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## Curriculum Vitae

### KAREN SEASHORE LOUIS

Regents Professor Emerita  
University of Minnesota

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Boulder, CO 80305  
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#### EDUCATION:

B.A. Swarthmore College, 1967 (major in History)

Ph.D. Columbia University, Sociology, 1975

#### HONORS/AWARDS:

1967- 1972: Fellow of the Faculty, Columbia University

1987 and 2000: William J. Davis Award: *Educational Administration Quarterly*  
(Best article)

1995-1996: Fulbright Scholar

1999 Paula Silver Award (Best case in the *Journal of Cases in Educational Administration*)

2000-2002: Vice President, American Educational Research Association

2005-2008: Rodney S. Wallace Professor of Teaching and Learning

2007: Robert H. Beck Faculty Teaching Award, Alumni Association, College of Education and Human Development

2007: Contributions to Staff Development Award, National Staff Development Council

2009: Roald F. Campbell Lifetime Achievement Award: University Council for Educational Administration

2009: Robert H. Beck Professor of Ideas in Education, CEHD

2009: Regents Professor, University of Minnesota (highest honor awarded to University of Minnesota Faculty members)

2011: Fellow of the American Educational Research Association

2013: Excellence in Academic Advising Award, College of Education and Human Development

2014: Lifetime member: International Congress for School Effectiveness and School Improvement (Lifetime achievement award)

2018: Excellence in Research to Practice Award: AERA Special Interest Group on Research Utilization

2019: Excellence in Research Award, Division A, American Educational Research Association.

**MAJOR AREAS OF  
SPECIALIZATION:**

Organizational Behavior  
Knowledge Utilization  
Sociology of Education  
Leadership

**EMPLOYMENT:**

Tavistock Institute of Human Relations, London  
Research Assistant (1967-1968)

Bureau of Applied Social Research, Columbia University  
Research Associate (1969-1972)

Department of Sociology, Tufts University  
Assistant Professor (1973-1976)

Abt Associates Inc.  
Associate Director, Education Area (1979-1980); Senior Analyst (1976-1981)

Center for Survey Research, University of Massachusetts  
Senior Research Fellow (1981-1987); Associate Director (1982-1985)

Graduate School of Education, Harvard University  
Lecturer in Organizational Behavior (1984-1987)

Rijksuniversiteit van Utrecht, Vakgroep Onderwijskunde  
Visiting Scholar (1986); Fulbright Scholar (1995-1996)

University of Minnesota, College of Education and Human Development:

Department of Organizational Leadership, Policy and Development  
(formerly Educational Policy and Administration)  
Associate Professor (1987-1991); Professor (1991--); Chair (1991-  
1994); Director of Undergraduate Studies (2009 - 2016); Regents Professor  
Emerita (2022)

Associate Dean for Academic Affairs (1994-1998)

Director, Center for Applied Research and Educational  
Improvement (1996-2002)

Member of the Graduate Faculties of Organizational Leadership, Policy,  
and Development (formerly Educational Policy and  
Administration), and Sociology (1987--2022); Liberal Studies (1995-2016)

## PROFESSIONAL ACTIVITIES

**MEMBERSHIPS:** American Sociological Association  
Association for the Study of Higher Education  
American Educational Research Association  
International Congress for School Effectiveness and School Improvement

## EDITORIAL BOARDS:

*Educational Administration Quarterly* (1986-1994)  
*Research in Higher Education* (1988-1992)  
*Knowledge in Society* (1985-1991)  
*Sociological Practice Review* (1989-1992)  
*Knowledge and Policy* (1991-1995)  
*Journal of School Leadership* (1994-1997)  
*Journal of Cases in Educational Leadership* (1997-2000)  
*Educational Evaluation and Policy Analysis* (2003-2007)  
*Educational Assessment, Evaluation and Accountability* (2008--2013)  
*American Journal of Education* (2009 --11)  
*Leadership and Policy in Education* (2005--2019)  
*School Effectiveness and School Improvement* (1994--)  
*Journal of Educational Administration* (2010--)  
*Journal of Nordic Studies in Educational Policy* (2014--)  
*Journal of Professional Capital and Community* (2014--)

## OCCASIONAL REVIEWER:

National Science Foundation  
National Institute of Education (1981-1983)  
U.S. Secretary of Education's Secondary School Recognition Program  
National Endowment for the Humanities  
Spencer Foundation  
Israeli Science Foundation

Instituted for Educational Sciences  
*Educational Evaluation and Policy Quarterly*  
*Sociology of Education*  
*American Educational Research Journal*  
*Journal of Higher Education*  
*Review of Higher Education*  
*Educational Policy*  
*American Journal of Education*  
*Sociology of Education*  
*Administrative Science Quarterly*  
*Educational Administration Quarterly*  
*Leadership and Policy in Education*

**OTHER  
SERVICE:**

**University Council for Educational Administration**  
Representative to the Council (1987-1989 and 2012--)  
National Graduate Student Research Seminar Faculty (1990 and 2012)  
Executive Board Member (1989-1995)  
Member, Plenum (2012--2014)

Member, *National Study Group on Educational Administration* (1988-1989)

Member, *Curriculum Council, National Association of Secondary School Principals* (1992-1994)

Vice-President, **American Educational Research Association (Division A)** (1994-1996)

**University of Minnesota:** (selected)

**College of Education and Human Development**

Senate (1988-90); Blue Ribbon Task Force on the Future of the College of Education (1989); Interim Board (1988-1989) and Coordinating Board (1989-1993), Center for Applied Research and Educational Improvement; Chair, Promotion and Tenure Committee (1999, 2001, 2006); Committee on Teacher Education, member and Executive Committee (2003-2007); Ad Hoc Committee for Interim Constitution (2006); Chair, EdPA/WHRE Merger Committee (2008); Curriculum Committee (2008--); Undergraduate Planning Committee (2008 – 2009); Director of Undergraduate Studies Committee (2011-2015); Work Group on Evaluation of Student Learning Outcomes (2013)

**University:** (selected)

Senate Committee on Educational Policy (1990-1991 and 1999--); President's Task Force on Liberal Education (1990-1991); Task Force on Faculty Work Load (1992); Vice-Chair, University Senate (1991-1992); Faculty Consultative Committee (1991--); Academic Integrity Committee (1993-1995); Task Force on University-Industry Relations (1993); Chair, Search Committee, Assistant Vice President for

Research/ Associate Dean of the Graduate School (1995); Search Committee, Provost for Professional Studies (1994); Search Committee for Public Policy, Humphrey Institute (1998 and 1999); Chair, Task Force on Freshman Advising (1998); Senate Committee on Educational Policy (1998-2005); Ad hoc Committee on Conversion to Three Semesters (2004); Ad hoc Committee on Civic Engagement Programs (2004); Senate Committee on Finance and Planning (2005--); Advisory Council, Children, Youth and Family Consortium (2005-2014); Research Committee, Curriculum Committee, Advisory Committee, Center for Integrative Leadership (2007-- ) and Executive Board (2012-2016); Advisory Committee, Undergraduate Leadership Minor (2009--); University Space Utilization Committee (2012); Review Committee, McKnight Distinguished University Professors (2012 ); Provost's Grand Challenges in Research Committee (2015--); College Curriculum Committee (2015--); Hennepin-County/Minneapolis Public Schools/U of MN Research-Practice Partnership (2017-)

