

MARY JOHN O'HAIR

Address

Department of Educational Leadership Studies
University of Kentucky / 111C Dickey Hall
Lexington, KY 40506-0017
859.257-8921 / mjohair@uky.edu / <https://education.uky.edu/edl/>

Education

<u>Degree</u>	<u>Institution</u>	<u>Major</u>
Ed.D. (1987)	New Mexico State University	Educational Leadership
M.Ed. (1984)	Texas Christian University	Language and Literacy
M.A. (1980)	University of Oklahoma	Communication
B.A. (1979)	Texas Tech University	Communication Studies

Academic Appointments

2009-present	Professor, Educational Leadership Studies	University of Kentucky
2009-2018	Dean, College of Education	University of Kentucky
2006-2009	Vice Provost, School & Community Partnerships	University of Oklahoma
1997-2009	Professor / Founding Director, K20 Center	University of Oklahoma
1996-1998	Associate Dean, Research & Graduate Studies	University of Oklahoma
1994-1997	Associate Professor	University of Oklahoma
1989-1994	Assistant /Associate Professor	Texas Tech University
1987-1989	Assistant Professor	New Mexico State University
1986-1987	Teacher, Grade 8, Language Arts/Reading	Gadsden ISD, New Mexico
1985-1986	Graduate Assistant	New Mexico State University
1984-1985	Director, Academic Skills Center	Texas Wesleyan University
1982-1984	Teacher, Grade 8, Language Arts/Reading/Drama	Fort Worth ISD, Texas

Summary of Scholarly and Academic Expertise

- Sustained history of academic leadership, including positions of increasing responsibility.
- Distinguished teaching record at four universities.
- Over \$40 million in grants and contracts.
- Over \$20 million in capital projects, including OU K20 Center, UK Early Childhood Lab.
- Leader in continuing professional learning and P20 educational reform.
- 25+ doctoral dissertations directed; 100+ graduate student committees.
- Interdisciplinary program development, including new Department of STEM Education (2011).
- Demonstrated involvement in faculty governance (departmental, college, university).
- Established strategic international partnerships (China, the Netherlands, Finland, South Africa).
- Developed student voice in College's governance, curricula, recruitment, and retention.
- Leader in community engagement and service-learning efforts.
- Established infrastructures to connect education with economic and workforce development.

Funded Research and Grants (over \$40 million)

PI, The National Center for Innovation in Education, The Bill and Melinda Gates Foundation (\$1,036,638), 2013-2014.

PI, Center for Innovation in Education, The William & Flora Hewlett Foundation (\$400,000), 2012-2014.

PI, USDE GEAR UP, K20 Pathways to SUCCESS (\$16,770,000), 2008-2009.

PI, Oklahoma Educational Technology Trust (OETT), OETT and OK-ACTS Partnership: Integrating Technology to Improve Student Achievement (Renewal), (\$3,000,000), 2007-2009.

PI, NSF Research and Evaluation on Education in Science and Engineering (REESE), Student Success: Testing the K20 Science Professional Development Model (K20 SCIENCE) for Rural Science Teachers, (\$994,297), 2006-2009.

PI, NSF Partnerships for Innovation (PFI), Advancing Biotechnology and Climatology (ABC): Educating for Economic Growth in Oklahoma, (\$600,000), 2006-2009.

Co-PI, NSF GK-12 (Track 2) Engineering in Practice for a Sustainable Future, (\$2,000,000), 2006-2009.

Co-PI, NSF Research Experiences for Teachers (RET), Teachers in OU-RET Program, (\$400,000), 2006-2009.

PI, USDE STAR Schools, K20 Networks of Emerging Technology (NET), (\$4,240,000), 2005-2008.

PI, Oklahoma Commission on Teacher Preparation (OCTP), Oklahoma Science Professional Development Institute (PDI), (\$900,000), 2005-2008.

PI, NSF Oklahoma EPSCoR and University of Oklahoma, K20 Connections: Virtual Field Trips. (\$60,000), 2005-2006.

PI, Presbyterian Health Foundation & the Inasmuch Foundation, K12 Biotechnology Schools: Recruiting and Retaining the Next Generation of Scientists, (\$200,000), 2005-2008.

PI, Oklahoma Educational Technology Trust (OETT), OK-ACTS Leadership Development, (\$769,860), 2004-2007.

PI, Oklahoma Medical Research Foundation & Howard Hughes Medical Institute, Oklahoma Science Project, (\$420,000), 2004-2007.

PI, Oklahoma Educational Technology Trust (OETT), OETT and OK-ACTS Partnership: Integrating Technology to Improve Student Achievement, (\$6,150,000), 2002-2008.

PI, Bill and Melinda Gates Foundation, OK-ACTS: A Gates Partnership, (\$1,200,000), 2001-2005.

PI, Laptop Computer Leadership Program for Principals and Superintendents, Oklahoma Education Technology Trust (\$750,000), 2001-2004.

Co-PI, NSF GK-12 PROJECT STEALTH: Science and Technology Enhance Authentic Learning, (\$1,490,000), 2001-2004.

Co-PI, Hitachi Foundation, Electronic Media Education for Teachers, (\$250,000), 2000-2003.

PI, York International, Oklahoma Networks for Excellence in Education (O.N.E.): Business Community-Schools Partnerships, (\$35,000), 1999-2000.

PI, Center for School Renewal and Democratic Citizenship, OU President's Office and Office of Research Administration. (\$144,000), 1998-2001.

PI, Danforth Foundation, Oklahoma Networks for Excellence in Education (O.N.E.): Developing Democratic School Communities. Danforth Foundation (\$198,980), 1996-1998.

PI, Annenberg Institute for School Reform (AISR), Network of Renewing Schools for Democracy, (\$15,000) 1996-1997.

Framework for Democratic Education. Harcourt Brace Publishing Company, (\$15,000) 1995-1997.

Development of a Comprehensive Framework for Business Communication. HarperCollins Publishing Company, (\$20,000), 1993-1995.

Consolidated Educational Research Grants, College of Education, Texas Tech University, (\$4,350), 1989-1994.

Special Education Priority Discretionary Projects. Texas Education Agency, (\$318,100), 1988-1989.

Educational Research Grants. New Mexico State University, (\$5,000), 1987-1989.

