

**BOARD OF REGENTS**  
EASTERN MICHIGAN UNIVERSITY

SECTION: <b>14</b>
DATE: November 1, 2016

RECOMMENDATION

**GRANTING OF TENURE TO PRESIDENT JAMES SMITH**

**ACTION REQUESTED**

Based on the recommendation of the faculty in the Department of Leadership and Counseling, it is recommended that President James Smith be granted tenure in the Department at the rank of Professor, effective November 1, 2016

**SUMMARY**

Dr. Smith has served as president of Northern State University (NSU) in Aberdeen, South Dakota since June 2009. For the past seven years (2008-2015), NSU has been named by US News and World Report as one of the best undergraduate public institutions in the Midwest.

Prior to accepting the presidency at NSU, Smith was vice president for Economic Development at Bowling Green State University (BGSU) in Bowling Green, Ohio. A veteran educational leader, Dr. Smith has also served as a professor, branch campus CEO, education dean, doctoral program director, and university liaison to K-12 schools.

Accomplishments include the West Texas A&M University Distinguished Teaching Award, which Dr. Smith received in 1994, and a long and successful history of significant fundraising. He was instrumental in helping NSU obtain the largest donation in its history, a \$15 million gift. Dr. Smith also fostered a collaboration with the University of Jinan, in Jinan, China, to develop the first and only Confucius Institute in the Dakotas, for which he was able to gain local and regional support of nearly \$500,000 to launch, in addition to the traditional start-up provided. He brings with him an extensive publication and teaching record, focusing on issues in educational leadership, social justice, and educational reform (see enclosed curriculum vitae for additional details.)

Dr. Smith holds a B.S. from Miami University in Oxford, Ohio, M.S. from Xavier University, and a Ph.D. in Educational Leadership from Miami University. His hometown is Washington Court House, Ohio, located south of Columbus.

**FISCAL IMPLICATIONS**

None

**ADMINISTRATIVE RECOMMENDATION**

The proposed Board action has been reviewed and it is recommended for Board approval.

  
\_\_\_\_\_  
University Executive Officer

10/19/16  
\_\_\_\_\_  
Date

**James Michael Smith, Ph.D.**

[REDACTED]  
[REDACTED]  
Office: 734.487.2211  
[REDACTED]

Electronic: [jmsmith@emich.edu](mailto:jmsmith@emich.edu)

### **Education and Professional Training**

Doctor of Philosophy, Educational Leadership, Miami University,  
Oxford, Ohio (1988)

Post-Graduate Studies, Guidance and Counseling, Xavier University,  
Cincinnati, Ohio (K-12 Licensure Granted)

Master of Education, Educational Administration, Xavier University,  
Cincinnati, Ohio (1981)

Bachelor of Science, Elementary Education, Miami University,  
Oxford, Ohio (1979)

### **Professional Experience**

President, Eastern Michigan University, Ypsilanti, Michigan, 2016-Present

Chief Executive Officer for Eastern Michigan University – a major comprehensive university with a distinct mix of outstanding teaching, broad-based academic resources, transformative research, and strong community initiatives. Eastern is an access institution focused on student engagement and success through support of high-performing academic programs and accompanying quality research. One of a limited number of national universities holding the Community Engagement Classification from the Carnegie Foundation, EMU is known for a deep and longstanding commitment to community involvement and enhancing the overall quality of life throughout the region. The university offers more than 200 undergraduate majors and 150 graduate programs to nearly 22,000 students; EMU students represent the most diverse student body composition for all state universities in Michigan. Academic programs are delivered via a five-college structure, with an accompanying Honors College. Historically founded as a Normal School, Eastern today engages in innovative research on topics such as genomic instability, autism, generational community engagement, school transformation, Jewish studies, and fermentation science. The university budget marginally exceeds \$360,000,000 annually and, in turn, provides for an 800-acre main campus that is comprised of 12 residence halls, 18 miles of walkways and trails, 122 buildings, and an inviting living-learning institutional appearance. As a testimonial to the inviting nature of this access institution, EMU has developed a comprehensive partnership with area K-12 schools to allow high school students to enroll in advance-level college work on the university campus (440 students are currently enrolled). With a strong teaching and research focus and 21 NCAA Division 1 varsity sports teams, a vibrant Greek system of active fraternities and sororities, and hundreds of fine and performing arts activities presented annually, Eastern Michigan University is the quintessential American University in design, look, character, and everyday execution of its mission.

President, Northern State University (Tenured Professor of Education), Northern State University, Aberdeen, South Dakota, 2009-2016

Chief Executive Officer for Northern State University – a premier public, residential, liberal arts institution characterized by outstanding instruction, extraordinary community relations, and unparalleled co-curricular opportunities. For seven consecutive years, NSU was named by *US News and World Report* as one of the best undergraduate public institutions in the Midwest. With an average enrollment of 3,600 undergraduate and graduate students (including more than 225 international students from forty-one different countries), NSU offers the associate's degree in eight areas of study and the bachelor's degree in forty-eight areas of study. Master's degrees are offered, selectively, in education, music and business. With direct reporting lines from seven major areas of the institution, presidential leadership here requires diverse understanding of academics, budget, fundraising, community relations, media relations, student development, economic development and technological innovation. NSU provides a particularly unique component of leadership in that an electronic learning high school is resident on said campus; that unit provides electronic and video-based high school coursework and Advanced Placement instruction to nearly 1,100 students from more than 100 school districts throughout South Dakota. Specific successes for NSU during the 2009-2015 timespan included: a massively expanded international portfolio (including a launch of the first Confucius Institute in the Dakotas), completion of numerous remodeling and construction projects, academic degree expansion at both the undergraduate and graduate levels, transformation of the Honor's Program to be one of the leading entities of its kind in the region, marketing and advertising advances that received both local and regional acclaim, radically enhanced on-line course and degree offerings, conclusion of a comprehensive campaign (\$29,200,000), receipt of the largest gift in university history (\$15,000,000), and reinvigoration of the entire athletics unit -- resulting in extremely positive conference and regional tournament outcomes and the granting of five conference "Coach of the Year" designations during one 18 month period. Budgetary responsibilities for this position exceeded \$45,000,000.