## PUBLICATIONS

### BOOKS/EDITED BOOKS/SPECIAL ISSUES:

1. Louis, K.S., & Sieber, S.D. (1979). *Bureaucracy and the dispersed organization: The educational extension agent experiment*. Norwood, NJ: Ablex Publishing Corporation.
2. Rosenblum, S., & Louis, K.S. (1981). *Stability and change: Innovation in an educational context*. New York: Plenum Press.
3. Louis, K.S., & Loucks-Horsley, S. (Eds.). (1990). *Supporting school improvement: A comparative perspective*. Leuven, Belgium: Acco.
4. Louis, K.S., & Miles, M.B. (1991). *Improving the urban high school: What works and why*. New York: Teachers College Press.
5. Murphy, J., & Louis, K.S. (Eds.). (1994). *Reshaping the principalship: Insights from transformational reform efforts*. Thousand Oaks, CA: Corwin.
6. Louis, K.S., Kruse, S., & Associates. (1995). *Professionalism and community: Perspectives on reforming urban schools*. Thousand Oaks, CA: Corwin.
7. Leithwood, K., & Louis, K.S. (Eds.). (1998). *Organizational learning in schools*. Lisse, NL: Swets and Zeitlinger.
8. Murphy, J., & Louis, K.S. (Eds.). (1999). *Handbook of Educational Administration*, 2<sup>nd</sup> edition (a publication of the American Educational Research Association). California: Jossey Bass.
9. Riley, K., & Louis, K.S. (Eds.). (2000). *Leadership for change and school improvement: International perspectives*. London: Falmer.

10. Louis, K. S. (2006). *Organizing for school change*. London and New York: Taylor and Francis.
11. Louis, K.S., & Gordon, M. (2006). *Aligning student support with achievement goals: The secondary principal's guide*. Thousand Oaks, CA: Corwin.
12. Stoll, L., & Louis, K.S. (Eds.). (2007). *Professional learning communities: Divergence, depth and dilemmas*. London/New York: Open University Press/McGraw Hill.
13. Kruse, S.D., & Louis, K.S. (2009). *Building strong school cultures: A guide to leading change*. Thousand Oaks, CA: Corwin. Translated into Chinese, 2013, Peking University Press.
14. Leithwood, K. & Louis, K.S. (2011) *Linking Leadership to Student Learning: Empirical Insights*. San Francisco: Jossey Bass.
15. Louis, K.S. and van Velzen, B. (Eds) (2012) *Educational Policy in an International Context: Political Culture and Its Effects*. New York: Palgrave/McMillan.
16. Lundquist, L., Sandfort, J., Lopez, C., Louis, K.S., Oder, M., Mein, J. & Lowe, M. (Eds) (2013) *Cultivating Change in the academy: Practicing the Art of Hosting conversations that matter within the University of Minnesota*. (An e-book <http://purl.umn.edu/155523>)
17. Louis, K.S., Hord, S., & Von Frank, V. (2016) *Reach the highest standard in professional learning: Leadership*. Thousand Oaks, CA: Corwin Press.
18. Louis, K.S. & Khalifa, M. (Eds) (2018) Special Issue: Understanding and improving urban secondary schools: New perspectives. *Journal of Educational Administration*, 56, 5.
19. Murphy, J.F. & Louis, K.S. (2018) *Positive school leadership: Building Capacity and Strengthening Relationships*. New York: Teachers College Press.
20. Smylie, M., Murphy, J.F. & Louis, K.S. (2019) *Caring school leadership*. Thousand Oaks, CA: Corwin Press.
21. Thessin, R & Louis, K.S. (Eds) (2019) Special Issue: The role of districts and other agencies in supporting school leaders' instructional leadership. *Journal of Educational Administration*, 57, 5.
22. Smylie, M., Murphy, J.F. & Louis, K.S. (2020) *Caring Leadership: A Book of Stories*. Thousand Oaks, CA: Corwin Press.

#### **MONOGRAPHS/RESEARCH REPORTS:**

1. Weiss, C.H., Louis, K.S., & Weiss, J. (1971). Abstracts of works on evaluation research. *Planning for creative change: The use of program evaluation*. Washington, DC: U.S. Government Printing Office.
2. Sieber, S.D., Louis, K.S., & Metzger, L. (1972). [\*The use of educational knowledge: Evaluation of the pilot state dissemination program\*](#). New York: Columbia University.
3. Kitzis, E., & Louis, K.S. (1976). *Organizational and professional change: A study of an experiment in medical education*. Medford, MA: Tufts University.
4. Louis, K.S., Kell, D., & Chabotar, K.J. (1981). [\*Perspectives on school improvement: A casebook for administrators\*](#). Washington, DC: National Institute of Education.
5. Louis, K.S., & Rosenblum, S. (1981). [\*Designing and managing interorganizational networks\*](#). Washington, DC: National Institute of Education.
6. Louis, K.S., Rosenblum, S., & Molitor, J. (1981). [\*Strategies for knowledge use and school improvement\*](#). Washington, DC: National Institute of Education.
7. Louis, K.S., Dentler, R.G., Kell, D.G., Corwin, R.G., & Herriott, R.H. (1985). *Exchanging ideas: A study of knowledge use in educational settings*. Cambridge, MA: Abt Associates.
8. Louis, K.S., & Potter, D.A. (1986). *Student experience at UMASS/Boston: A four-year perspective*. Boston, MA: Center for Survey Research.
9. Louis, K.S., Swazey, J.P., & Anderson, M.S. (1988). *University policies and ethical issues in graduate research and education*. Bar Harbor, ME: The Acadia Institute.
10. Louis, K.S., Bodstrom, L., & Teichler, U. (1991). *Review of the educational system: The Netherlands*. Paris: Organization for Economic Cooperation and Development (also available in French and Dutch).
11. Louis, K.S., Ekholm, M., Vos, G., Wubbels, T., & DeCaluwe, L. (1994). Report of the External Review Committee for the Algemeen Pedagogisch Studiecentrum. Utrecht, The Netherlands: APS.
12. Jenkins, J., Louis, K.S., & Walhberg, H. (Eds.). (1994). *World class schools*. Alexandria, VA: National Association of Secondary School Principals.
13. Louis, K.S., Ingram, D., & Werner, L. (1999) [\*Arts for Academic Achievement: Year 1 survey report\*](#).
14. Louis, K.S., Barajas, H & Jones, H. (2001) [\*Districts as a context for transformed counseling roles\*](#).
15. Louis, K.S., Jones, L, & Seppanen, P. (2001). *Transforming school counseling - A report on first year experiences*. <http://www.education.umn.edu/CAREI/Programs/DeWitt/reports.htm>

