Development (Fall 2014, Fall 2017, Spring 2018, Summer 2018, Spring 2019, Summer 2019)
- EDLE 634, Contemporary Issues in Education Leadership (Summer 2016).
- EDLE 636, Adult Motivation and Conflict Management in Education Settings: A Case Study Approach (Summer 2010, Fall 2012)
- EDLE 690, Using Research to Lead School Improvement (Fall 2009—two sections, Spring 2010, Spring 2011, Fall 2011, Spring 2012, Spring 2013, Fall 2013, Spring 2014—two sections, Spring 2015, Summer 2015, Spring 2016, Spring 2017—two sections, Fall 2017).
- EDLE 791, Internship in Education Leadership (Spring 2010, Fall 2011, Summer 2012, Spring 2013, Fall 2015, Spring 2016—2 sections, Spring 2018).
- EDLE 801, Contemporary Organization Theory (Summer 2018)
- EDLE 802 (Spring 2019, Summer 2019)
- EDLE 813, Social and Political Forces in Education Leadership (Fall 2013, Fall 2014, Fall 2016, Fall 2018).
- EDLE 816, Instructional Leadership: Curriculum Policy and Practice (Fall 2015, Summer 2017)
- EDLE 818, Instructional Leadership: Supervision Policy and Practice (Summer 2013, Spring 2015).
- EDUC 597, Special Topic: Exercising Teacher Leadership (Summer 2011).

- EDUC 802, Ph.D. Leadership Seminar (Fall 2010, Fall 2011, Fall 2012).
- EDUC 897 Independent Study (Spring 2016, Fall 2017, Spring 2018-3).
- EDUC 994 Advanced Internship (Spring 2014, Spring 2018).
- EDUC 998, Doctoral Dissertation Proposal (Spring 2013, Fall 2015, Fall 2016, Spring 2017, Fall 2017-2, Spring 2018-2, Fall 2018-4, Spring 2019-3).
- EDUC 999, Doctoral Dissertation Research (Fall 2013, Spring 2015, Spring 2016, Fall 2016, Spring 2017, Fall 2017-2, Spring 2018-3).
- EDRS 590, Education Research, Summer 2006.

Other Institutions

- Texas A & M University. Department of Educational Administration, Visiting Associate Professor, Nature and Problems of Administrative Behavior, Summer 1986 and The School Superintendency (with G. Anderson), Summer 1989.
- Western Maryland College Graduate School. Instructor, Trends in Curriculum. Fall 1980.
- Hood College Graduate School. Lecturer, Strategies and Influences in Curriculum Development. Spring 1979

Student Advising: George Mason University

Dissertation Chair (Completed Dissertations)

- Baskin, Roger. (2013, October). *The Black-White achievement gap through the lens of central office administrators.*
- Humbert, Nick. (2018, September). *Adequacy of decision-making for Virginia public high school assistant principals and an examination of job satisfaction and job efficacy.*
- Landeryou, David. (2018, May). *Value added model of teacher evaluation: An examination of administrators' leadership.*
- Mitchell, Meredith. (2018, June). *Instructional leadership for a 21st century learning initiative: How principals and teacher leaders facilitate organizational learning.*

Dissertation Chair (In Progress)

Buti, Mubarak
 Humphreys, Michael
 Keith, Anthony R.
 Nagy, Steven
 Schwartzner, Jessica
 Wagner, Amanda
 Washington, Tharon

Dissertation Committee Member (Completed)

- Fleming, Ronnie. (2018, November). *High-stakes English 11 teachers' understanding and applications of data-driven decision making.*
- Lynch, Megan R. (2015, April). *Decision making and Title III of NCLB.*
- Nelson, David. (2014, October). *Rasch analysis of a rating scale for gifted and talented identification.*

- Powell, Keyona L. (2017, March). *School discipline policies and practices in a mid-atlantic inner-ring suburban school district: A descriptive case study.*
- Ragone, Matthew J. (2017, May). *Assistant principals' perceptions of student progress goals and their impact on instructional leadership.*
- Terrell, Anthony (2015, April). *The role of teacher professional development in turnaround principals' approach to raising student achievement.*
- Wright, Dustin (2015, October). *Fiscal effort and educational efficiency in Virginia during the 2012-2013 academic year.*
- Young, Beth A. (2018, May). *District data personnel perspectives on the federal data collection and reporting process and how they inform their work.*

Dissertation Committee Member (In Progress)

Alhuwairini, Zahra S.
 Carson, Theresa
 Crain, Sara E.
 Renberg, Julia
 Silver, Lori