Patents

Wilson, S., O'Hair, M. J., Cate, J., Williams, L., & Atkinson, L. (July 17, 2012)
U.S. Patent Number: 8,224,891; "Electronic Game-Based Learning System"

Books

O'Hair, H. D., & O'Hair, M. J. (Eds.). (In press). *Communicating science in times of crisis: Coronavirus*. Wiley.

O'Hair, H. D., & O'Hair, M. J. (Eds.). (Under contract). *Communicating science in times of crisis: Educational and environmental issues*. Wiley.

O'Hair, H. D., & O'Hair, M. J. (Eds.). (2020). *Handbook of applied communication research (Vol 1)*. Wiley. <https://doi.org/10.1002/9781119399926>

O'Hair, H. D., & O'Hair, M. J. (Eds.). (2020). *Handbook of applied communication research (Vol 2)*. Wiley. <https://doi.org/10.1002/9781119399926>

Veugelers, W., & O'Hair, M. J. (Eds.). (2005). *Network learning for educational change*. Open University Press.

O'Hair, H. D., O'Rourke, J., & O'Hair, M. J. (2001). *Business communication*. SouthWestern.

O'Hair, M. J., McLaughlin, H. J., & Reitzug, U.C. (2000). *Foundations of democratic education*. Wadsworth.

- McIntyre, D. J., & O'Hair, M. J. (1996). *The reflective roles of the classroom teacher*. Wadsworth.
- O'Hair, M. J., & Odell, S. J. (Eds.). (1995). *Teacher education yearbook III: Educating teachers for leadership and change*. Corwin.
- O'Hair, M. J., & Odell, S. J. (Eds.). (1994). *Teacher education yearbook II: Partnerships in education*. Harcourt Brace.
- O'Hair, M. J., & Odell, S. J. (Eds.). (1993). *Teacher education yearbook I: Diversity and teaching*. Harcourt Brace Jovanovich.

Journal Articles

- Johnston, M., Huber, J. T., Dupuis, J., O'Hair, H. D., O'Hair, M. J., Sandidge, R. (2012). Revitalization of the school library media specialist certification program at the University of Kentucky: Preparing 21st Century school library technology leaders. *Journal of Education in Library and Information Science*, 53(3), 200-207.
- O'Hair, M. J. (2011). Collective genius: Bridging the gaps among research, innovation, and practice. *Mid-Western Educational Researcher*, 24(4), 5-9.
- Dennis, J., & O'Hair, M. J. (2010). Overcoming obstacles in using authentic instruction: A comparative case study of high school math and science teachers. *American Secondary Education Journal*, 38(2), 4-22. Ashland, OH: Ashland University.
- Williams, L. A., Cate, J., & O'Hair, M. J. (2009). The boundary-spanning role of democratic learning communities: Implementing the IDEALS. *Educational Management Administration and Leadership*, 37(4), 498-518.
<https://doi.org/10.1177/1741143209334580>
- Williams, L. A., Atkinson, L., Cate, J., & O'Hair, M. J. (2008). Mutual support between learning community development and technology integration: Impact on school and student achievement, *Theory into Practice*, 47(4), 294-302.
<https://doi.org/10.1080/00405840802329219>
- Atkinson, L. C., O'Hair, M. J., O'Hair, H. D., & Williams, L. A. (2008). Developing and sustaining schools as technology-enriched learning organizations. *Journal on School Educational Technology*, 3(4), 17-33.
- Cate, J., & O'Hair, M. J. (2007). K20-ACTS leadership for technology implementation: A statewide professional development model. *Oklahoma ASCD Journal*, 14(1), 14-18.
- O'Hair, M. J., & Reitzug, U. C. (2006). Working for social justice in rural schools: A model for science education. *International Electronic Journal for Leadership in Learning*, 10,
- O'Hair, M. J., O'Hair, H. D., Lee, R., & Averso, R. (2006). Strategic relationship management in school public relations. *Journal of School Public Relations*, 27(2), 161-179. <https://doi.org/10.3138/jspr.27.2.161>
- O'Hair, M. J., & Reitzug, U. C. (2006). A response to Glickman's "preparing thoughtful educational leaders." *Journal of School Leadership*, 16(1), 112-118.
<https://doi.org/10.1177/105268460601600105>

- Cate, J. M., Vaughn, C. A., & O'Hair, M. J. (2006). A seventeen-year case study of an elementary school's journey from traditional to learning community to democratic school. *Journal of School Leadership, 16*(1), 86-111. <https://doi.org/10.1177/105268460601600104>
- O'Hair, M. J., & Reitzug, U. C. (1997). Teacher leadership: In what ways? For what purpose? *Action in Teacher Education, 19*(3), 65-66. <https://doi.org/10.1080/01626620.1997.10462879>
- O'Hair, M. J., & Reitzug, U. C. (1997). Restructuring schools for democracy: Principals' perspectives. *Journal of School Leadership, 7*(3), 266-286. <https://doi.org/10.1177/105268469700700303>
- Zepeda, S., Wood, F., & O'Hair, M. J. (1996). A vision of supervision for 21st century schooling: Trends to promote change, inquiry, and reflection. *Wingspan, 11*(2), 26-30.
- O'Hair, M. J. (1995). Uniting theory, research, and practice: Purpose, beliefs and change revisited. *Action in Teacher Education, 17*(1), 88-91. <https://doi.org/10.1080/01626620.1995.10463234>
- O'Hair, M. J., & Ropo, E. (1994). Unspoken messages: Understanding diversity in education requires emphasis on nonverbal communication. *Teacher Education Quarterly, 21*(3), 91-112.
- O'Hair, M. J., & Blase, J. (1992). Power and politics in the classroom: Implications for teacher education. *Action in Teacher Education, 14*(1), 10-17. <https://doi.org/10.1080/01626620.1992.10462794>
- O'Hair, M. J., & O'Hair, D. (1992). A model of strategic principal communication during performance evaluations. *Journal of Research for School Executives, 2*(1), 13-22.
- O'Hair, M. J., Cody, M., & O'Hair, D. (1991). The impact of situational and personality dimensions on compliance-resisting strategies. *Communication Quarterly, 39*(3), 226-240. <https://doi.org/10.1080/01463379109369800>
- Alley, R., O'Hair, M. J., & Wright, R. (1990). Student misbehaviors: Which ones really trouble teachers? *Teacher Education Quarterly, 17*(3), 63-70.
- O'Hair, M. J. (1989). Teacher employment interview: A neglected reality. *Action in Teacher Education, 11*(1), 53-57. <https://doi.org/10.1080/01626620.1989.10462715>
- Wright, R., O'Hair, M. J., & Alley, R. (1988). Student teachers rate discipline factors: Help for the supervisor. *Action in Teacher Education, 10*(2), 85-91. <https://doi.org/10.1080/01626620.1988.10519393>
- O'Hair, M. J., Wooden, S., & O'Hair, D. (1988). Enhancement of listening skills as a pre-requisite to improved study skills. *Journal of the International Listening Association, 37*-45. <https://doi.org/10.1080/10904018.1988.10499101>
- O'Hair, M. J., & Wooden, S. (1987-1988). Impact of listening skill development on college reading, note-taking, and study skills. *International Reading Association: Innovative Learning Strategies, 12*-15.
- Worobey, J., O'Hair, D., & O'Hair, M. J. (1987). Pediatrician-patient-parent communication: A descriptive analysis. *Language and Communication, 7*(4), 293-301. [https://doi.org/10.1016/0271-5309\(87\)90019-X](https://doi.org/10.1016/0271-5309(87)90019-X)