Vice President for Economic Development and Regional Growth (Tenured Professor of Leadership and Policy Studies), Bowling Green State University, Bowling Green, Ohio, 2006-2009

Initially conjoined with the Deanship of BGSU Firelands, the cabinet-level position became full-time in May 2007. Reporting directly to the President of Bowling Green State University, the Vice President for Economic Development was the lead economic development officer for both BGSU campuses. Primary responsibilities of this position included: expansion of university-business partnerships, commercialization of ideas and products developed by faculty and staff, reinvigoration of the university research park, coordination of university outreach/engagement with Northwest Ohio city and county economic development executives, and direct interaction with state and federal elected officials on behalf of the 23,000 students enrolled at Bowling Green State University. Served as Acting President during periods when the President was away from campus on travel. As a member of the President's Cabinet, voting authority existed relative to all major decisions impacting the day-to-day operations of the university. As a member of the University Budget Committee, specific recommendations concerning the focus and direction for a \$390,000,000 budget was undertaken on a monthly basis. Additionally, membership on the Joint Investment Committee (serving as the President's designee) allowed for determinations to be made pertaining to various investment strategies for both university and foundation endowments (amassing more than \$226,000,000). As a function of this position, university representation was required at engagements ranging from major philanthropic events, chamber of commerce meetings, downtown merchant events, statewide green energy councils, and various policy forums hosted by the Ohio Department of Development, Ohio Department of Education, and the U.S. Department of Labor. Organized the active sale of university property that, for the first time ever, exceeded \$75,000 per acre. Authored critical elements for the new economic excellence indicators in

the University System of Ohio Masterplan (Ohio Board of Regents). Budgetary responsibilities exceeded \$8,000,000.

Dean, Firelands College (Professor of Leadership and Policy Studies; Tenure Granted 7-01), Bowling Green State University, Huron, Ohio, 2001-2006

Served as the chief campus executive officer for the only regional campus of Bowling Green State University. Charged with direction of all campus operations (academic, physical plant, budget management, marketing, student services, admissions, and enrollment management) for a 2,075-student institution in the Lake Erie Region of Northern Ohio. Actively participated in the redesign of marketing and admissions materials that produced record enrollments for the college (31% overall increase from 2001 to 2006). Created opportunities for full-time and part-time faculty (154 in total) to interact with core campus colleagues in disciplines related to the fourteen associate degrees, eight bachelor's degrees, and two master's degrees offered at BGSU Firelands. Contributed significantly to the operation of the President's Expanded Cabinet, President's Advisory Council, Deans' Council, and the University Library Advisory Board. Guided all efforts with respect to the construction of a new \$8,500,000 distance learning and continuing education building constructed at BGSU Firelands. That facility, the Cedar Point Center, was the first new building erected on the 214-acre campus in more than twenty years. Coordinated myriad fund-raising efforts to ensure that all technology purchases were fully funded for said facility. Continued efforts to improve the philanthropic wealth of the campus, especially as applied to scholarship dollars available for traditional and non-traditional students. Worked in tandem with the James A. McBride Arboretum Board to ensure that the arboretum facility, as contained entirely within the college boundaries, continued to garner national and international visibility as a premier agricultural/horticultural exhibition site (including expansion of the "all campus" wireless internet system to this arboretum; the first design of its kind in the Midwestern United States). Budgetary responsibilities slightly exceeded \$12,000,000.

Dean, School of Education (Professor of Educational Administration; Tenure Granted 8-96), Indiana University South Bend, South Bend, Indiana, 1996-2001

Served as chief academic officer for a division of the university that consisted of approximately one hundred full-time and part-time faculty. Directed all operations for NCATE accredited graduate and undergraduate studies in the areas of elementary education, secondary education, special education, counseling and human services, and school administration (continuing accreditation granted 4-99). Actively participated in the University Academic Cabinet and the Vice Chancellor's Council. Aggressively developed recruitment practices that resulted in the employment of numerous female and minority candidates for tenure-track positions (nearly 89% of all new hiring efforts for the school during said period resulted in the employment of female or minority candidates). Served as administrative host for two Fulbright Scholars from Eastern Europe. Provided leadership for university-school partnerships in collaboration with public school administrators and teachers in the states of Indiana and Michigan; including the development of an alternative high school program for at-risk youth in the city of South Bend, Indiana. Supervised the actions of a comprehensive advising center that provided assistance to approximately 3,500 students per academic year. Managed an overall budget that exceeded \$4,000,000.

Director, Educational Leadership Program/Coordinator of Doctoral Studies (Associate Professor of Educational Leadership; Tenure Granted 12-92), West Texas A&M University, Canyon, Texas, 1992-1996

Directed comprehensive redesign efforts with respect to educational leadership programming. Initiated active university-school partnerships for various phases of principalship and superintendency training. Coordinated all efforts for the multiple campus educational leadership doctorate linking West Texas A&M University (formerly West Texas State University) with Texas Tech University. Served as the primary academic advisor and licensure officer for the largest graduate program in the College of Education and Social Sciences. Worked directly with the Dean of Education and Social Sciences for the purpose of

coordinating various doctoral program designs, creating new graduate course offerings, funding creative and innovative projects, and preparing the college for specialized accreditation visitations.

Director, The Experiential Program for Preparing School Principals (Assistant Professor), Butler University, Indianapolis, Indiana, 1988-1991

Provided leadership and direction for an internationally recognized nontraditional graduate program specializing in the training of elementary and secondary school principals. Employed all adjunct faculty in the area of educational leadership; served as program coordinator for three full-time faculty and seven part-time faculty; managed all budgetary determinations for the program. Served as an academic advisor for administrative graduate students pursuing the master's and/or specialist degree. Chaired various theses and other related research initiatives. Served as author and co-author of several sections of the NCATE unit accreditation report.

Teaching Fellow/Visiting Assistant Professor, Department of Educational Leadership, Miami University, Oxford, Ohio 1986-1988

Taught undergraduate courses in the field of educational leadership and teacher education; supervised student teachers in the area of elementary education. Served as an off-campus graduate instructor (Wilmington College) in the area of educational leadership. Represented the university as a field-service liaison to various schools and school districts.

Elementary Principal, North Union Local Schools, Richwood, Ohio, 1984-1986

Provided leadership for the overall operation of a multidimensional elementary school (K-6) with 525 students and 36 faculty members. Established a comprehensive microcomputer system for classroom usage. Developed and initiated long range planning, budgeting, and innovative student scheduling propositions. Directed a total operational budget of federal, state, and local funds exceeding \$1,750,000.

Assistant Elementary Principal, Fairfield City Schools, Fairfield, Ohio, 1982-1984

Assisted with all areas of staff development, faculty evaluation, student discipline, and curricular innovation for a K-5 elementary building of 800 students and 49 staff members. Implemented and directed a series of community relations projects.

Classroom Teacher, Fairfield City Schools, Fairfield, Ohio, 1979-1982

Introduced grade appropriate material (4-8) through oral presentations, visual demonstrations, and other innovative resources. Served as chairperson for numerous curricular design committees.