Selected Service and Other Activities

- Member, Board of Trustees, Davis and Elkins College, 2018-present
- Guest editor, *Education Sciences* Special Issue: Shrinking Opportunity and Achievement Gaps, 2017-2018.
- American Educational Research Association (Reviewed paper proposals for annual conferences, Division A-Leadership (2013-2019) and Research on Superintendency SIG (2013-2018); Chaired paper sessions-2013, 2014, 2015; Discussant, 2017 Research on Superintendency SIG paper session). Reviewed submissions of dissertations for awards from the Special Interest Group, Research on the Superintendency-2013-2015).
- Member, CEHD Leadership Team, 2017-2019.
- Chair, EDLE Search Committee. Spring 2013, Fall 2016, Spring 2017, Fall 2017
- Member, EDLE Search Committee. Summer 2010, Fall 2010, Spring 2011, Spring 2016
- Advisor, TEA international students, 2009-2017
- Argentina Educators Training Program, Instructor, Fall 2017
- Education and Workforce Development Committee of the Arlington Community Foundation. Member, 2014-present.
- Member, Selection Committee for National Superintendent of the Year, American Association of School Administrators, 2009-2013.
- Chair, George Mason University, Arlington Campus Advisory Board, 2011-2014; Member, 2014-2015.
- Member, Teaching with Primary Sources Board of Directors Northern Virginia (TPSNVA), 2011-present.
- Reviewer, *Journal of Teacher Education*, 2010-present.
- Book proposal reviewer, Harvard Education Press, 2011-2013, 2017.

- Member and Reviewer, Editorial Advisory Panel, Educational Research Service, 2007-2012.
- Author, American Association of School Administrator's AASA Connect Website, "Ask the Expert" on assessment and evaluation, Fall 2011.
- Book proposal reviewer, Teachers College Press, 2011, 2017.
- Member, Southern Association of Colleges and Schools Virginia Council on Accreditation and School Improvement, 2007- 2012.
- Member 1997-2009, Chair 2007-2009, Vice Chair, 2005-2007, Region IV Superintendents Study Group (Northern Virginia Superintendents).
- Member, 1997-2009; Legislative Committee member, 2004-05; Board of Directors member, 2007-2009, Virginia Association of School Superintendents.
- Member 1997-2009, President, 2004-05, Washington Area School Study Council (Organization of Washington area superintendents).
- Member Governing Board, Minority Student Achievement Network, 1999-2009.
- Member, Board of Directors, Mongolian School of the National Capital Area, 2007-2009.
- Member, Board of Directors. Arlington Chamber of Commerce, 1997-2009.
- Member, Executive Board, 1998 – 2004, Chair of Annual Campaign, 2001-02. Arlington United Way.
- Member, Virginia Legislative Commission on ESL Students, 1999-2000
- Member, Board of Directors, American Heart Association, Arlington Division, 1997 – 1999
- Co-Chair, University of Houston School/University Research Collaborative, 1990 – 1997.
- Facilitator, National Coalition for Equality in Learning, 1990--1997.
- Member, Texas Elementary State Committee, Southern Association of Colleges and Schools. 1990-1993.
- Co-Chair, Texas A & M School/University Research Collaborative, 1986 – 1990.
- North Harris County YMCA. Chair, Board of Management, 1987-89. Member, Board of Management, 1982-89.
- Member, Texas Secondary Regional Committee, Southern Association of Colleges and Schools. 1982-87.
- Member, Seton Center Advisory Committee, Emmitsburg, MD, 1973-81.
- Member, Board of Directors, Frederick County Group Homes, Inc. 1974-81.
- Member. Community Commons, Frederick County, MD, 1978-81.
- Member, Executive Committee and Board of Directors Vice-President, Big Brothers and Big Sisters of Frederick County, MD, (1977-79).
- Frederick County Human Relations Council. Member, 1969-77. Chair, 1973-75. Vice-Chair, 1971-72 & 1975-76.
- Unitarian Fellowship of Frederick, MD. Member, 1977-81. President, 1980-81.

Selected Honors and Awards

- Distinguished Alumnus of 2010, Davis & Elkins College, Elkins, WV. October 2010.
- Leadership Arlington Legacy Award. Leadership Arlington. 2009.
- Lifetime Achievement Award in Public Education. The Mid-Atlantic Hispanic Chamber of Commerce Inc., 2009.
- Outstanding Professional Educator. University of Maryland College of Education, 2008.

- James B. Hunter Human Rights Award. Arlington Human Rights Commission, 2008.
- Community Appreciation Award. National Association for the Advancement of Colored People (NAACP), Arlington Branch, 2008.
- Citizens Award for Service to the Community. League of Latin American Citizens Council 4610, 2007.
- Distinguished Service to Education Award. George Mason University, College of Education and Human Development, 2006.
- Region IV Superintendent of the Year. Virginia Association of School Superintendents, 2006.
- Community Service Award. United Way of the National Capital Area, 2002.
- Phi Alpha Theta National History Honorary Fraternity, 1963-1965