- O'Hair, D., O'Hair, M. J., Southward, M., & Krayner, K. (1987). Physician communication and patient compliance. *Journal of Compliance in Health Care*, 2(2), 125-128.
- Krayner, K., O'Hair, M. J., & O'Hair, D. (1984). Applications of cognitive restructuring in the treatment of communication apprehension: Perceptions of task and context coping strategies. *Communication*, 13, 67-79.

Book Chapters

- Friis, E., & O'Hair, M. J. (2020). Communication challenges of learner-centered instruction. In H. D. O'Hair & M. J. O'Hair (Eds.), *Handbook of applied communication research (Vol 2)*. Wiley. <https://doi.org/10.1002/9781119399926.ch31>
- O'Hair, H. D., O'Hair, M. J., Hester, E. B., & Geegan, S. (2020). The promise of applied communication research. In H. D. O'Hair & M. J. O'Hair (Eds.), *Handbook of applied communication research (Vol 1)*. Wiley. <https://doi.org/10.1002/9781119399926>
- O'Hair, M. J., O'Hair, H. D., Geegan, S., & Hester, E. B. (2020). Applied communication research: An engaging process. In H. D. O'Hair & M. J. O'Hair (Eds.), *Handbook of applied communication research (Vol 2)*. Hoboken, NJ: Wiley. <https://doi.org/10.1002/9781119399926.ch0b>
- O'Hair, M. J., Williams, L. A., Wilson, S., & Applegate, P. (2009). Addressing social justice in rural schools: The K20 Model for systemic educational change and sustainability. In P. Woods and G. Woods (Eds.) *Leading alternatives in education* (pp. 15-30 Palgrave Macmillan.
- Atkinson, L., Cate, J., O'Hair, M. J., Slater, J. (2009). K20 Model: Creating networks, professional learning communities, and communities of practice that increase science learning. In S. Mundry & K. Stiles (Eds.). *Professional learning communities for science teaching: Lessons from research and practice* (pp. 129-148). NSTA press.
- O'Hair, M. J., & Reitzug, U. C. (2008). A neglected dimension of social justice: A model for science education in rural schools. In A. Normore (Ed.), *Leadership for social justice: Promoting equity and excellence through inquiry and reflective practice* (pp. 149-165). Information Age Publishing.
- O'Hair, M. J., Averso, R., & Williams, L. A. (2008). Reducing school violence and terrorism through personalized, interactive learning environments. In D. O'Hair, R. Heath, & J. Ledlow (Eds.), *Terrorism: Communication and rhetorical perspectives* (pp. 239-267). Hampton.
- O'Hair, M. J., Reitzug, U. C., Cate, J., Averso, R. (2005). Networking for professional learning communities: School-university-community partnerships to enhance student achievement. In W. Veugelers & M. J. O'Hair (Eds.), *Network learning for educational change* (pp. 72-98). Open University Press.
- O'Hair, M. J., & Veugelers, W. (2005). The case for network learning. In W. Veuglers & M. J. O'Hair (Eds.) *Network learning for educational change* (pp. 1-16). Open University Press. <https://doi.org/10.1080/13674580802596626>
- Veugelers, W., & O'Hair, M. J. (2005). Networking for learning and change. In W. Veugelers & M. J. O'Hair (Eds.), *Network learning for educational change* (pp. 211-221). Open University Press. <https://doi.org/10.1080/13674580802596626>

- Reitzug, U. C., & O'Hair, M. J. (2002). From conventional school to democratic school community: The dilemmas of teaching and leadership. In G. Furman-Brown (Ed.), *School as community: From promise to practice* (pp. 119-141). SUNY Press.
- Spaulding, A. M., & O'Hair, M. J. (1999). Public relations in a communication context: Listening, nonverbal, and conflict-resolution skills. In T. Kowalski (Ed.), *Public relations for educational organizations: Practice in an information age*. (2nd Ed.). Prentice Hall.
- Reitzug, U.C., & O'Hair, M. J. (1998). Struggling with democracy: Implications for career-long teacher education. In D. J. McIntyre & D. Byrd (Eds.), *Teacher education yearbook VI: Career-long teacher education*. Corwin.
- O'Hair, M. J., & O'Hair, H. D. (1996). Connecting field experiences through communication. In D. Byrd & D. J. McIntyre (Eds.), *Teacher education yearbook IV: Field experiences for tomorrow's teachers* (pp. 161-168). Corwin.
- O'Hair, H. D., & O'Hair, M. J. (1996). Implications of communication theory for field-based experiences. In D. Byrd & J. M. McIntyre (Eds.), *Teacher education yearbook IV: Field experiences for tomorrow's teachers* (pp. 211-218). Corwin.
- O'Hair, M. J., & Spaulding, A. M. (1996). Institutionalizing public relations through interpersonal communication: Listening, nonverbal, and conflict resolution skills. In T. Kowalski (Ed.), *Public relations for educational organizations: Practice in an information age*. Prentice Hall.
- O'Hair, M. J., & Odell, S. J. (1995). Weaving leadership and change into teacher education. In M. J. O'Hair & S. J. Odell (Eds.), *Teacher education yearbook III: Educating teachers for leadership and change* (pp. 21-25). Corwin.
- Odell, S. J., & O'Hair, M. J. (1994). Linking research and practice through partnerships. In M. J. O'Hair & S. J. Odell (Eds.), *Teacher education yearbook II: Partnerships in education*. Harcourt Brace.
- O'Hair, M. J. (1994). Understanding motivation. In P. Burden & D. Byrd, *Methods for teaching effectiveness*. Allyn & Bacon.
- O'Hair, M. J., & Odell, S. J. (1993). Linking research to practice: A reflective approach. In M. J. O'Hair & S. J. Odell (Eds.), *Teacher education yearbook I: Diversity and teaching* (pp. 11-16). Harcourt Brace.
- O'Hair, M.J., & Wright, R. (1990). Application of communication strategies in alleviating teacher stress. In D. O'Hair and G. Kreps (Eds.), *Applied communication theory and research* (pp. 141-159). Lawrence Erlbaum & Associates.