### **Honors, Appointments, and Commendations (Selected)**

- Michigan Association of State Universities, Board Member, 2016-Present
- Mid-American Conference Council of Presidents, Board Member, 2016-Present
- Ann Arbor Spark (High Tech Innovation Initiative), Board Member, 2016-Present
- South Dakota Board of Regents, Member, Council of Presidents, 2009-2016
- Northern Sun Intercollegiate Conference, Member, Board of Directors, 2009-2016
- Northern State University Foundation, Member, Board of Directors; Executive Committee, 2009-2016
- Aberdeen Area YMCA, Member, Board of Directors, 2010-2016 (Last Appointment, Board Secretary)
- American Association of State Colleges and Universities, SD State Representative, 2011-2016
- Northeast South Dakota AHEC, Founding Member, Board of Directors, 2011-2016
- Aberdeen Development Corporation, Member, Board of Directors, 2011-2016 (Last Appointment, Board Chair)

- Operating Board of Directors, Confucius Institute of Northern State University (in partnership with the University of Jinan), 2014-2016 (Founding Board Chair)
- NCAA Minority Opportunities and Interests Committee, Member, NCAA CEO Appointment, 2015-2016
- Aberdeen Area Chamber of Commerce, Member, Board of Directors, 2009-2014
- National Council of Professors of Educational Administration, Living Legend Award Winner, 2012
- Erie County Economic Development Corporation, Board President, 2006-2009
- Sandusky/Erie County Community Foundation, Member, Board of Directors, 2006-2009
- Regional Growth Partnership (Lucas County Regional Economic Development Commission), University Delegate, Board of Directors, 2006-2009
- Bowling Green Community Development Foundation, Member, Board of Directors, 2006-2009
- Bowling Green City Chamber of Commerce, Member, Board of Directors, 2006-2009
- Erie County Economic Development Corporation, Member, Board of Directors, 2003-2009 (Board Chair, one term)
- School Leadership Review, Advisory Board Member/Consultant to the Editors, 2005-2009
- Marcellus F. Cowdery Educator of the Year Award, Erie County (OH) Chamber of Commerce, 2007
- The Mylander Foundation, Member, Board of Directors, 2001-2006
- Northern Ohio Workforce Development Council, Member, Board of Directors, 2001-2006
- Firelands Regional Medical Center, Member, Board of Trustees, 2003-2006
- National Council of Professors of Educational Administration, Distinguished Lecturer, Walter B. Cocking Lecture, 2006
- Ex Libris Award, Outstanding Co-authored Journal Entry, Friends of the Jerome Library at Bowling Green State University, 2005
- Crystal Award for Excellence in Advertising (with K. McBroom & L. Ruszkowski), Toledo Professional Chapter of the Association for Women in Communications, 2003
- East Tennessee State University, Distinguished Lecturer, The Roy S. Nicks Presidential Lecture, 2002
- State Theatre of Sandusky, Member, Board of Directors, 2001-2003
- National Dropout Prevention Center and Network, Co-Editor, Journal of At-Risk Issues, 1998-2001
- CONNECT, The Coalition for Educational Success, Member, Board of Directors, 1997-2001
- National Council of Professors of Educational Administration, Executive Board Member, 1996-1999
- Indiana Association of Colleges for Teacher Education, Executive Board Member, 1998-2000
- Savannah-Chatham County (GA) Public Schools, Scholar in Residence, Regional Leadership Training Consortium for Educational Innovation, 1996
- Leadership Amarillo, Board Chairperson, Amarillo Chamber of Commerce Affiliate, 1994-1995
- Leadership Amarillo, Member, Board of Directors, Amarillo Chamber of Commerce Affiliate, 1993-1996
- West Texas A&M University Teaching Excellence Award (Outstanding Teaching Professor), West Texas A&M University, 1994
- Keeper of the Vision Award, Indiana Principal Leadership Academy, 1991
- John W. Shreve Award (Outstanding Doctoral Candidate), Miami University, 1986
- Nominee, Ohio Elementary Principal of the Year (OAESP), 1985

### **Professional Associations**

- American Association of School Administrators
- American Association of State Colleges and Universities
- American Educational Research Association (Divisions A, K, and L)
- Educational Leaders Without Borders (The Flagstaff Seminar)
- Mid-America Economic Development Council
- National Association of Foreign Student Advisers (NAFSA International)
- National Council of Professors of Educational Administration
- National Rural Education Association
- Phi Delta Kappa Honor Society, Miami University Chapter
- Phi Kappa Phi Honor Society, Bowling Green State University Chapter

## Publications (Selected)

Smith, J. M. (2015). Prologue. In L. Wildman, Let's share our ideas about educational leadership (pp. 1-5). Ypsilanti, MI: NCPEA Publications.

Smith, J. M. (2013). Espousing what we know as intellectuals: The future of academe. In C. A. Mullen & K. E. Lane (Eds.). Becoming a global voice (pp. 29-36). Ypsilanti, MI: NCPEA Publications.

Smith, J. M. (2008). Serving disenfranchised youth: Implications for the educational leadership community. In R. Papa, C. Achilles, & B. Alford (Eds.). Leadership on the frontlines: Changes in preparation and practice (pp. 50 -71). Lancaster, PA: Proactive Publications.

Ruhl-Smith, C., & Smith, J. M. (2007). Examining social justice: A call for educational re-evaluation. Educational Leadership Review, 8(1), 1-7.

Smith, J. M., & Ruhl-Smith, C. (2006). Examining ethics in educational leadership: Some basic thoughts for professorial analysis. Journal of Scholarship & Practice, 3(2), 5-11.

Smith, J. M. (2005). The intersection of past, present, and future in educational administration. In T. Creighton, S. Harris, & J. C. Coleman (Eds.). Crediting the past, challenging the present, creating the future (pp. 147-153). Huntsville, TX: National Council of Professors of Educational Administration.

Ruhl-Smith, C., & Smith, J. M. (2005). The testing obsession: An analytical look at its impact on higher education. NCPEA Educational Leadership Review, 6, 1-8.

Smith, J. M., & Ruhl-Smith, C. (2004). Corporate solutions to public school effectiveness: A comparison of modern business practices with acts of competent school leadership. In C. S. Carr & C. L. Fulmer (Eds.). Educational leadership: Knowing the way, showing the way, going the way (pp. 123-145). Lanham, MD: Scarecrow Press.

Smith, J. M., & Ruhl-Smith, C. (2004). Corporate answers to public school problems: A call for counteraction. NCPEA Educational Leadership Review, 4, 1-7.