16. Louis, K.S. (2001). [Teachers' Professional Development For Vital Middle Schools: What Do We Know And Where Should We Go?](#). University of Minnesota, Center for Applied Research and Educational Improvement.
17. Seashore, Karen; Jones, Lisa M. (2001). [Dissemination With Impact: What Research Suggests for Practice in Career and Technical Education.](#)
18. Riley, K., & Louis, K.S. (2002). *Azerbaijan Ministry of Education World Bank Educational Reform Project*. Washington, DC: American Council for English Language Studies (ACELS), Dec.
19. Louis, K.S., Anderson, A., & Reidel, E. (2003) [Implementing Arts for Academic Achievement: The Impact of Mental Models, Professional Community and Interdisciplinary Teaming.](#)
20. Riley, K., & Louis, K.S. (2004). *Exploring new forms of community leadership: Linking schools & communities to improve educational opportunities for young people*. Nottingham, England: National College for School Leadership.
21. Ingram, D. & Louis, K.S. (2003). [Arts for Academic Achievement: Summative Evaluation Report.](#) Center for Applied Research and Educational Improvement.
22. Leithwood, K., Louis, K.S., Anderson, S., & Wahlstrom, K. (2004). [Review of research: How leadership influences student learning.](#) Report from the Learning for Leadership Project. New York: Wallace Foundation.
23. Louis, K.S., Febey, K., Gordon, M., Meath, J., & Thomas E. (2006). *Educational leadership in the states: A policy analysis*. Report from the Learning for Leadership Project. <http://education.umn.edu/CAREI/Leadership/Reports.html>
24. Louis, K.S., Leithwood, K., Wahlstrom, K., Anderson, S., Mascall, B., Michlin, M., Gordon, M., & Thomas, E. (2010). [Investigating the links to improved student learning: Final report of research findings.](#)
25. Wahlstrom, K. Louis, K.S., Leithwood, K. & Anderson, S. (2010) [Investigating the Links to Improved Student Learning: Executive Summary of Research Findings](#)
26. Demerath, P., Felber-Smith, A., Louis, K.S. (2011) Assessment and feedback report: Turnaround Saint Paul project Year 1. Minneapolis, MN: University of Minnesota.
27. Demerath, P., Ingram, D., Johnson, J., Louis, K.S., & Madrid, R (2015) Turnaround St. Paul: Final Report. Minneapolis, MN: University of Minnesota.

**ARTICLES:** (peer reviewed journals)

1. Louis, K.S. (1977). Dissemination of information from bureaucracies to local schools: The role of the linking agent. *Human Relations*, 30, 25-42.



2. Louis, K.S. (1982). Sociologist as sleuth. *American Behavioral Scientist*, 26, 161-120.
3. Louis, K.S. (1982). Multi site/multi method studies: An overview. *American Behavioral Scientist*, 26, 6-22. (Reprinted in *Evaluation Studies: Review Annual*. Beverly Hills, CA: Sage, 1984.)
4. Corwin, R.G., & Louis, K.S. (1982). Organizational barriers to knowledge use. *Administrative Science Quarterly*, 27, 623-640.
5. Louis, K.S., & Corwin, R.G. (1984). Organizational decline: How state agencies adapt. *Education and Urban Affairs*, 16, Feb, 165-188.
6. Louis, K.S., & Pearlman, R.J. (1985). Commissions and the use of social science research: The case of safe schools. *Knowledge: Creation, Diffusion, Utilization*, 7(1), 33-62.
7. Blumenthal, D., Gluck, M., Louis, K., & Wise, D. (1986). Industrial support of university research in biotechnology. *Science*, Jan, 242-246.
8. Blumenthal, D., Gluck, M., Louis, K., Stoto, M., & Wise, D. (1986). University-Industry research relationships in biotechnology: Implications for the university. *Science*, Jun, 1361-1366.
9. Crandall, D.C., Eisemann, J., & Louis, K.S. (1986). Strategic planning decisions that affect the success of school improvement effort. *Educational Administration Quarterly*, Summer, 21-53. (William J. Davis Award)
10. Louis, K.S., & Dentler, R.A. (1988). Knowledge use and school improvement. *Curriculum Inquiry*, 18, 32-62.
11. Louis, K.S., Stoto, M., Blumenthal, D., & Gluck, M. (1989). Entrepreneurs in academe: An exploration of behaviors among life scientists. *Administrative Science Quarterly*, 34, 110-131.
12. Louis, K.S., & Smith, B. (1991). Restructuring, teacher engagement and school culture: Perspectives on school reform and the improvement of teachers' work. *School Effectiveness and School Improvement*, 2, (1) 34-52.
13. Louis, K.S., & Miles, M.B. (1991). Managing reform: Lessons from a survey of an urban high schools. *School Effectiveness and School Improvement*, 2, 75-96.
14. Eastwood, K., & Louis, K.S. (1992). Restructuring that lasts: Managing the performance dip. *School Leadership*, 2, 212-225.
15. Louis, K.S. (1992). Comparative perspectives on dissemination and knowledge use policies: Supporting school improvement. *Knowledge: Creation, Diffusion, Utilization*, 13(3), 287-304.
16. Swazey, J., Anderson, M., & Louis, K.S. (1993). Some ethical problems in academic research. *American Scientist*, Nov-Dec, 542-553.

17. Louis, K.S. (1994). Beyond "managed change": Rethinking how schools improve. *School Effectiveness and School Improvement*, 5, 1-22.
18. Anderson, M.S., Louis, K.S., & Earle, J. (1994). Disciplinary and departmental effects on faculty and student misconduct. *Journal of Higher Education*, 65, 332-350. (Reprinted in J. Braxton (Ed.) (1999) Perspectives on scholarly misconduct in the sciences. Columbus: Ohio State University Press.)
19. Anderson, M.S., & Louis, K.S. (1994). The graduate student experience and subscription to the norms of science. *Research in Higher Education*, 7(4), 33-52.
20. Simsek, H., & Louis, K.S. (1994). Organizational change as paradigm shift. *Journal of Higher Education*, 65, 670-695.
21. Louis, K.S., Anderson, M.S., & Rosenberg, L. (1995). Academic misconduct and values: The department's influence. *The Review of Higher Education*, 18(4), 393-422.
22. Louis, K.S. (1994). Improving urban and disadvantaged schools: Dissemination and utilization perspectives. *Knowledge and Policy*, 13, 287-304.
23. Blumenthal, D., Causino, N., Campbell, E., & Louis, K.S. (1996). Relationships between academic institutions and industry in the life sciences: An industry survey. *New England Journal of Medicine*, Feb 8, 334(6), 368-373.
24. Louis, K.S., & Versloot, B. (1996). High standards and cultural diversity: Cautionary tales of comparative research. *Educational Evaluation and Policy Analysis*, 18(3), 253-261.
25. Turner, C.S.V., & Louis, K.S. (1996). Society's response to differences: A sociological perspective. *Remedial and Special Education*, 17(3), 134-41.
26. Blumenthal, D., Campbell, E., Causino, N., & Louis, K.S. (1996). Participation of life-science faculty in research relationships with industry. *New England Journal of Medicine*, Dec 5, 335(23), 1734-1739.
27. Louis, K.S., Marks, H., & Kruse, S. (1996). Teachers' professional community in restructuring schools. *American Educational Research Journal*, 33(4), 757-798.
28. Blumenthal, D., Campbell, E., Anderson, M., & Louis, K.S. (1997). Withholding of research results in academic science: Evidence from a national survey of faculty. *Journal of the American Medical Association*, Apr 16, 277 (15), 1224-1228.
29. Kruse, S.D., & Louis, K.S. (1997). Teacher teaming in middle schools: Dilemmas for a school wide community. *Educational Administration Quarterly*, 33(3), 261-289.
30. Marks, H., & Louis, K.S. (1997). Does teacher empowerment affect the classroom? The implications of teacher empowerment for instructional practice and student academic performance. *Educational Evaluation and Policy Analysis*, 19(3), 245-275.