Conference Proceedings (refereed)

- Rhoads, T. R., Nanny, M., & O'Hair, M. J. (2005). After the funding: Sustaining an NSF GK-12 outreach initiative. *Proceedings of the 2005 American Society for Engineering Education Global Colloquium*. American Society for Engineering Education.
- Fry, T., Rhoads, T. R., Nanny, M., & O'Hair, M. J. (2003). A survey of authentic teaching in secondary math and science classrooms. *Proceedings of the 2003 American Society for Engineering Education Annual Conference*. American Society for Engineering Education.

Rhoads, T. R., Nanny, M., & O'Hair, M. J. (2005). After the funding: Sustaining an NSF GK-12 outreach initiative. *Proceedings of the 2005 American Society for Engineering Education Global Colloquium*. American Society for Engineering Education.

Fry, T., Rhoads, T. R., Nanny, M., & O'Hair, M. J. (2003). A survey of authentic teaching in secondary math and science classrooms. *Proceedings of the 2003 American Society for Engineering Education Annual Conference*. American Society for Engineering Education.

Digital Media

O'Hair, M. J. (2013, November) Commitment to World-Class Education, *Education Week*, http://blogs.edweek.org/edweek/engagement_and_reform/2013/11/our_shared_commitment_to_world-class_education_for_all_students.html

Editorships

Educational Management, Administration, and Leadership; Guest Co-Editor, 2009.

Journal of School Leadership, Associate Editor, 1999-2005; Guest Editor, 2001.

Teacher Education Yearbook, Founding Editor, 1991; Co-Editor, 1992-1995.

Teaching in Educational Administration Newsletter, Co-Editor, American Educational Research Association SIG: Teaching in Educational Administration, 1994-1995.

National and International Research Presentations (1996-present)

O'Hair, M. J. (2017, February). *Challenges to Teacher Education*. Panel presentation at the Association of Teacher Educators, Orlando.

O'Hair, M. J. (2016, November). *Role-Alike Session for Sitting and Aspiring Deans*. Panel presentation at the University Council for Educational Administration, Detroit.

O'Hair, M. J. (2013, November). *Faculty leadership: The seasons in the lives of department chairs and deans*. Panel presentation at the University Council for Educational Administration, Indianapolis.

O'Hair, M. J. (2012, November). *Kentucky's P20 Innovation Lab and STEMx Networks: Growing tomorrow's innovators*. Paper presented at the Association for Public and Land-grant Universities, Denver.

O'Hair, M. J. (2012, April). *Creating meaningful change through P20 Innovation Lab networking*. Paper presented at the American Educational Research Association, Vancouver.

O'Hair, H. D., & O'Hair, M. J. (2012, April). *Innovation, entrepreneurship, and the commercialization of university research*. Poster presented at the American Educational Research Association, Vancouver.

- O'Hair, M. J., Sandidge, R., & Webb, X. (2012, February). *Creating meaningful change through P20 partnerships*. Paper presented at the American Association of Colleges for Teacher Education, Chicago.
- O'Hair, M. J., Sandidge, R., Bathon, J., & Cibulka, J. (2011, February). *P20 partnerships: Engaging to solve real-world problems*, Paper presented at the American Association of Colleges for Teacher Education, San Diego.
- Sandidge, R., & O'Hair, M. J. (2011, January). *Innovate to educate: P-12 and higher education partnering to transform education*. Paper presented at the Hawaii International Conference on Education, Waikiki Beach.
- O'Hair, M. J., Williams, L., Cate, J., Atkinson, L., & Frazier, L. (2009, April). *Creating community engagement and responsibility across the kindergarten-through-graduate (K20) spectrum: Developing and sustaining democratic learning communities in U.S. rural schools*. Paper presented at the annual meeting of the American Educational Research Association, San Diego.
- Williams, L., O'Hair, M. J., & Craige, B. (2009, April). *The impact of technology-enriched learning communities on equity and school culture: A mixed-methods investigation*. Paper presented at the annual meeting of the American Educational Research Association San Diego.
- O'Hair, M. J., Cate, J. C., & Williams, L. (2008, October). *Democratizing school leadership and organization: Perspectives, challenges and prospects*. Paper presented at the annual meeting of the University Council for Educational Administration, Orlando.
- Williams, L., Applegate, P., & O'Hair, M. J. (2008, October). *A mixed methods investigation of the impact of technology-enriched learning communities on equity and school culture*. Paper presented at the annual meeting of the University Council for Educational Administration, Orlando.
- O'Hair, M. J., Williams, L., Wilson, S., Applegate, P., & Cesar, D. (2008, March). *Systemic and sustained networking spanning the K20 spectrum*. Paper presented at the annual meeting of the American Educational Research Association, New York.
- Cate, J. M., O'Hair, M. J., Atkinson, L., Williams, L., Applegate, P., Slater, J., Whisenhunt, G., & Wilson, S. (2007, March). *Scaling up by going deeper: The programs of the K20 Center and their impact on Oklahoma's schools*. Paper presented at the annual Big 12 Education Research Conference, Oklahoma City.
- Atkinson, L., Williams, L., Applegate, P., & O'Hair, M. J. (2007, April). *Improving educational quality through technology-enriched learning communities for success in the global society*. Paper presented at annual meeting of the American Educational Research Association, Chicago.
- O'Hair, M. J. (2007, April). *NSF GK-12 programs: Lessons learned*. Discussant at the annual meeting of the American Educational Research Association, Chicago.
- O'Hair, M. J. (2007, November). *New DEEL curriculum development*. Workshop presenter at the annual meeting of the University Council for Educational Administration, Washington D.C.