Smith, J. M., & Ruhl-Smith, C. (2002). Standardized testing and educational standards: Implications for the future of emancipatory leadership in U.S. schools. In G. Perreault & F. C. Lunenburg (Eds.). The changing world of school administration (pp. 44-59). Lanham, MD: Scarecrow Press.

Smith, J. M., & Ruhl-Smith, C. (2001). Problem-based learning and portfolio development: Complex variables for consideration and implementation. Contemporary Issues in Educational Leadership. Available on-line: <http://dcr.csusb.edu/IAEL/2001.htm>.

Smith, J. M., & Ruhl-Smith, C. (2000). Internalizing and institutionalizing what we know about at-risk students. The Journal of At-Risk Issues, 7(1), 4-5.

Ruhl-Smith, C., Smith, J. M., Cooley, V. E., & Shen, J. (2000). Gender differences related to reasons for entering and leaving administrative positions: A research investigation. Education Leadership Review, 1, 45-50.

Bailey, M. A., Ruhl-Smith, C., & Smith, J. M. (1999). Breaking the mold: A school-university model for preparing principals utilizing the spirit of collaboration, Catalyst for Change, 29(1), 22-26.

- Richardson, M. D., Smith, J. M., & Jording, C. S. (1999). Educational reform: Exhibition and regression. Eastern Education Journal, 28(1), 21-26.
- Smith, J. M. (1997). Continuous improvement: A foreword. In M. D. Richardson, R. L. Blackburn, C. Ruhl-Smith, & J. A. Haynes (Eds.). The pursuit of continuous improvement in educational organizations (vi-viii). Lanham, MD: University Press of America.
- Richardson, M. D., Flanigan, J. L., Smith, J. M., & Woodrum, J. J. (1997). The politics of school leadership. New York: McGraw-Hill.
- Smith, J. M. (1996). Examining the conditions surrounding school safety: A foreword. In K. E. Lane, M. D. Richardson, & D. W. VanBerkum (Eds.). The school safety handbook: Taking action for student and staff protection (pp. xiii - xvi). Lancaster, PA: Technomic Publishing.
- Smith, J. M. (1996). Learning to serve: Serving to lead. The Leader, 3(3), 3-6.
- Richardson, M. D., Lane, K. E., & Smith, J. M. (1995). Creating the quality school through learning not training. In E. W. Chance (Ed.), Creating the quality school (pp. 448-455), Madison, WI: Magna Publications.
- Ruhl-Smith, C., & Smith, J. M. (1995). Perceptions of teacher job satisfaction from rural Texas educators: Moving beyond voicelessness. Catalyst for Change, 24(2), 22-26.
- Smith, J. M., & Cairns, D. V. (1995). Site-based management and rural public schools: A principal's dilemma. In M. Richardson, J. Flanigan, & K. Lane (Eds.), School empowerment (pp. 227-246), Lancaster, PA: Technomic Publishing.
- Smith, J. M., Ruhl-Smith, C., & Richardson, M. D. (1995). Teacher evaluation: Communicating the message of empowerment. In M. Richardson, J. Flanigan, & K. Lane (Eds.), School empowerment (pp. 263-276), Lancaster, PA: Technomic Publishing.
- Cairns, D. V., & Smith, J. M. (1994). School governance and school leadership: Surviving and leading in chaos. In J. L. Burdin & J. R. Hoyle (Eds.), Leadership and diversity in education (pp. 104-111), Lancaster, PA: Technomic Publishing.
- Richardson, M. D., Lane, K. E., & Smith, J. M. (1994). Reforming principal preparation: From training to learning. Catalyst for Change, 23(2), 14-17.
- Smith, J. M. (1994). Cohort development in educational leadership: Reactions and analyses. Connections!, 2(2), 2-3.
- Smith, J. M. (1994). Examining praxis: Espying from the university and the school site. Journal of School Leadership, 4(1), 7-10.
- Smith, J. M. (1993). Teacher empowerment in rural schools: Where do we begin? In J. R. Hoyle & D. M. Estes (Eds.), NCPEA: In a new voice (pp. 312-323), Lancaster, PA: Technomic Publishing.
- Ruhl-Smith, C., & Smith, J. M. (1993). Teacher job satisfaction in a quality school: Implications for educational leaders. Journal of School Leadership, 3(5), 534-548.



Ruhl-Smith, C., & Smith, J. M. (1993). Teacher job satisfaction in rural schools: Implications for quality assessment. In E. W. Chance (Ed.), Creating the quality school: Selected readings (pp. 402-420), Norman, OK: University of Oklahoma Center for Rural and Small Schools.

Smith, J. M. (1993). A review of Schmuck and Schmuck's Small Districts, Big Problems. Journal of School Leadership, 3(4), 473-475.

Smith, J. M., & Lotven, B. A. (1993). Teacher empowerment in a rural setting: Fact versus fantasy. Education, 113(3), 457-464.

Smith, J. M. (1993). Preparing administrators for the world of practice: A proactive view of principalship preparation. Journal of School Leadership, 3(1), 45-58.

Smith, J. M. (1992). Reactions of aspiring educational leaders to nontraditional administrator preparation: What are the implications for programmatic change? The Journal of the California Association of Professors of Educational Administration, 4(1), 49-57.

Ellsberry, J. L., & Smith, J. M. (1991). Dynamic in-service process enhances learning potential. The Indiana Principal, 16(1), 21-28.

Smith, J. M. (1990, Fall). Describing the outstanding principal: Do quality indicators exist? The Hoosier Schoolmaster, 16-18.

Smith, J. M. (1990). Principalship preparation as a vehicle for teacher empowerment. Centering Teacher Education, 7(2), 13-15

Smith, J. M. (1989). A review of Danielson's conceptual framework for outcome-based education. The Journal of Staff Development, 10(4), 82.

Smith, J. M. (1989). Preparing principals for the future: Experiential learning in educational administration. Education, 109(4), 450-453.

Smith, J. M. (1989). A search for leadership: The selection of a new principal. Indiana School Boards Journal, 35(2), 11-12.

Smith, J. M. (1988). An attitudinal study of Ohio school superintendents as framed by the tenets of human relations theory in educational administration. Unpublished doctoral dissertation, Miami University, Oxford, OH.

Smith, J. M. (1988, March). Board-superintendent relations: A common sense approach for improvement (Part II). Ohio Association of Local School Superintendents Newsletter, 3-5.

Smith, J. M. (1987, December). Board-superintendent relations: A common sense approach for improvement (Part I). Ohio Association of Local School Superintendents Newsletter, 2-4.