31. Louis, K.S. (1998). Effects of teacher quality of work life in secondary schools on commitment and sense of efficacy. *School Effectiveness and School Improvement*, 9(1), 1-27.
32. Campbell, E.G., Louis, K.S., & Blumenthal, D. (1998). Looking a gift horse in the mouth: Corporate gifts supporting life sciences research. *Journal of the American Medical Association*, 279(13), 995-999.
33. Campbell, E.G., Blumenthal, D., Louis, K.S. (1998). Corporate gifts to academic researchers - Reply. *Journal of the American Medical Association*, 280(10), 884-884.
34. Louis, K.S. (1998). A light feeling of chaos: Educational reform and policy in the United States. *Daedalus*, 127(4), 13-40.
35. Louis, K.S., & Marks, H.M. (1998). Does professional community affect the classroom? Teachers' work and student work in restructuring schools. *American Journal of Education*, 106(4), 532-575.
36. Leithwood, K. & Louis, K.S. (1998) Organizational learning in schools Canadian Journal of Education / Revue canadienne de l'education, DOI:10.2307/1585900
37. Louis, K.S. (1999). Making meaning of the relationship between research and policy: An epilogue. *Educational Policy*, 13(1), 199-212.
38. Smith, B., & Louis, K.S. (1999). Changes at Big Mountain High School. *The Journal of Cases in Educational Leadership*. On-line journal: <http://www.ucea.org/cases/>. (Paula Silver Award)
39. Murphy, J. & Seashore Louis, K. (1999). Handbook editors' introduction: Notes from the Handbook. *Educational Administration Quarterly*, 35(4), 472-476.
40. Bryk, A., Camburn, E., & Louis, K.S. (1999). Promoting school improvement through professional communities: An analysis of Chicago elementary schools. *Educational Administration Quarterly*, (35), 707-750. (William J. Davis Award)
41. Marks, H., & Louis, K.S. (1999). Teacher empowerment and the capacity for organizational learning. *Educational Administration Quarterly*, 35, 751-781.
42. Detert, J., Louis, K.S., & Schroeder, R. (2001). A culture framework for education: Defining quality values for U.S. high schools. *Journal of School Effectiveness and School Improvement*, 12(2), 183-212.
43. Louis, K.S., Jones, L.M., & Campbell, E.G. (2002). Sharing in science. *American Scientist*, 90(4), 304-307. (Reprinted in *Powerweb: Statistics and Conceptual Physics*, Fall, 2003.)
44. Louis, K.S., Jones, L.M., Anderson, M.A., Blumenthal, D., & Campbell, E. (2001). Entrepreneurship, secrecy, and productivity: A comparison of clinical and non-clinical life sciences faculty. *Journal of Technology Transfer*, 26(3), 233-245.

45. Dexter, S., Louis, K.S., & Anderson, R. (2002). Contributions of professional community to exemplary use of technology. *Journal of Computing and Learning*, 18(4), 489-497.
46. Schnell, C., Louis, K.S., & Doetkott, C. (2003). The first-year seminar as a means of improving college graduation rates. *Journal of the First Year Experience and Students in Transition*, 15(1), 53-76.
47. Detert, J., & Louis, K.S. (2002). The challenge at Needeep High. *The Journal of Cases in Educational Leadership*. On-line journal: <http://www.ucea.org/cases/>
48. Louis, K.S. (2003) School leaders facing real change: Shifting geography, uncertain paths. *Cambridge Journal of Education*, 33( 3), 371-382.
49. Louis, K.S. (2003) Democratic schools in democratic communities: Reflections in an international context. *Leadership and Policy in Schools* 2 (2), 93-107.
50. Ingram, D., Louis, K.S., & Schroeder, R. (2004) Different ways of knowing: Accountability policies and teacher decision-making. *Teachers College Record*, 106 (6), 1253-1282.
51. Louis, K.S., Schroeder, R., & Febey, K. (2005) State mandated accountability in high schools: Teachers' interpretations of a new era. *Educational Evaluation and Policy Analysis*, 27, 2, 177-204.
52. Louis, K.S. (2006). Change over time? An introduction? A reflection? *Education Administration Quarterly*, 42(1), 165-173.
53. Vogeli, C., Yucel, R., Bendavid, A., Jones, L., Anderson, M., Louis, K.S., & Campbell, E. (2006). Data withholding and the next generation of scientists: Results of a national survey. *Academic Medicine*, 81, 128-136.
54. Louis, K.S. (2007). Changing the culture of schools: Professional community, organizational learning and trust. *Journal of School Leadership*, 16(5), 477-489.
55. Louis, K.S. (2007). Trust and improvement in schools. *Journal of Educational Change*, 6(1), 1-24.
56. Mayrowetz, D., Murphy, J., Louis, K.S., & Smylie, M. (2007). Distributed leadership as work redesign: Retrofitting the job characteristics model. *Educational Policy and Leadership*, 6(1), 69-103.
57. Louis, K.S., Anderson, M., & Campbell, E. (2007). Becoming a scientist: The effects of workgroup size and climate. *Journal of Higher Education*, 78(3), 311-330.
58. Louis, K.S., Holdsworth, J., Anderson, M., & Campbell, E. (2008). Everyday ethics in research: Translating authorship guidelines into practice in the bench sciences. *Journal of Higher Education*, 79(1), 88-112.
59. Smylie, M., Mayrowetz, D., Murphy, J., & Louis, K.S. (2008). Trust and the development of distributed leadership. *Journal of School Leadership*, 17(4), 469-503.
60. Louis, K.S. (2008). Learning to support school improvement: Next steps for research on district