- O'Hair, M. J. (2007, November). *Higher education's role in supporting the New DEEL*. Panel presentation at the annual meeting of the University Council for Educational Administration, Washington D.C.
- O'Hair, M. J., Lee, R., & Averso, R. (2006, November). *Enhancing school public relations through professional learning communities*. Paper presented at the annual meeting of the National Communication Association, San Antonio.
- Gross, S., Shapiro, J. P., Dantley, M., Furman, G., O'Hair, M. J., & Sernak, K. (2006, November). *Becoming a democratic-ethical educational leader: Conceptualizing values, possibilities, and agendas in the New DEEL Leadership Preparation Curriculum*. Panel presentation at the annual meeting of the University Council for Educational Administration, San Antonio.
- Williams, L., Applegate, P., O'Hair, M. J., & Atkinson, L. (2006, November). *Collaborative relationships between professional learning communities and technology-enriched learning environments creating democratic learning organizations for success in the global economy*. Paper presented at the annual meeting of the University Council for Educational Administration, San Antonio.
- O'Hair, M. J., & Averso, R. A. (2006, June). *Communication to create personalized, authentic learning environments*. Paper presented at the annual meeting of the International Communication Association, Dresden, Germany.
- O'Hair, M. J. (2006, January). *The future of learning: Developing professional learning communities with virtual learning environments*. Paper presented at the annual meeting National School Reform Faculty Research Forum, Denver.
- Atkinson, L., O'Hair, M. J., & Garn, G. (2005, November). *Schools as democratic learning organization: Relationships between professional learning communities and technology-enriched learning environments*. Paper presented at the annual meeting of the University Council for Educational Administration, Nashville.
- Williams, L., & O'Hair, M. J. (2005, November). *A phenomenological study of technology's impact on collaboration: Perceptions of secondary school administrators*. Paper presented at the annual meeting University Council for Educational Administration, Nashville.
- Rhoads, T. R., Nanny, M., & O'Hair, M. J. (2005, September). *After the funding: Sustaining an NSF GK-12 Outreach Initiative*. Paper presented at the annual meeting of the ASEE/AaeE 4th Global Colloquium on Engineering Education, Sydney, Australia.
- O'Hair, M. J., Cate, J. M., & Averso, R. A. (April 2005). *Networking for professional learning communities: School-university-community partnerships to enhance student achievement*. Paper presented at the annual meeting of the American Educational Research Association, Montreal.
- Cate, J. M., O'Hair, M. J. (April 2005). *Sustaining democracy and improving achievement*. Paper presented at the annual meeting of the American Educational Research Association, Montreal.
- Cate, J. M., Averso, R. A., & O'Hair, M. J. (April 2005). *Developing leaders for democratic schools*. Paper presented at the annual meeting of the American Educational Research Association, Montreal.

- Cate, J. M., Averso, R. A., & O'Hair, M. J. (November 2004). *Vision for leadership: Research implications for improved teaching and learning*. Paper presented at the annual meeting of the University Council for Educational Administration, Kansas City.
- Averso, R., Cate, J. M., & O'Hair, M. J. (April 2004). *Leadership and change: Research implications of school vision and core-learning principles to improve teaching and learning practices*. American Educational Research Association, San Diego.
- O'Hair, M. J., Cate, J. M., & Atkinson, L. (February 2004). *Creating and sustaining professional learning communities leaves no child behind*. Paper presented at the annual meeting of the Association of Teacher Education, Dallas.
- O'Hair, M. J. (November 2003). *Developing professional learning communities in three high schools: Problems and strategies involving leadership and learning*. Paper presented at the annual meeting of the University Council for Educational Administration, Portland.
- Cate, J. M., O'Hair, M. J., & Vaughn, C. A. (November 2003). *Leading and learning in a democratic community*. Paper presented at the annual meeting of the University Council for Educational Administration, Portland.
- O'Hair, M. J. (April 2003). *Developing authentic achievement and professional learning communities through democratic school renewal networks*. Paper presented at the annual meeting of the American Educational Research Association, Chicago.
- O'Hair, M. J. (January 2003). *Transcending traditional boundaries: Responding to leadership challenges through cohorts*. Paper presented at the annual meeting of the American Association of Colleges for Teacher Education, New Orleans.
- O'Hair, M. J. (January 2003). *Education and engineering partnerships: Developing new structures and approaches to teacher education, outreach, and student achievement*. Paper presented at the annual meeting of the American Association of Colleges for Teacher Education, New Orleans.
- Cate, J. M., Vaughn, C., & O'Hair, M. J. (November 2002) *As Red Bud grows: A narrative inquiry of the evolution of a school community*. Paper presented at the annual meeting of the University Council for Educational Administration, Pittsburgh.
- O'Hair, M. J., Turner, J., & Rhoads, T. (February 2002). *An authentic learning and assessment model of collaboration for teaching science and math in secondary schools*. Paper presented at the annual meeting of the American Association of Colleges for Teacher Education, New York.
- O'Hair, M. J., & Goodman, J. (February 2002). *When does reform make a difference?* Paper presented at the annual meeting of the Association of Teacher Educators, Denver.
- O'Hair, M. J. (April 2001). *Seeking equity: State of Oklahoma's C.L.I.C.K Technology Leadership Program*. Paper presented at the annual meeting of the American Educational Research Association, Seattle.
- O'Hair, M. J. (April 2001). *Shifting sands of educational leadership*. Paper presented at the annual meeting of the American Educational Research Association, Seattle.
- Reitzug, U. C., & O'Hair, M. J. (November 2000). *Teaching for democracy: Sharing materials, sharing ourselves*. Paper presented at the annual meeting of the University Council for Educational Administration, Albuquerque.