### Professional Presentations

#### Presentation of Refereed Research (Selected)

Wildman, L. & Smith, J. M. (2015). Consider the Professional Impact: Let's Share Our Ideas About Educational Leadership. Plenary session for the annual meeting of the National Council of Professors of Educational Administration, Washington, DC.

Papa, R., Mullen, C. A., & Smith, J. M. (2013). Internationalizing NCPEA. Plenary session for the annual meeting of the National Council of Professors of Educational Administration, Meadowlands, NJ.

Smith, J. M. (2012). Espousing what we know as intellectuals: The future of academe. Keynote lecture for the annual meeting of the National Council of Professors of Educational Administration, Kansas City, MO.

Smith, J. M., Ruhl-Smith, C., & Vogel, A. (2012). Designing the true International University: A case study for professional development. Paper presented at the annual meeting of the Council of Community Colleges for International Development, New Orleans, LA.

Ruhl-Smith, C., Smith, J. M., Wildman, L., & Hoyle, J. R. (2010). The future of higher education: Virtual, vocational, or versatile? Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Washington, DC.

Smith, J. M., & Ruhl-Smith, C. (2008). Understanding the learning continuum: Beyond P-12 and into P-20. Paper presented at the annual meeting of the National Association of Elementary School Principals, Nashville, TN.

Smith, J. M., & Ruhl-Smith, C. (2007). Moving beyond high school: What K-12 administrators should know about postsecondary education success. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Chicago, IL.

Ruhl-Smith, C., & Smith, J. M. (2007). High school to college transition: Effective collaboration to enhance student success. Paper presented at the annual meeting of the National Association of Secondary School Principals, Las Vegas, NV.

Ruhl-Smith, C., & Smith, J. M. (2006). Ethical behaviors: An insider's look at high stakes assessment strategies in the United States. Paper presented at the annual meeting of the American Association of School Administrators, San Antonio, TX.

Ruhl-Smith, C., & Smith, J. M. (2006). Ethical leadership: Moving beyond testing into a realm of intellectual action. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Lexington, KY.

Smith, J. M., & Ruhl-Smith, C. (2005). The tie between standardized assessments for P-12 schools and the future of intellectualism. Paper presented at the annual meeting of the American Association of School Administrators, San Antonio, TX.

Ruhl-Smith, C., & Smith, J. M. (2005). The testing obsession: An analytic look at its impact on higher education. Paper presented at the annual meeting of the American Association of School Administrators, San Antonio, TX.

Ruhl-Smith, C., & Smith, J. M. (2004). In defense of basic intellectualism: Will higher education become the next victim of the political right? Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Branson, MO.

Smith, J. M., & Ruhl-Smith, C. (2004). The unwillingness of educational leaders to defend basic intellectualism: An analytic look at acts of capitulation. Paper presented at the annual meeting of the American Association of School Administrators, San Francisco, CA.

Smith, J. M., & Ruhl-Smith, C. (2003). Corporate answers to public school problems: An examination of solutions to a vexing challenge of leadership inactivity and professional paralysis. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Sedona, AZ.

Smith, J. M., & Ruhl-Smith, C. (2003). Corporate solutions to public school effectiveness: An examination and comparison of ineffective business practices applied to school leadership. Paper presented at the annual meeting of the American Association of School Administrators, New Orleans, LA.

Smith, J. M., & Ruhl-Smith, C. (2002). Examining corporate solutions to public school effectiveness: The power of hyperbole and the essence of disingenuousness. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Burlington, VT.

Smith, J. M. (2002). Leadership development issues related to cohort graduate education programs: Food for thought. Paper presented at the annual meeting of the American Association of School Administrators, San Diego, CA.

Ruhl-Smith, C., & Smith, J. M. (2001). Problem-based learning and portfolio development: Complex variables for consideration and implementation. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Houston, TX.

Smith, J. M., & Ruhl-Smith, C. (2001). Looking beyond standardization: A leadership challenge for educational excellence in an age of increasing rigidity. Paper presented at the annual meeting of the American Association of School Administrators, Orlando, FL.

Richardson, M. D., Jording, C. S., & Smith, J. M. (2000). Where have all the principals gone? Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Ypsilanti, MI.

Smith, J. M., & Ruhl-Smith, C. (2000). Standards and educational attainment: Differences of opinion and differences in approach. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Ypsilanti, MI.

Bailey, M. A., Ruhl-Smith, C., & Smith, J. M. (1999). An examination of leadership thought, practice, and behavior: Futuristic perspective or implausible ideal? Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Jackson, WY.

Bailey, M. A., Ruhl-Smith, C., & Smith, J. M. (1999). Program redesign efforts: Are programmatic innovations really valued? Paper presented at the annual meeting of the American Association of School Administrators, New Orleans, LA.

Smith, J. M., & Bailey, M. A. (1999). Learning how our students learn: Adventures in problem-based learning in higher education. Paper presented at the annual meeting of the American Association of School Administrators, New Orleans, LA.

Smith, J. M., Ruhl-Smith, C., & Richardson, M. D. (1998). Theories of empowerment and localized decision-making: Fact versus fiction in higher education. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Juneau, AK.

Bailey, M. A., & Smith, J. M. (1998). Adventures in problem-based learning. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Juneau, AK.

Flanigan, J. L., Waller, R. M., Richardson, M. D., & Smith, J. M. (1997). Perceptions of Georgia long-term superintendents: An examination of the elected and non-elected. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Vail, CO.

Smith, J. M., Richardson, M. D., & Ruhl-Smith, C. (1997). Placing the horse before the cart: Revisiting the order of preparation programs for school administrators. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Vail, CO.

Smith, J. M., & Ruhl-Smith, C. (1997). Position realignment possibilities for rural school principals: The integration of theory with practice. Paper presented at the annual meeting of the American Association of School Administrators, Orlando, FL.

Smith, J. M., Ruhl-Smith, C., Richardson, M. D., & Lane, K. E. (1996). Understanding the roles and responsibilities of rural and urban principals: Examining the principalship from varied perspectives. Paper presented at the annual meeting of the National Rural Education Association, San Antonio, TX.

Smith, J. M., & Ruhl-Smith, C. (1996). Roles and responsibilities for rural and urban principals: Elements of similarity and difference. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Corpus Christi, TX.

Ruhl-Smith, C., & Smith, J. M. (1996). Reconceptualizing administrative action: A framework for practitioner empowerment in rural site-based environments. Paper presented at the annual meeting of the Southwest Educational Research Association, New Orleans, LA.

Smith, J. M., & Ruhl-Smith, C. (1995). Educational collaboration in the Panhandle and South Plains regions of Texas. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Williamsburg, VA.

Smith, J. M., & Stevens, M. P. (1995). Teaching versus disseminating information: An examination of teaching practices and behaviors that unite theory with practice. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Williamsburg, VA.