- practice. *American Journal of Education*, 114 (4), 681-690.
61. Simsek, H., & Louis, K.S. (2008). Teacher unions, new unionism, and shifting cultural metaphors. *Eurasian Journal of Educational Research*, 31, 93-114.
  62. Louis, K.S., Thomas, E., Gordon, M., & Febey, K. (2008). Does state leadership matter? An analysis of three states. *Educational Administration Quarterly*, 44(4), 562-592.
  63. Wahlstrom, K., & Louis, K.S. (2008). How teachers perceive principal leadership. *Educational Administration Quarterly*, 44(4), 498-445.
  64. Murphy, J., Mayrowetz, D., Smylie, M., & Louis, K.S (2009). The role of the principal in fostering the development of distributed leadership. *School Leadership and Management*. 29 (2), 181-214.
  65. Louis, K.S. (2009). Leadership and change in schools: Personal reflections over the last 30 years. *Journal of Educational Change* (10<sup>th</sup> anniversary special edition) 10 (2), 129-140.
  66. Gordon, M., & Louis, K.S. (2009). Linking parent and community involvement with student achievement: Comparing principal and teacher perceptions of stakeholder influence. *American Journal of Education*. 116 (1), p1-31.
  67. Dexter, S., Louis, K.S., & Anderson, R. (2010). The role of expertise in teamed instructional leadership. *Journal of School Leadership*. 19(4) 445-464.
  68. Louis, K.S., Thomas, E., & Anderson, S. (2010). How do states influence leadership in small districts? *Educational Policy and Leadership*. 9(3) 328-366.
  69. Louis, K.S., Dretzke, B. & Wahlstrom, K. (2010) How does leadership affect student achievement? Results from a national U.S. Survey. *School Effectiveness and School Improvement*. 21 (3) 315-336.
  70. Lee, M., Louis, K.S. & Anderson, S. (2012) Local Education Authorities and Student Learning: The Effects of Policies and Practices. *School Effectiveness and School Improvement*, 23(2), 133-158.
  71. Louis, K.S. & Robinson, V. (2012) External Mandates and Instructional Leadership: Principals as Mediating Agents. *Journal of Educational Administration*. 50 (5), 629 - 665.
  72. Louis, K.S. (2013) Districts, Local Education Authorities, and the Context of Policy Analysis. *Journal of Educational Administration*, 51(4), 550 - 555.
  73. Louis, K.S., Mayrowetz, D., Smylie, M., & Murphy, J. (2013). Making sense of distributed leadership: How secondary school educators look at job redesign. *International Journal of Educational Administration*, 1(1),33-68.  
<http://www.hipatiapress.info/hpjournals/index.php/ijelm/article/view/627>
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41. Louis, K.S. (2016) Research use? Knowledge use? Personal reflections on the last 40 years. Center for Research Use in Education. <http://www.research4schools.org/research-use-knowledge-use-school-improvement-personal-reflections-last-40-years-dr-karen-seashore-louis/>
42. Louis, K.S. (2017) Place, belonging and agency: Meta-themes for School Improvement and Social Justice. In K. Riley, *Place, belonging and school leadership*, pp . London: Bloomsbury.
43. Murphy, J., Louis, K.S. & Smylie, M. (2017) [Positive school leadership: How the professional standards for educational leaders can be brought to life](#). *Phi Delta Kappan*. 99(1), 21-24. (access for members)
38. Muphy, J. & Louis, K.S. (2018) Nine Principles of Positive School Leaders. <https://www.tcpress.com/blog/principles-positive-school-leadership/>
39. Thessin, R & Louis, K.S. (2019) [Preparing effective principal supervisors – key recommendations for district leaders](#). *Phi Delta Kappan*, 101(1), 48-48.
40. Louis, K.S. (2019) Forward. In Ainscow, M., Chapman, C., & Hadfield, M. (2019). *Changing education systems: A research-based approach*, pp. vii-xiii. London: Taylor & Francis.
41. Louis, K.S. (2022) Forward. In Riley, K., *Compassionate leadership for school belonging*, pp. xii-xvi. London, UCL Press. Available for download: <https://www.uclpress.co.uk/products/171324>.
42. Louis, K.S. and Storm, K.M. (blog) Karens' Descant. <https://karensdescant.com>
43. Louis, K.S. (blog) Policy is for Anti-heroes. <https://ablogforaspiringpolicyanalysts.home.blog/>

**SELECTED PRESENTATIONS 2011-2020:** (excludes papers that have since been published (list of previous presentations available)

Louis, K.S., Thomas, E. & Anderson, S. (2011) The Impact of External Mandates on Instructional Leadership: Principals as Mediating Agents. Presentation at the International Congress for School Effectiveness and School Improvement. January 6, Cyprus.

Louis, K.S. (2011) Policy Leadership in Education: Applying a Cultural Lens to Legislative and Parliamentary Systems. Invited presentation to the Distinguished Faculty, University of Minnesota, January 28.

Louis, K.S.(2011) Integrative leadership in education: Lessons from the Learning from Leadership study. Invited presentation to the education faculty at the University of Auckland, February 16.



Louis, K.S. (2011) Policy Leadership in Education: Applying a Cultural Lens to Legislative and Parliamentary Systems. Invited presentation to the Faculty of Social Sciences, University of Auckland, February 28.

Louis, K.S., Lee, M., & Anderson, S. (2011) Do district data use policies have an impact on schools? Presentation at the annual meeting of the American Educational Research Association, New Orleans, April 9.

Louis, K.S. & Robinson, V. (2011) Principals and Accountability Policy: Mediating Roles. Presentation at the annual meeting of the American Educational Research Association, New Orleans, April 10.

Louis, K.S. (2011) Cultures and Improvement: Sharing What We Know from the US and NL. Invited presentation to the staff of the Algemeen Pedagogisch Studiecentrum, Utrecht, NL. June 17.

Louis, K.S. (2011) Learning from Leadership: Research Findings with Implications For School Boards and Districts. Webinar presentation for the National Association of State Boards of Education, June 28.

Louis, K.S. (2011) Thinking about districts in ways that might make a difference. Invited presentation to the AERA conference on District Roles in Accountability. Rochester, NY, November 2.

Louis, K.S. & Lee, M.S. (2011) Fostering Organizational Learning: The Need to Focus on School Culture and Context That Matter. Presentation at the University Council for Educational Administration, November 14.

Louis, K.S. (2011) What do districts have to do with it? (With apologies to Tina) Invited pre-session presentation at the University Council for Educational Administration, November 13.

Louis, K.S. (2012) Educational policy leadership in the U.S. and Europe: How do political systems create innovation and reform? Presentation at the International Congress for School Effectiveness and School Improvement, Malmo, Sweden, January.

Louis, K.S. & Felber-Smith, A. (2012) Communities and schools: What is the problem? ? Presentation at the International Congress for School Effectiveness and School Improvement, Malmo, Sweden, January.

Louis, K.S. (2012) UCEA/Wallace Foundation Webinar, "How Districts Support Effective Leadership Practice", Feb 7. <http://ucea.org/home/2012/2/7/view-the-latest-webinar-how-school-districts-support-effecti.html>

Louis, K.S. (2012) Global governance and the international research agenda: A perspective from the "soft" science of education. Presentation at the Addressing Global Challenges Through International Research conference, University of Minnesota, Feb 17

Louis, K.S. & Lee, M.S. (2012) Defining and measuring a strong school culture linked to student learning. Presentation at the annual meeting of the American Educational Research Association, Vancouver, BC, April.

Louis, K.S. & Felber-Smith, A. (2012) Leadership and teachers professional culture. Presentation at the University Council for Educational Administration, Denver, CO, November.

Louis, K.S. & Demerath, P.W. (2012) Turnaround St. Paul: Perspectives from the Feedback and Assessment Team. Presentation to the Evaluation Roundtable, St. Paul Public Schools, September.