- O'Hair, M. J., Reitzug, U.C. (April 2000). *Networking of networks: Global democratic school renewal*. Paper presented at the annual meeting of the American Educational Research Association, New Orleans.
- O'Hair, M. J., Reitzug, U.C., Gentry, M., & Ketchum, D. (October 1999). *Authentically assessing whole school performance*. Paper presented at the annual meeting of the League of Professional Schools, Savannah.
- O'Hair, M. J., Reitzug, U.C., Gentry, M., & Nickerson, K. (April 1999). *Networking of networks: Facilitating the transformation of conventional schools to democratic school communities*. Paper presented at the annual meeting of the American Educational Research Association, Montreal.
- Reitzug, U. C. & O'Hair, M. J. (October 1998). *Becoming democratic/ remaining conventional: The tensions and struggles of networking toward educational excellence and democracy*. Paper presented at the annual meeting of the University Council for Educational Administration, St. Louis.
- Reitzug, U. C., O'Hair, M. J., & Ketchum, D. (April 1998). *Charting the path from conventional school to democratic school community*. Paper presented at the annual meeting of the American Educational Research Association, San Diego.
- Reitzug, U. C., & O'Hair, M. J. (April 1998). *The dilemma of (Un)democratic leadership in a democratic school reform effort*. Paper presented at the annual meeting of the American Educational Research Association, San Diego.
- McNulty, R., & O'Hair, M. J. (March 1998). *Crucial elements of communication to address when initiating change*. Paper presented at the annual meeting of the Association for Supervision and Curriculum Development, San Antonio.
- O'Hair, M. J., Ketchum, D., Smith, J., & Langenbach, M. (February 1998). *Oklahoma Networks for Excellence in Education (O.N.E.): Co-reforming schools and colleges of education to reflect democratic school communities*. Paper presented at the annual meeting of the American Association of Colleges for Teacher Education, New Orleans.
- O'Hair, M. J., & Gee, S. (February 1998). *Democratic school and university co-reform networks: Tensions and struggles of practice*. Paper presented at the annual meeting of the Association of Teacher Educators, Dallas.
- Reitzug, U.C., & O'Hair, M. J. (February 1998). *Struggling with democracy: Implications for career-long teacher education*. Paper presented at the annual meeting of the Association of Teacher Educators, Dallas.
- O'Hair, M. J., & Ketchum, D. (October 1997). *Becoming democratic: The tensions and struggles of practice*. Paper presented at the annual meeting of the University Council for Educational Administration, Orlando.
- O'Hair, M.J., Lieberman, A., & Walwood, N. (March 1997). *Supporting whole-school change through intentional networking*. Paper presented at the annual meeting of the American Educational Research Association, Chicago.
- O'Hair, M.J. (November 1996). *Restructuring for democracy: Co-reform in schools and universities*. Paper presented at the annual meeting of the Coalition of Essential Schools, Albuquerque.

- Reitzug, U.C., O'Hair, M. J., Blase, J., & Blase, J. R., & McCarthy, R. (November 1996). *Reconstructing schools for democracy: Issues of concept, practice, and preparation*. Paper presented at the annual meeting of the University Council for Educational Administration, Louisville.
- O'Hair, M. J., & Reitzug, U. C. (April 1996). *Doing democracy: Beliefs, practices, and struggles of engaged schools*. Paper presented at the annual meeting of the American Educational Research Association, New York.
- McNulty, R., O'Hair, M. J., Taft, M. (March 1996). *The educational communication audit: Understanding the work culture*. Paper presented at the annual meeting of the Association for Supervision and Curriculum Development, New Orleans.
- O'Hair, M. J., & O'Hair, H. D. (February 1996). *Connecting field experiences through communication*. Paper presented at the annual meeting of the Association of Teacher Educators, St. Louis.

Invited Presentations

- O'Hair, M. J. *Marketing and branding in colleges of education*. Presentation at the New Dean's Institute. Council of Academic Deans from Research Education Institutions, Savannah, October 2017.
- O'Hair, M. J. *Teacher leadership and impact*. Presentation at the 2016 Multi-State Chinese Teachers' Professional Development Conference. UK Confucius Institute, Lexington, KY, November 2016.
- Invited Speaker, *Welcome: Inspiring the Future, Honoring the Past*. Association of Teacher Educators, Louisville, KY, August 2016.
- Invited Speaker, *Partnerships for Next Generation Learning: Transforming public education and educator preparation in Kentucky*. Phi Delta Kappa, International, Washington, D.C., September 2014.
- Keynote Speaker, *Education works: Women in Manufacturing*. Kentucky Association of Manufacturers and Kentucky Commission on Women, Frankfort, June 2014.
- Invited Lecturer, *Network learning for educational excellence: The power of university, school, community partnerships*. Jilin University, Changchun, China, March 2013.
- Keynote Speaker, *New times demand new partnerships: Innovation for next generation learners and leaders*. Annual Conference of Phi Delta Kappa, Baltimore, February 2012.
- Keynote Speaker, *Collective genius: Bridging the gaps between research, innovation, and practice*. Annual Conference of the Mid-Western Educational Research Association, St Louis, October 2011.
- Invited Speaker, *Centrality of engagement in higher education*. Annual Conference of the Association of Public and Land-Grant Universities, Dallas, November 2010.
- Keynote Speaker, *K20 Model for leading and sustaining systemic change in U.S. schools*. Presentation to the Main à la Pâte Education Network, Paris, France, October 2008.
- Invited Presenter, *K20 Model for innovating systemic change in STEM education*. National Science Board, Washington D.C., May 2008.

- Invited Speaker, *School-university-community engagement: The K20 Model for systemic innovation*. The John Dewey Symposium at the annual meeting of the American Educational Research Association, New York, March 2008.
- Invited Speaker, *Replacing academic silos with multidisciplinary engagement: Transforming K-12 and higher education*. University of Aberdeen, Scotland, June 2007.
- Keynote Speaker, *Keeping the promise of the New Democratic Ethical Educational Leadership (DEEL)*. Professor Emeritus Donald Walters Lecture at the annual meeting of the New DEEL Universities, Philadelphia, February 2007.
- Invited Speaker, *The campus planning team: Creating a culture of inquiry, learning, and Engagement*. Oklahoma State Regents of Higher Education Learning Spaces Conference. Edmond, Oklahoma, July 2005.
- Keynote Speaker, *Statewide learning partnerships: Enhancing student achievement*. Alaskan Social Science Education Summit; Fairbanks, July 2004.
- Keynote Speaker, *International school-university partnership networks: Lessons for promoting innovation in schools*. University of Amsterdam Secondary Schools Network Meeting, Amsterdam, June 2002.
- Keynote Speaker, *School-University Partnerships for Educational Renewal*, University of Veracruz, Xalapa, Mexico, February 2002.
- Keynote Speaker, *Democratic school renewal networking*. Educational Innovations Conference. University of Tampere, Tampere, Finland, March 2000.
- Keynote Speaker; *Powerful Teacher Education*, Association for Teacher Educators, San Antonio, August 1999.
- Keynote Speaker, *School-University Networking to Enhance Democratic Citizenship*, Pretoria University, Pretoria, South Africa, July 1999.
- Keynote Speaker; *Educational administration renovation: From conventional school to democratic school community*. International Conference for Educational Renovation. Kuwait City, Kuwait, March 1999.
- Keynote Speaker, *Restructuring conventional schools for democratic education: Implications for teachers and teacher education*. International Society for Teacher Education (ISTE), Skukuza, South Africa, April 1998.
- Keynote Speaker, *Reducing Administrative Stress in Frenzied Times*, Oklahoma Association for Secondary School Principals Mid-Level Spring Conference, April 1996.
- Keynote Speaker, *Educational Renewal in the United States*, University of Tampere, Finland, January 1996.
- Special Session Presenter, *Education Communication Audit*. Coalition of Essential Schools and Annenberg Institute for School Reform Fall Forum, New York City, November 1995.
- Keynote Speaker, *Critical Issues in Educational and Community Renewal*, National Policy Forum, Washington, DC, April 1994.