Smith, J. M., & Ruhl-Smith, C. (1995). Occupational satisfaction and TQM: Reactions from teachers in small public and parochial schools. Paper presented at the Fourth National Conference on Creating the Quality School, Oklahoma City, OK.

Stevens, M. P., & Smith, J. M. (1995). Texas examines school funding: Again, again, and again. Paper presented at the annual meeting of the American Education Finance Association, Savannah, GA.

Ruhl-Smith, C., & Smith, J. M. (1994). Teacher job satisfaction in parochial schools of the Texas Panhandle region. Paper presented at the annual meeting of the National Council of Professors of Educational Administration, Indian Wells, CA.

Ruhl-Smith, C., & Smith, J. M. (1994). TQM and the classroom teacher: A new beginning. Paper presented at the National Conference on Creating the Quality School, Oklahoma City, OK.

Smith, J. M. (1994). Portfolio assessment for professional educators: Moving beyond the comprehensive examination. Paper presented at the annual meeting of the American Association of Colleges for Teacher Education, Chicago, IL.

- Lane, K. E., Richardson, M. D., Smith, J. M., & VanBerkum, D. W. (1994). The NPBEA recommendations: What are the implications for preparation programs? A paper presented at the annual meeting of the American Association of School Administrators, San Francisco, CA.
- Ruhl-Smith, C., & Smith, J. M. (1993). Teacher job satisfaction in rural schools: A view from the Texas Panhandle. A paper presented at the annual meeting of the National Council of Professors of Educational Administration, Indian Wells, CA.
- Cairns, D. V., & Smith, J. M. (1993) School governance and school leadership: Surviving and leading in chaos. A paper presented at the annual meeting of the National Council of Professors of Educational Administration, Indian Wells, CA.
- Smith, J. M., & Ruhl-Smith, C. (1993). Teacher job satisfaction in rural schools: Implications for quality assessment. A paper presented at the National Conference on Creating the Quality School, Oklahoma City, OK.
- Smith, J. M. (1992). Teacher empowerment in rural schools: Where do we begin? A paper presented at the annual meeting of the National Council of Professors of Educational Administration, Terre Haute, IN.
- Ruhl-Smith, C., & Smith, J. M. (1992). Teacher job satisfaction in a quality school: Implications for educational leaders. A paper presented at the National Conference on Creating the Quality School, Norman, OK.
- Smith, J. M., & Lotven, B. A. (1991). Teacher empowerment in a rural setting: Fact versus fantasy. A paper presented at the annual meeting of the National Rural Education Association, Jackson, MS.
- Smith, J. M. (1991). Reactions of aspiring educational leaders to nontraditional administrator preparation: Good, bad, or indifferent? A paper presented at the annual meeting of the National Council of Professors of Educational Administration, Fargo, ND.
- Smith, J. M. (1990). Experiential learning in a nondoctoral setting: Are the needs of preservice principals truly being met? A paper presented at the annual meeting of the National Council of Professors of Educational Administration, Los Angeles, CA.
- Smith, J. M. (1990). The redesign of principalship preparation programs: Rhetoric or substantive reform. A paper presented at the meeting of the Ohio Council of Professors of Educational Administration, Columbus, OH.
- Lotven, B. A., & Smith, J. M. (1990). Teacher empowerment and administrator training: Shared encounter or clash of wills? A paper presented at the annual meeting of the American Association of Colleges for Teacher Education, Chicago, IL.
- Smith, J. M. (1989). Experiential learning in educational administration: An emerging model for principalship preparation. A paper presented at the annual meeting of the National Council of Professor of Educational Administration, Tuscaloosa, AL.
- Smith, J. M. (1989). Teacher empowerment and administrative support: Adversarial or collegial notions? A paper presented at the meeting of the AILACTE National Forum, Indianapolis, IN.
- Smith, J. M., & Ellsberry, J. L. (1988). The experiential program for preparing school principals: Excellence demonstrated through professional experience. A paper presented at the annual meeting of the National Council of States on Inservice Education, New Orleans, LA.

### Invited Non-Refereed Presentations and Addresses by Subject Heading (Selected)

- Economic Modeling for the Future of Higher Education in South Dakota\*
- Educational Outreach to Students of Poverty: An Upper Plains Analysis
- E-learning as a Methodology for Capacity Enhancement in Small and Rural Schools\*
- Internationalizing Regional University Campuses\*
- Engaging Academic and Economic Partners from Asia: Korea, China, and India Uncovered
- Developing University Campuses as Repositories for the High Quality Fine Art\*
- Understanding the Native American Experience on a Small University Campus\*
- Ohio Economic Development Issues and Innovations: A Future of Change and Difference
- The Future of Jeep in Toledo, Ohio: An Assessment of the Next Five Years\*
- Understanding Powerful Job Creation Tools in an Environment Bound by Leisure Park Development
- Attraction, Retention, and Expansion: The Future for Job Creation in Tough Economic Times\*
- Developing a Climate for Job Expansion: Our Students Deserve the Very Best Colleges and Universities
- Green Energy Technologies for Campus Redesign and Redevelopment\*
- Harnessing the Wind: Small-scale Turbine Utilization for Public Sector Institutions
- The Liberal Arts Student -- "Matching" Talent with Today's Workforce Needs
- Tech Prep Strategies for Major College Departments and Colleges
- Integration of Tech Prep with University Dual Enrollment Programming
- Moving Toward Real Success Beyond the High School Years: Ten Axioms for Consideration
- Celebrating the Future of Distance Education for Adult Learners
- New Trends in Campus Marketing: Selling the Story\*
- Regional Campus Scholarship Development in an Era of Financial Turmoil
- Standardized Testing in American Society: A Review of Impact and Consequences
- Designing and Realizing Opportunities for Collaboration between the Community, Public Schools, and the University
- The Demographics of Urban Children and Urban Schools: A Futuristic Look\*
- The Facts Regarding Early Childhood Education in America: A Threat to National Security\*
- The Processes and Procedures Required for Teaching Excellence in Rural Public Schools
- Service Learning: A Process of Showing, Growing, and Knowing\*
- Service Learning for Adults: The Essence of Community Leadership
- Understanding Change and the Change Process: Internal Reflections
- Understanding Community Leadership in Today's Environment\*
- Into the 21st Century: A Discussion of Comprehensive Curriculum Revision and Redevelopment
- Creating a New Environment for Teaching and Learning
- Nel Noddings' Ethics of Care: Creating Alignment with Alternative School Development
- Making Order Out of Chaos: Understanding Leadership Roles, Responsibilities, and Expectations\*
- From Where Are the Educational Leaders of Tomorrow Coming?
- Educational Leaders of Tomorrow: Will They Ever Reach Prominence?