Felber-Smith, A, Madrid, R. & Louis, K.S. (2013) Teachers and community: A case study from the U.S. International Congress for School Effectiveness and School Community, Santiago, Chile, January 3-6.

Louis, K.S. (2013) Creating strong improvement cultures: What works. Presentation at the Catholic University of Valparaiso, January 9. (invited)

Louis, K.S. & Gordon, M. (2013) Enhancing counselor influence: Planning for change. Presentation to the Minneapolis Public Schools Counselors, February 10. (invited)

Louis, K.S. & Wahlstrom, K. (2013) Closing the achievement gap: Making a difference through leadership. Presentation to the CEHD Policy Breakfast, April 24. (invited)

Louis, K.S. (2013) Supporting school improvement: Reflections on APS at home and abroad. Presentation to the Algemeen Pedagogisch Studiecentrum, Utrecht, NL, March 24 (invited)

Felber-Smith, A., Madrid, R., & Louis, K.S. School-Community-Family Relationships: Deepening the Conversation through the Lens of Integrative Leadership. Presentation to the Center for Integrative Leadership Research Series, University of Minnesota, April 8.

Louis, K.S. (2013) Telling our stories. Presentation to the Legends Women's Leadership Conference, Sugar Lake, MN, July 12. (invited four hour workshop)

Louis, K.S. (2013) The principal as a cultural leader. Presentation to Austrian principal educators, Innsbruck, November 3

Louis, K.S. (2013) What is a strong culture for student learning? Presentation to the Austrian Educational Research Association, Innsbruck, October 29.

Palmer, E. L. & Louis, K.S. (2013) Talking about race: Overcoming fear in the process of change. Presentation at the University Council for Educational Administration, Indianapolis, November.

Jarva, C. & Louis, K.S. (2013) Teaching and learning vs. doing school. Presentation at the University Council for Educational Administration, Indianapolis, November.

Tkachenko, O. & Louis, K.S. (2013) Reshaping the faculty: A Case Study of the Emergence and Development of "Permanent-Contingent" Roles. Presentation at the Association for the Study of Higher Education, November.

Louis, K.S. (2014) Redefining the role of schools and school: Public values perspectives. Keynote address: International Congress for School Effectiveness and School Improvement. Yogyakarta, Indonesia.

Louis, K.S. & Lee, M. (2014) Organizational learning: Context and cultures that matter. Paper presented at the International Congress for School Effectiveness and School Improvement. Yogyakarta, Indonesia.

Louis, K.S., Ingram, D., Madrid, R. (2014) Getting to data-driven instructional talk: The role of the principal. Paper presented at the International Congress for School Effectiveness and School Improvement. Yogyakarta, Indonesia.

Tkachenko, O. & Louis, K.S. (2014) Activity theory in complex organizations. Paper presented at the European Group for Organizational Studies. Rotterdam, NL. July, 2015

Louis, K.S. (2015) "No silos for teachers: The role of professional community" Presented in an innovative session (didactic) at the University Council for Educational Administration, Washington, D.C., November.

Louis, K.S., Murphy, J., & Smylie, M (2014) Caring principals: An exploratory analysis. Paper presented at the University Council for Educational Administration, Washington, D.C., November

Louis, K.S. (2014) Linking leadership to learning: State, district, and local effects. Invited keynote: Nordic Educational Research Conference, Uppsala, SE, November.

Louis, K.S. & Lee, M. (2015) District governance contexts, school culture and teachers' capacity for organizational learning. Paper presented at the International Congress for School Effectiveness and School Improvement, Cincinnati, OH.

Revsbeck, D., Demerath, P., and Louis, K.S. (2015) From "turnaround" to organizational becoming. Paper presented at the International Congress for School Effectiveness and School Improvement, Cincinnati, OH.

Smylie, M., Murphy, J., & Louis, K.S. (2015) A grounded model of caring school leadership. Paper presented at the annual conference of the American Educational Research Association, Chicago, IL.

Louis, K.S. (2015) What principals do to foster better instruction - with implications for districts. Presentation at the annual conference of the American Educational Research Association, Chicago, IL.

Louis, K.S. (2015) Political culture, curriculum, structure and equity: Questions, no answers. Presentation at the German-American Workshop, annual conference of the American Educational Research Association, Chicago, IL.

Louis, K.S. (2015) School leaders as cultural leaders. Presentation to the Minnesota Association of School Administrators and Minnesota Association of Directors of Special Education.

Tchachenko, O. & Louis, K.S. (2015) How do cross-disciplinary research groups emerge and function in the context of a public research university? Presentation at the annual conference of the European Group for Organizational Studies, Athens, Greece.

Louis, K.S. (2015) Learning from leadership. Workshop for school administrators, St. Louis University, St. Louis, MO.

Louis, K.S. (2015) Leadership for equity: Caring for all our children. Invited keynote speech, School Leadership Seminar, Zug, Switzerland.

Louis, K.S. (2015) The messy middle. Symposium presentation on middle-level governance. School Leadership Seminar, Zug, Switzerland.

Wahlstrom, K. & Louis, K.S. (2015) Principals as transcultural leaders: making authentic connections that enhance teaching and learning. Presentation at the annual meeting of the University Council for Educational Administration. San Diego, CA.

Florek, A., Louis, K.S. & van Velzen, B (2016) Leadership for changing times: models for public sector practice. Symposium presented at the International Congress for School Effectiveness and School Improvement, Glasgow, Scotland

Louis, K.S., Murphy, J., & Smylie, M. (2016) Trust/respect, caring and organizational learning in schools: The principal's role . Paper presented at the International Congress for School Effectiveness and School Improvement, Glasgow, Scotland.

Tkarchenko, O. & Louis, K.S. (2016) An investigation of the science teams development through the lens of cultural-historical activity theory. Paper presented at the European Group for Organizational Studies, Naples, IT.

Zenk, L., & Louis, K.S. (2016) Mission as metaphor: Reconceptualizing how leaders use institutional mission. Paper presented at the American Educational Research Association, Washington, D.C.

Louis, K.S. (2016) The role of school leadership for equity and caring cultures. Workshop presented at the German-American Seminar, American Educational Research Association, Washington, D.C.

Louis, K.S. (2016) Leadership for social equity and justice in a volatile world (invited seminar), Institute for Education, University College, London.