SERVICE [selected list of local, state, national and international]

Member, Kentucky Department of Education Guiding Coalition, 2012-2018.

Vice Chair, Kentucky Education Professional Standards Board, 2013-2016.

Member, Board of Directors, Phi Delta Kappa International, 2013-2016.

Member, Global Cities Education Network, Asia Society and the Gates Foundation, 2013-2016.

Member, Board of Directors, The Fund for Transforming Education in Kentucky, 2012-2016.

Member, Executive Governing Board, U.S. Department of Education's Regional Education Laboratory (REL)-Appalachia, 2012-2016.

Member, Kentucky Public Education Deans, 2012-2014; Chair, 2012-2014.

Member, Board of Directors, One Parent Scholar House, 2010-2013.

Member, Board of Directors, AdvancED Kentucky, 2010-2013.

Member, Board of Directors, Montessori High School, 2010-2013.

Member, The Research Universities for Civic Engagement Network (TRUCEN), 2008-2011.

Chair, Research Committee for Strategy and Budget, University of Oklahoma, 2008-2009.

Member, NSF INSPIRE Board of Advisors, Purdue University, 2006-2012.

Member, National Science Board (NSB) Working Group on Teacher Recruitment, Retention, and Professional Development, 2006-2007.

Member, Board of Advisors, Microsoft's U.S. Partners in Learning, 2005-2008.

Member, Board of Advisors, National School Reform Faculty Research Forum, 2005-2007.

Chair, Education Strategic Research Initiative, University of Oklahoma, 2005-2008.

Affiliate Member, State of Oklahoma Space Grant, NASA, 2005-2006.

Member, Campus Development Review Panel, University of Oklahoma, 2005-2006.

Leadership Team, University of Oklahoma Partnership: Responsive Leaders for All Children and Their Families. Danforth Foundation, 1994-1997.

Communications Specialist, School Communication Audit for Restructuring Schools, Windham Southeast Supervisory Union, Brattleboro, Vermont, 1994-1995.

Communications Specialist, Melville School Restructuring Project: Grants and School Networking Conferences, Hartford, Connecticut, January 1994.

Professional Associations

National Communication Association (NCA)

International Communication Association (ICA)

University Council for Educational Administration (UCEA)

American Educational Research Association (AERA)

Association of Teacher Educators (ATE)

Leadership in Professional Associations

Executive Board Member, Regional Educational Laboratory – REL Appalachia, 2012-2016.
Member, AACTE's Committee on Membership Development, 2013-2016.
AERA Section Chair, Division A, 2000-2001.
Executive Board Member, Association of Teacher Educators, 1998-2001.
Executive Board Member, Holmes Partnership, 1997-1999.
Executive Director, Oklahoma Networks for Excellence in Education, 1995-2000.
President, SIG: Stress and Coping, American Educational Research Association, 1994-1996.
Chair, Editorial Board, *Action in Teacher Education*, Assoc. of Teacher Educators, 1992-1996.
President, New Mexico Association for Supervision and Curriculum Development, 1989-1990.

Teaching

Research in Educational Leadership, graduate (University of Kentucky)
Leaders for Next Generation Learning, graduate (University of Kentucky)
Leading Action Research for School Renewal II, graduate (University of Kentucky)
Leadership for Organizational Learning, graduate (University of Kentucky)
Teacher Leadership Practicum, graduate (University of Kentucky)
Seminar: Peer Mentoring, undergraduate (University of Kentucky)
Communication for Educational Renewal, graduate (University of Oklahoma)
Organization of Education, graduate (University of Oklahoma)
Supervision of Instruction, graduate (University of Oklahoma)
Staff Development, graduate (University of Oklahoma)
Principal Internship, graduate (University of Oklahoma)
Superintendent Internship, graduate (University of Oklahoma)
Technology Leadership, graduate (University of Oklahoma)
Prospectus Development, graduate (Texas Tech University)
Content Area Reading, undergraduate (Texas Tech University)
Secondary Teaching Internship, undergraduate (New Mexico State University)
Strategies for Student Success, undergraduate (Texas Wesleyan University)

Instructional Program Development

College of International Education, Jilin University, Changchun, P.R. China/UK College of Education Higher Education Leadership Program. 2012-2014.
Student Teaching Program at Gaoxin School, Xi'an, P. R. China, 2011-2013.
Established STEM Education Department, College of Education, University of Kentucky, 2011.
Program Coordinator, Educational Administration, Curriculum, & Supervision Ph.D. Cohort in Technology Leadership, University of Oklahoma, 2005-2009.
Program Coordinator, Interdisciplinary Master of Arts with emphasis in Educational and Community Renewal, University of Oklahoma, 2002-2008. [Cohort with Pretoria University, South Africa]

Awards

2014 *Hans Olsen Distinguished Teacher Educator Award*, Association of Teacher Educators (ATE), St. Louis.

2014 *Teacher Who Made a Difference*, College of Education, University of Kentucky.

2013 *Guest Professor Award*, College of International Education, Jilin University, China.

2012 *Innovation Award*, AdvancED, Washington, D.C., June 2012.

2012 *Excellence in Education Award*, Kentucky AdvancED/SACS, April 2012.

2009 *Department of Educational Leadership Outstanding Faculty Mentor Award*, May 2009.