\* denotes material broadcast via television, radio, or live streaming

### Doctoral Dissertation and Educational Specialist Thesis Committees

Served as chair, committee member, or outside reader for more than twenty-five doctoral dissertations and educational specialist theses. The majority of these were at Indiana University but also included work at Texas Tech University, Georgia Southern University, Loyola University, and Butler University. The predominance of these students now hold senior administrative positions in public schools (P-12) or faculty positions in educational leadership or curriculum and instruction at doctoral/research universities (extensive and intensive). Topics included:

school reform, doctoral cohort development, school administrator job satisfaction, principal job retention, leftist education and supporting ideologies, student academic success in high-stakes testing environments, and faculty recruitment strategies for small colleges/universities.

### Consulting and Related Professional Activities: Task Area and Institutional Affiliation Listings (Selected)

#### Editor or Reviewer of Scholarly Work

- Manuscripts, National Council of Professors of Educational Administration Yearbook
- Proposals, American Association of School Administrators Conference Presentations
- Manuscripts, Journal of At-Risk Issues
- Manuscripts, Contemporary Issues in Educational Leadership
- Proposals, National Council of Professors of Educational Administration Conference Presentations
- Manuscripts, Journal of School Leadership
- Manuscripts, The Rural Educator

#### Technical Assistance for Accreditation Preparation and/or Program Redesign

- St. John's University (NY)
- University of Notre Dame (IN)
- Dowling College (NY)
- Dowling College/Commonwealth of Puerto Rico (PR)
- Indiana University Southeast (IN)
- Indiana University Northwest (IN)
- Georgia Southern University (GA)
- Marian College (IN)

#### Employment Assistance and Candidate Searches (K-12 Schools)

- Patton Springs Independent School District (TX)
- Dumas Independent School District (TX)
- Memphis Independent School District (TX)
- Olton Independent School District (TX)
- Seagraves Independent School District (TX)
- Madison Parochial Schools (IN)
- Holy Family Parochial School (IN)

#### External Reviewer for Tenure and Promotion

- Indiana University (IN)
- Northern Illinois University (IL)
- University of North Carolina-Charlotte (NC)
- Northern Illinois University (IL)
- University of Texas-Arlington (TX)
- Dallas Baptist University (TX)
- Western Michigan University (MI)
- University of Michigan-Dearborn (MI)
- Georgia Southern University (GA)
- Towson State University (MD)
- California State University-Bakersfield (CA)
- California State University-San Bernardino (CA)

## Assessment or Redesign of Policy Documents and Related Governance Procedures

- National Council of Professors of Educational Administration
- National Association of Secondary School Principals
- National Association of Elementary School Principals
- Wood County (OH) Economic Development Commission (WCEDC)
- Greater Erie Marketing and Erie County Economic Development Corporation (OH)
- Panhandle Tech Prep Consortium (TX)
- Panhandle Center for Professional Development and Technology (TX)
- Indiana Principals' Leadership Academy (IN)
- Indianapolis Public Schools (IN)
- Indiana Catholic Principals' Institute (IN)
- Tecumseh Local School District (OH)
- Vandalia-Butler City Schools (OH)

## University and College Committee Assignments (Selected)

### Eastern Michigan University

Eastern Michigan University Board of Regents, Ex-Officio, 2016-Present  
Eastern Michigan University Foundation Board, Ex-Officio, 2016-Present  
Eastern Michigan University Alumni Association Board, Ex-Officio, 2016-Present  
Eastern Michigan University Executive Council (Senior University Cabinet), Chair, 2016-Present

### Northern State University

Northern State University President's Cabinet, Chair, 2009-2016  
Northern State University Extended Cabinet, Chair, 2009-2016  
Northern State University Investment Committee, 2009-2016  
Northern State University Foundation Board, 2009-2016  
Northern State University Foundation Board Executive Committee, 2009-2016  
Northern State University Strategic Planning Committee, Chair, 2009-2016  
Northern State University Faculty Senate, Ex-Officio, 2009-2016

### Bowling Green State University

Bowling Green State University President's Cabinet, 2006-2009  
Bowling Green State University Joint Investment Committee, 2006-2009  
Bowling Green State University Budget Committee (UBC), 2006-2009  
Bowling Green State University General Counsel Search Committee, Chair, 2007-2009  
Bowling Green State University Centennial Campaign Committee, 2007-2009  
Bowling Green State University President's Expanded Cabinet, 2001-2009  
Bowling Green State University President's Advisory Council, 2001-2009  
Bowling Green State University Dean's Council, 2001-2006  
Bowling Green State University Friends of the Library Board, 2002-2005  
Bowling Green State University Falcon Club (Elite Athletics Support Organization), 2002-2009  
BGSU Firelands Administrative Directors' Council, Chair, 2001-2006  
BGSU Firelands Development Board (Founding Member), 2002-2006



BGSU Firelands/Erie Metroparks, James A. McBride Arboretum Board, 2001-2006

#### Indiana University South Bend

Indiana University South Bend Academic Cabinet, 1996-2001  
Indiana University South Bend Vice Chancellor's Council, 1996-2001  
Indiana University System-wide Education Deans' Council, 1996-2001  
Indiana University South Bend Academic Resource Center Advisory Board, 1996-2001  
Executive Committee for the Indiana University South Bend School Leadership Collaborative, 1996-2001  
Member, Memorial Health System's Imagineering Committee, 1997-2001  
Member, Memorial Health System's Curriculum Design Committee for Kids' Work Project, 1998-2001  
Indiana University School of Social Work, Community Advisory Board for Northern Indiana, 1998- 2001  
Indiana University South Bend Summer Session Redesign Committee, Committee Chair, 1999-2001  
Indiana University South Bend University Center for Teaching Excellence, Executive Board Member, 2000-2001  
Indiana University South Bend Liberal Arts and Sciences Dean Search and Screen Committee, Committee Chair, 1999-2000  
Steering Committee Member for the Hamilton Learning Center, South Bend Community School Corporation, 1997-1999  
Indiana University Bloomington, Search and Screen Committee for the Dean of the School of Education, 1998-1999  
Indiana University South Bend Space Allocation Task Force, 1997-1999  
South Bend Community School Corporation Search and Screen Committee for the Director of the Hamilton Learning Center, 1997