- Prest, G. & Louis, K.S. (2016) National perspective of educational leadership and professional standards for educational leaders. Presentation to the Board of School Administrators, Minnesota Department of Education.
- Louis, K.S. (2016) Thinking about complex contexts in ways that might make a difference. Paper presented at the annual meeting of the University Council for Educational Administration.
- Louis, K.S. (2017) Collaborative partnerships for school improvement: Framing the narrative. Keynote address, International Congress for School Effectiveness and School Improvement, Ottawa, CA: January 6.
- Florek, A., Louis, K.S., Sandy, H. & van Velzen, B. (2017) Redefining “middle tier” governance to improve educational outcomes. Symposium at the International Congress for School Effectiveness and School Improvement, Ottawa, CA: January 7.
- Louis, K.S. (2017) Leadership speaker, Girls in Action. Anwatin Middle School, Minneapolis. January, 25.
- Louis, K.S. (2017) Collaborative partnerships for school improvement. Invited talk, Joetsu University, February 19.
- Louis, K.S. (2017) Public values and education: Redefining the role of schools and schooling. Invited lecture, Tohoko University, Japan. February 22.
- Louis, K.S. (2017) Collaborative partnerships for school improvement. Invited public lecture, University of Canberra, Australia. March 14.
- Louis, K.S. (2017) Creating caring schools: Preliminary findings and perspectives. Seminar, University of Canberra, Australia. March 17.
- Louis, K.S. (2017) Caring school leadership: Theory, measurement and outcomes. CRAG talk, University of Minnesota, April 6.
- Louis, K.S. (2017) Positive Leadership and Its Potential for School Improvement: A Cross-Disciplinary Synthesis. Invited Keynote Address, Nordic Conference on School Leadership. Oslo, October 18.
- Louis, K.S. (2017) Whose schools? Framing the narrative around the district role. Presentation to school in Norway. Oslo, October 17.
- Louis, K.S. (2017) Linking leadership to learning: Research, policy and practice. Kristensund, Norway, October 19
- Louis, K.S. (2017) Positive leadership and school development: An intensive workshop. Hamar, Norway, October 20.

Louis, K.S., Kalifha, M., & Ryu, J. (2017) Improving secondary schools: New perspectives. Paper presented at the annual meeting of the University Council for Educational Administration. Denver, November.

Lee, M. & Louis, K.S. (2017) Group dominance, faultlines, conflict and professional community. Paper presented at the annual meeting of the University Council for Educational Administration. Denver, November.

Louis, K.S., Ryu, J. & Walls, J. (2018) Leadership and Well-Being: Perspectives from Positive Organizational Research in the United States. Paper presented at the annual meeting of the American Educational Research Association. New York City, April

Lee, M. & Louis, K.S. (2018) Linking a Strong School Culture to Sustainable School Improvement. Paper presented at the annual meeting of the American Educational Research Association. New York City, April

Louis, K.S. & Murphy, J. F. (2018) Positive Leadership and Organizational Impacts: A Cross-Disciplinary Synthesis. Paper presented at the annual meeting of the American Educational Research Association. New York City, April

Louis, K.S. (2018) Leadership for Equity and Student Success: A Relational Perspective. Invited speech, Cal Poly Pomona State University, June 30.

Louis, K.S. (2018) Positive School Leadership: A Social Development Perspective. Invited talk, Texas A&M University, November 1.

Ryu, J., Louis, K.S. & Walls, J. (2018) Caring Leaders and Caring Teachers: The stories of two school leaders", UCEA, Houston.

Louis, K.S. (2018) Leadership Perspectives From Positive Organizational Research in the U.S. European Conference on Educational Research (ECER, Bolzano, Italy. (September)

Louis, K.S. (2018) Leadership, Caring and Well-Being: Foundations for School Success", Summer Session, University of Ludwigsburg, Germany, Germany. (July).

Louis, K.S. and Gibbons, K. (2018) Creating Strong Professional Learning Communities", CAREI Assembly, Center for Applied Research and Educational Improvement, Minneapolis. (March 201).

Louis, K.S. (2019) Positive School Leadership. International Congress of School Effectiveness and Improvement, Stavanger, Norway, January.

Louis, K. S. (2019) Redefining the role of schools and schooling: Public values in education and challenges in the U.S. International Congress of School Effectiveness and Improvement, Stavanger, Norway, January

Louis, K.S. (2019) Strings Theory and Knots: A Personal Journal Through OT. Invited

presentation to the Organizational Theory Special Interest Group, American Educational Research Association, Toronto, CA, April

Louis, K.S. (2019) Positive School Leadership: Implications for School Effectiveness and Improvement. Invited address at the Leadership Forum, Universidad Diego Portales (Santiago) and Universidad Catholica de Valparaiso (Valparaiso), Chile, August.

Louis, K.S. (2019) Positive School Leadership: Implications for Effectiveness and Inclusion. Invited presentation: fall conference of the Minnesota Administrators of Special Education, Minnesota.

Louis, K.S. & Murphy, J. (2019) Positive School Leadership and Authentic Inclusion. Paper presented at the University Council for Educational Administration, New Orleans, November.

Smylie, M., Murphy, J., & Louis, K.S. (2019) The Principal's Role in Promoting Caring for Students. Paper presented at the University Council for Educational Administration, New Orleans, November.

Louis, K.S. (2020) Positive Leadership and School Improvement Invited Master Class, International Congress for School Effectiveness and School Improvement, Marrakech, Morocco, January 8.

Louis, K.S. (2020) Foundations of Leadership for Learning: A Sociological Perspective. Paper presented at the International Congress for School Effectiveness and School Improvement, Marrakech, Morocco, January 10.

Firestone, W. A., Louis, K. S., Perry, J. A., Leland, A. & McKeon, R. (2020, Apr 17 - 21) *Teaching Evidence Use to Educational Leaders: The Ed.D.'s Contribution* [Paper Session]. AERA Annual Meeting San Francisco, CA <http://tinyurl.com/rcl43mt> (Conference Canceled)

Louis, K.S., Mitra, D., Tschannen-Moran, M. (2020) *Coaching to Enhance Leadership Preparation*. Ignite session at the Annual Conference of the University Council for Educational Administration, Nov 18 (on line)

Firestone, W., Louis, K.S., Perry, J.A. & Leland, A. (2020) *How the Education Doctorate Teaches Leaders to Use Research Evidence*. Asynchronous presentation at the Annual Conference of the University Council for Educational Administration. November.

Louis, K.S. (2020) What We Know & What We Need To Know About Educational Leadership Today. Invited seminar at the Institute of Education/University College London. November 23.

## GRANTS AND CONTRACTS:

I was continuously funded through external grants and contracts since 1070:

1970-1972: Co-Project Director, contract from the U.S. Office of Education to study a demonstration program in dissemination of educational materials and information.

1973-1976: Director of Evaluation, research on the Tufts University School of Medicine's Area Health Education Centers Project, funded by the Bureau of Health Manpower.

1976: Co-Director of Evaluation, research on continuing education program for physicians in community hospitals, funded by the National Library of Medicine.

1976: Senior Analyst, on a study funded by the Texas Hospital Association to assess the effects of their activities on innovation rates in community hospitals. Designed survey instrumentation.

1975-1976: Senior Analyst/Consultant, to Abt Associates, in their study of the National Area Health Education Centers Program, funded by the Human Resources Administration, Bureau of Health Manpower. Developed analysis plan for quantitative data. Wrote chapter of the final report.

1976-1979: Director of Analysis, for the Organizational Change Study of the Rural Experimental School Program, funded by the National Institute of Education. Developed analysis plan for quantitative and survey data and co-authored the final report.

1976-1977: Co-Project Director, Evaluation of the Research and Training Centers Program for The Rehabilitation Services Administration.

1977-1981: Principal Investigator, Study of the Research and Development Utilization Program, funded by the National Institute of Education. Responsible for coordinating all aspects of a multi-million dollar research project.