2007 *Donald L. Walters Distinguished Lectureship*, New DEEL Winter Conference, Temple University, Philadelphia, February 2007.

2006 *College of Education Collegiality Award*, University of Oklahoma, April 2006.

2002 *Daniel Rinsland Excellence in Educational Research Award*, University of Oklahoma.

2001 *Distinguished Alumna*, College of Education, New Mexico State University.

2001 *Distinguished Research/Scholarship Award*, College of Education, University of Oklahoma

1995 *Invited Authors Forum*, ATE Yearbook's *Educating Teachers for Leadership and Change*. University Council for Educational Administration, Salt Lake City.

New Faculty Research and Teaching Award, Texas Tech University, 1992.

Top Program, International Communication Association (Instructional), Dublin, Ireland; June 1990.

Distinguished Research Award -- American Educational Research Association, SIG: State and Regional Educational Research Associations, San Francisco, April 1989.

Distinguished Research Paper—Rocky Mountain Educational Research Association, Las Cruces, NM, October 1988.

Gadsden Independent School District Teaching Award, Anthony, NM, April 1987.

Dissertations Directed

Hildebrand, S. M. (2009). *An analysis of teacher and school administrator technology beliefs and skills as they enter into a high achieving school's program*. Doctoral Dissertation, University of Oklahoma. (Co-directed with Jeffrey Maiden) (UMI No. AAT 3365912) <https://bit.ly/2HPGRQM>

Deighan, T. A. (2009). *How rural Oklahoma superintendents address the scientifically-based research mandate of No Child Left Behind*. Doctoral Dissertation, University of Oklahoma. (UMI No. AAT 3360052) <https://bit.ly/34EkZRt>

Wilbur, S. A. (2009). *Structures and processes to enhance student voice*. Doctoral Dissertation, University of Oklahoma. (UMI No. AAT 3371730) <https://bit.ly/2J7Ijib>

- Whisenhunt, T. G. (2009). *The impact of interdisciplinary lesson study on teachers' instructional decisions and technology use*. Doctoral Dissertation, University of Oklahoma. (UMI No. AAT 3365920) <https://bit.ly/2HKSrgk>
- Ford, L. M. (2009). *The pursuit of a PhD as a virtual professional learning community: A phenomenological dramaturgy of one cohort's experience*. Doctoral Dissertation, University of Oklahoma. (Co-directed with Courtney Vaughn) (UMI No. AAT 3366052) <https://bit.ly/3oLAbEj>
- Schornick, P. (2008). *Mathematical journeys*. Doctoral Dissertation, University of Oklahoma. (Co-directed with Courtney Vaughn) (UNI No. AAT 3315339)
- Stevens, C. (2007). *Elementary principals' perspectives in developing and sustaining professional learning communities*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3263432) <https://bit.ly/2TN5uQR>
- Williams, L. A. (2006). *The influence of technology integration on high school collaboration through the development of a professional learning community: A mixed methods study*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3214722) <https://bit.ly/2TlyJEU>
- Turner, J. (2005). *A phenomenological study of how secondary principals perceive their responsibility in sustaining technology*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3203303) <https://bit.ly/3oDGyto>
- Dennis, J. J. (2005). *Authentic instruction: A comparative case study of three urban high schools*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3164561) <https://bit.ly/2HURwdB>
- Atkinson, L. C. (2005). *Schools as learning organizations: Relationships between professional learning communities and technology-enriched learning environments*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3163444) <https://bit.ly/3oLN5Ck>
- Averso, R. S. (2004). *A phenomenological study of leadership: Developing a shared school vision*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3143538) <https://bit.ly/3kMhjmj>
- Pierce, J. A. (2004). *Building school and community connections through leadership, technology, and professional learning community development: A case study of two elementary schools*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3122313) <https://bit.ly/3edVp91>
- Huston, C. R. (2004). *Cultural characteristics and Native American student achievement in Oklahoma public schools*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3178544) <https://bit.ly/2TIA5PA>
- Cate, J. M. (2004). *Evolution of a high-achieving school: Building community through learning, leading and practices*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3122311) <https://bit.ly/3ebdKDU>
- Myers, R. (2004). *School initiatives as means for teachers' inquiries and considerations of changes toward their own instructional practices*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3135699) <https://bit.ly/2HTSrud>

- Allen, A. M. (2002). *At-risk high school students examine practices, obstacles, and action plans for democratic school reform*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT3045837) <https://bit.ly/2HQDzNk>
- Leggett, A. R. (2002). *Emerging leadership among African American female educators*. Doctoral Dissertation, University of Oklahoma. (Co-directed with Courtney Vaughn) (UNI No. AAT 3053170) <https://bit.ly/380lSWS>
- Font, R. (2001). *From conventional school to democratic school community: A case study of a principal's practices, obstacles, and action plans*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 3001314) <https://bit.ly/2TEOc8u>
- Foote, C. T. (2000). *Perceptions of teachers and administrators in an Oklahoma school district regarding a safe school environment*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 9988513) <https://bit.ly/2JqhkyD>
- Dauway, M. C. (1999). *High school students as stakeholders in school-wide decision making: Reality or rhetoric*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 9941848) <https://bit.ly/2TFYi9d>
- Dzialo, L. G. (1999). *Sexual harassment policies, training and perceptions of the problem in the educational setting: A survey of Oklahoma middle level public school principals, counselors and teachers*. Doctoral Dissertation, University of Oklahoma. (UNI No. AAT 9940289) <https://bit.ly/3mIV0ib>
- Vanderslice, R. J. (1995). *Strategic communication and compliance-gaining strategies of principals in restructuring schools*. Doctoral Dissertation, Texas Tech University. (UNI No. AAT 9529791) <https://bit.ly/3mIV7dB>
- Burns, J. E. (1994). *A cultural case study of the implementation of Total Quality Management of principles at a private religious university*. Doctoral Dissertation, Texas Tech University. (UNI No. AAT 9517215) <https://bit.ly/34LFBqU>
- Spaulding, A. M. (1994). *The micropolitics of an elementary classroom*. Doctoral Dissertation, Texas Tech University. (UNI No. AAT 9517230) <https://bit.ly/2JlupZX>
- Garraway, M. F. (1992). *Strategic principal communication: Dynamic forces, challenges, and power use*. Doctoral Dissertation, Texas Tech University. (UNI No. AAT 9312524) <https://bit.ly/2TG8GxR>