#### West Texas A&M University

College Committee for Informal Faculty Colloquia, College of Education and Social Sciences, 1993 - 1996  
Killgore Research Committee, 1994-1996  
University-wide Distance Learning Committee, 1994-1996  
Post-Tenure Review and Evaluation Task Force, 1995-1996  
University Representative to the Region XVI Advisory Committee for Site Base Decision Making, 1992-1995  
Teacher Education Unit Committee, 1992-1994  
University Computer Usage Committee, 1993-1994  
Committee for the Management of K-12 and Higher Education Tech-Prep Programs, 1993-1994  
Educational Leadership Faculty Search, Committee Chair, 1993  
Graduate Core Curriculum, Committee Chair, 1992-1993  
Alternative Certification Director Search, Committee Chair, 1992

#### Butler University

University Graduate Committee, 1988-1991  
College of Education Executive Committee, 1989-1991  
University Faculty Leaves Council, 1989-1991  
College of Education Professional Standards Committee (Promotion and Tenure), 1989-1991  
NCATE Steering Committee/Dean's Advisory Council, 1990-1991  
NCATE Preconditions Writing Subcommittee, 1990-1991  
Advisory Committee for Licensure Issues, 1989-1991  
University Student Affairs Committee, 1989-1991  
Assistant Vice President for Academic Affairs Search Committee, 1991  
University Academic Grants Committee, 1989-1990  
College of Education Dean Search Committee, 1989-1990

### Grant Writing and Philanthropic Funding Initiatives (Selected)

Northern State University (2015). Comprehensive Sports Medicine (Athletic) Agreement. Sanford Health, \$6,200,000.

Northern State University (2014). Anonymous Gift for the Establishment of the Confucius Institute. Anonymous, \$400,000.

Northern State University (2013). Conclusion of the Johnson Fine Arts Remodeling Campaign. Various Sources, \$14,250,000.

Northern State University (2013). Anonymous Gift for International Student Recruitment. Anonymous, \$1,000,000.

Northern State University (2013). Gift of Tuan Sculpture Pieces. PICTURE ART Foundation, \$1,200,000.

Northern State University (2013). Receipt of United States Department of Education Title III Grant Funding. Competitive Grant for Advising Support to First Generation Students. US Department of Education, \$1,924,640.

Northern State University (2012). Conclusion of the Comprehensive Campaign. Various Sources, \$29,200,000.

Northern State University (2012). Gift of Scholarship Funding from the Millicent Atkins' Trust, \$15,000,000.

Bowling Green State University (2008). Huntington National Bank Property Transfer to Create the Huntington Banking Center at BGSU. Huntington National Bank Corporation, \$1,500,000.

Bowling Green State University. (2008). Choose Ohio First Scholarships for STEM Teacher Education: Science and Math in Action. Ohio Board of Regents Funding, \$3,000,000.

Bowling Green State University (2006). Congressional Appropriation for Coastal Wind Initiative at BGSU Firelands (Phase 2), DOE Funding, \$600,000.

Bowling Green State University (2006). Congressional Appropriation for Coastal Wind Initiative at BGSU Firelands, DOE/NASA Funding, \$1,100,000.

Bowling Green State University (2005). National Broadcasting Corporation Universal and Buckeye Telesystems, Inc. for Enhanced Funding of Undergraduate Scholarships at BGSU Firelands, \$25,000.

Bowling Green State University (2004). Graves Family Trust (Norwalk, OH) for Enhanced Funding of Undergraduate Scholarships at BGSU Firelands, \$100,000.

Bowling Green State University (2004). Community Care 5 – A Regional Health Partnership (Fremont, OH) for Development and Implementation of a New Radiologic Technology Program at BGSU Firelands, \$113,765.

Bowling Green State University (2003). Mylander Foundation and Mylander Trust (Sandusky, OH) for Enhanced Funding of Undergraduate Scholarships and Establishment of an Endowed Visiting Professorship in Education, \$2,000,000.

Bowling Green State University (2003). Frost-Parker Foundation (Sandusky, OH) for Enhanced Funding of Undergraduate Student Scholarships at BGSU Firelands, \$150,000.

Indiana University South Bend (1998-2001). Indiana University South Bend Chancellor's Fund for the Support of Research, In Support of the Editorship for The Journal of At-Risk Issues, \$16,000.

Indiana University South Bend (1998). Indiana University Funding for the Development of the Center for Global Education, A Scholarship/Service Unit Housed within the School of Education at Indiana University South Bend, \$35,000.

Indiana University South Bend (1997). Lilly Endowment Grant for Support of K-12 College Preparatory Initiatives, Lilly Endowment, Indianapolis, IN. Creating Public School Student Interest in Pursuing College Enrollment, \$324,225.

Indiana University South Bend (1996). Indiana University System-wide Strategic Directions Initiative, Bloomington, IN. The Hamilton Learning Center Partnership, \$148,334.

Indiana University South Bend (1996). Establishment of the Julia and Joseph Peyser Scholarship for International Graduate Study in the Field of Education at Indiana University South Bend, \$35,000.

West Texas A&M University (1994). Joint funding initiative between Leadership Amarillo and the Don and Sybil Harrington Foundation, Amarillo, TX. Creation of the position of Executive Director for Leadership Amarillo, \$25,000.

West Texas A&M University (1993). Joint funding initiative between West Texas A&M University and Texas Tech University for the Creation of the Panhandle-South Plains Collaborative for Technology and Professional Development: A funded project by the Texas Education Agency (Austin, TX), \$3,600,000.

West Texas A&M University (1993). Killgore Research Enhancement Grant (Texas A&M University System). Examination of levels of teacher job satisfaction in rural/isolated schools of the Panhandle Region of Texas, \$5,000.

### **Courses Taught: Higher Education**

#### Bowling Green State University

EDAS 409, Organization and Administration of Education in American Society

#### Indiana University – South Bend

Educational Leadership A-590, Independent Study in Educational Leadership  
Educational Leadership A-785, Internship in Educational Leadership

#### West Texas A&M University

EDX 5552, Supervision of Instruction  
EDX 6603, Internship in Educational Administration  
EDX 6605, The School Principalship  
EDX 6607, Administrative Theory I  
EDX 6608, Administrative Theory II  
EDX 6609, Curriculum and Instruction  
EDX 6614, School Community Relations Seminar  
EDX 6615, Seminar in School Administration (Personnel Management)

Butler University

ED 554, Administration of the Elementary School  
ED 556, Principles of School Administration  
ED 559, ED 560, ED 563, Experiential Principalship Development  
ED 658, Leadership in Education  
ED 711, Practicum in School Administration  
ED 746, Research in Administration  
ED 756, Advanced Research in Administration

Miami University

EDL 418, School Organization, Administration, and Community Relations  
EDT 419, Student Teaching Seminar  
EDL 603, Structure of American Education