1981-1984: Principal Investigator, Study of General Purpose Dissemination Strategies at Regional and State Levels, funded by the National Institute of Education.

1983: Principal Investigator, Study of Boston Teachers' Attitudes on Safety in the Schools, funded by the Safe Schools Commission.

1983-1984: Principal Investigator, Study of class of 1987 at the University of Massachusetts at Boston. An institutionally funded longitudinal telephone survey of 400 students to determine some of the causes of student commitment to the University.

1983-1985: Survey Director, Study of University-Industry Relations, funded by the Department of Health and Human Services under subcontract with Harvard University.

1985-1987: Principal Investigator, "Improving the Urban High School." Various foundations and Regional Educational Laboratories.

1987-1990: Principal Investigator, "School Structure and the Quality of Teacher Work Life." Case studies of eight high schools, with the Center for Effective Secondary Schools, University of Wisconsin.



1990-1992: Co-Principal Investigator, "Professional Values and Ethical Issues in the Graduate Training of Scientists and Engineers," National Science Foundation.

1990-1995: Principal Investigator, Teachers' Professional Life Research Division, Center on Organization and Restructuring of Schools, funded by the Office of Educational Research and Improvement, U.S. Department of Education, subcontract with the prime grantee, the University of Wisconsin.

1992-1994: Principal Investigator, "Ethical Aspects of Academic-Industry Relations." National Science Foundation.

1992-1995: Co-Principal Investigator, "Academic-Industry Relations." National Institutes of Health, subcontract to the Massachusetts General Hospital.

1995-1996: Co-Principal Investigator, National Study of Charter Schools. Office of Educational Research and Improvement, U.S. Department of Education, subcontract to RPP Associates, Berkeley, CA.

1997-2004: Director of Research, Arts for Academic Achievement, Minneapolis Public Schools, Annenberg Foundation.

1999--2003: Principal Investigator, Reforming Counseling Initiative, DeWitt Wallace Readers Digest Foundation.

2000-2003: Principal Investigator, Theoretical and Practical Research on Dissemination, National Research Center for Vocational Education, funded by OVAE, \$150,000.

2000-2004: Principal Investigator, The Interrelationship of State-Mandated Accountability Standards, Organizational Learning and Quality Management in U.S. High Schools, National Science Foundation, key collaborators: Roger Schroeder, \$300,000.

2003-2007: Principal Investigator, Dilemmas Scientists Face, National Institutes of Health, Office of Research Integrity, \$275,000.

2004-2007: Co-Principal Investigator, Distributed Leadership in Schools, Laboratory for Student Success, principal investigator: Joseph Murphy, co-principal investigator: Mark Smylie, \$350,000.

2006--2009: Senior Scientist, Mid-career Leadership Development in the Public Sector. Lumina Foundation, funded through the Institute for Educational Leadership, Washington, DC.

2003--2010: Co-Principal Investigator, Learning from District Efforts to Strengthen Education Leadership, Wallace Foundation, collaborators: Kyla Wahlstrom and Kenneth Leithwood (principal investigators), Stephen Anderson (co-principal investigator), 3 million dollars.

2010–2015: Principal Investigator (evaluation) St. Paul Turnaround Leadership Grant. Subcontract to St. Paul Public Schools, U.D. Department of Education. 450,000 over 5 years.

2015–2021: Senior Scientist, Center for Research on Knowledge Utilization. Institute for Educational Sciences, funded through the University of Delaware. 146,000 over 5 years.

**RECENT AND CURRENT BOARDS AND CONSULTANCIES: Available on request**

**DOCTORAL STUDENTS ADVISED:**

**Doctoral Students Completed at the University of Minnesota:**

1. Alexander, Gary
2. Alfrey, Carol Werdin
3. Aune, Beth
4. Bonebright, DeeAnne
5. Bussman, Mary
6. Brekke, Mary
7. Burns, Jerold (co-advised)
8. Campbell, Eric
9. Clark, Debra Hobbs
10. Chamberlain, Rachel
11. Corneille, Renee Sbrocco
12. Eckhardt, Joanne
13. Dingfelder, Diane
14. Engeswick, Lynnette
15. Febey, Karen
16. Felber-Smith, Abigail
17. Fields, Jane Schleisman
18. Freeman, Carol
19. Gilles, Jane
20. Gordon, Molly F.
21. Gorlewski, Emily (co-advised)
22. Gullickson, Janet
23. Gray, Monita Mohammadian
24. Grumdahl, Connie
25. Hahn, David
26. Hanna Kathryn
27. Hegrenes, Stefanie
28. Henquinet, Janet
29. Hermann, Jennifer Zych
30. Jarva, Carly Kristen
31. Jones, Lisa Marie
32. Kruse, Sharon
33. LaDue, Amy
34. Lee, Moosung
35. Loberg, Mary

36. Lonquist, Margaret
37. Lucas, Barbara
38. Madrid, Romina Miranda
39. Massey, Steven
40. Maynard, Carleen
41. Melland, Helen
42. Miller, Jane
43. Mobley, Alecia
44. Moorhead-Rosenberg, Lenn
45. Olsen-Skog, Peter
46. Nayematsu, Carolyn
47. Nderu, Evangeline
48. Nero, Sharon
49. Nordgren, Peter
50. Oakley, Kathryn
51. Olsen-Skog, Peter
52. Palmer, Emily Lilja
53. Pan, Elsa Yi-Ru
54. Pekel, Kent
55. Ryu, Jisu
56. Schalla, Lisa
57. Schimelpfenig, Diane
58. Schefers, Oscar
59. Schnell, Carolyn
60. Schuttinger, Kevin
61. Sheldon, Timothy
62. Simmons, Verna
63. Simsek, Hasan
64. Sisola, Susan
65. Smerillo, Nicole
66. Smith, BetsAnn
67. Thayer, Tryggvi
68. Thomas, Emanda
69. Thomas, James (co-advised)
70. Toole, James
71. Trudeau, Gregory
72. Vierra, Robyn
73. Virnig, Sean
74. Walls, Jeff
75. Ward, John
76. Warner, Karoline Ann Reich
77. Werner, Lynette
78. Yeboah, Mary
79. Zenk, Leslie
80. Zwicky, Cynthia

**Doctoral Students Completed at Other Institutions:**

1. Baker, Janet. (1986) Harvard Graduate School of Education, Ed.D.
2. Berger, Susan A. (1986) Harvard Graduate School of Education, Ed.D.
3. Kitzis, Ellen (1976) Tufts University, Ph.D. (Sociology)
4. Levison, Lee (1987) Harvard Graduate School of Education, Ed.D.
5. Montgomery, Leslie (1986) Harvard Graduate School of Education, Ed.D. (co-advised)
6. Risen, James (1988) Harvard Graduate School of Education, Ed.D.
7. Seppanen, Patricia (1988) Harvard Graduate School of Education, Ed.D.
8. Wilber, Nancy R. (1987) Harvard Graduate School of Education, Ed.D. (co-advised)

**REFERENCES AVAILABLE UPON REQUEST**