

Vita

Michele Acker-Hocevar, Ph.D.

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PROFESSIONAL VISION: To work with other colleagues collaboratively to lead and create the best programs for educational leadership graduate students and to continue publishing and making presentations at national/international conferences while seeking to purposefully improve my: (a) teaching, (b) research in school and leadership development, accountability, and particularly, in low performing/high poverty schools and districts, often schools of color, and (c) to provide service within the university, state, national, and international arenas.

EDUCATION: **December 1994, Ph.D.,** *University of South Florida, Tampa*
Ph.D., Interdisciplinary degree, with a cognate in Organizational Studies and a specialization in Educational Leadership¹

May 1982, Masters in Educational Administration, *University of Idaho, Moscow*

May 1974, Bachelor of Arts in Psychology, Certification in Early Childhood Education, *University of North Carolina-Asheville*

Certification in Middle School Education, 1976

Certification in Gifted Education, 1976

PAST CERTIFICATIONS:

FLORIDA Certifications in:

Administration, Supervision and Elementary Education, expired, 6/30/02

MONTANA Certifications in:

Administration and Supervision, Elementary Principal and Supervisory endorsements, and eligibility for Superintendent's credential, expired, 6/30/03

UNIVERSITY EXPERIENCE: 2008-present

WASHINGTON STATE UNIVERSITY, Richland, WA

¹ My interdisciplinary Ph.D. in Organizational Studies enabled me to take courses in the Ph.D. programs from sociology in the College of Social Sciences in qualitative research, organizational theory and organizational development from the College of Business in management, ethnography from the College of Communication, and organizational behavior from the Industrial and Organizational Psychology Program.

Associate Professor, Educational Leadership Department, College of Education, Tri-City Campus.

- 1999-2008 **FLORIDA ATLANTIC UNIVERSITY**, Boca Raton, Florida
 Professor, Educational Leadership Department, College of Education,
 Granted tenure, May, 2002, promoted to full in May, 2006.
 Program Co-Leader, School Leaders, 2007-2008
 Leader of Program Re-approval process for School Leaders
 Professional Knowledge, 2007-2008
 Co-Leader of Advisory Panel for School Leaders, 2007-2008
 Sabbatical, 2006-2007
 Program Leader, School Leaders, 2004-2005²
- 1999-2002 **SOUTH FLORIDA CENTER FOR EDUCATIONAL LEADERS**,
 Director of South Florida Consortium of Schools,
 Educational Leadership Department, College of Education
- 1995-1999 **UNIVERSITY OF ALABAMA**, Tuscaloosa, Alabama
 Assistant Professor, Administration and Education Leadership Program,
 College of Education
- 1992-1994 **UNIVERSITY OF SOUTH FLORIDA**, Tampa, Florida
 Research Assistant, School Management Institute

RELATED PROFESSIONAL EXPERIENCE:

- 1988-1992 **CYPRESS ELEMENTARY**, New Port Richey, FL, Pasco Co.
 Elementary Assistant Principal³
- 1987-1988 **ZEPHYRHILLS ELEMENTARY**, Zephyrhills, FL, Pasco Co.
 Third Grade Teacher
- 1986-1987 **WALSINGHAM ELEMENTARY**, Largo, FL, Pinellas Co.
 Third Grade Teacher
- 1983-1986 **GENERAL FOODS CORPORATION**, Tampa, FL
 Sales Representative/Key Accounts Manager
- 1982-1983 **HOLT RINEHART & WINSTON, CBS, INC.**, Burlingame, CA
 Regional Consultant/K-12 Math & Science
- 1977-1982 **COEUR D' ALENE SCHOOL DISTRICT**, Coeur d'Alene, ID
 Sixth Grade Teacher 1977-81, Administrative Intern 1981-82

² See more under University and Department Service.

³ Cypress Elementary had the most elementary students in the county. Our enrollment was 1260 students. I was the only assistant principal.

1974-1977 **WEAVERVILLE PRIMARY SCHOOL**, Weaverville, NC,
Buncombe Co.
Multi-age Teacher, Grades 1-3, Fourth Grade Teacher; and Site for
Teacher for a Gifted Pilot with the North Carolina State
Department of Public Instruction

RESEARCH:

**A. REFEREED WORKS:
BOOK(S)**

Snyder, K. J., Acker-Hocevar, M. & Snyder, K. M. (2008). *Living on the edge of chaos: Leading schools into the global age.* (2nd ed.). Milwaukee, WI: American Society for Quality (ASQ).⁴

Ivory, G. & Acker-Hocevar, M. (Eds.). (2007). *Successful School Board Leadership: Lessons From Superintendents*, Lanham, MD: Rowan & Littlefield, Inc.

Snyder, K. J., Acker-Hocevar, M. & Snyder, K. M. (2000). *Living on the edge of chaos: Leading schools into the global age.* Milwaukee, WI: American Society for Quality.

B. CHAPTERS--in books or edited collections of readings:

International:

Bogotch, I., Townsend, A., & Acker-Hocevar (in press). Leadership in the implementation of innovations. In E. Baker, B. McGaw, and P Peterson (Eds.). *International Encyclopedia of Education, 3rd Ed.* Amsterdam, The Netherlands. Elsevier.

Snyder, K.M. & Acker-Hocevar, M. (2003). Building international cultures of synergy through online social networks. In F. Kochan (Eds.), *Global perspectives on mentoring, transforming contexts, communities, and cultures* (pp. 311-334). Information Age Publishing.

⁴ This book was originally published in 2000. We have updated the book with five new chapters and the book is also being translated into Chinese through special arrangements with ASQ. The publisher in China is a well-respected academic press.

Snyder, K. J., & Acker-Hocevar, M. (2000). Living on the edge of chaos...The dynamics of change and power in learning organizations. In Bradley, G. (Ed.), *Humans on the net: Information & communication technology (ICT), work organi[s]ation and human beings* (pp. 85-104). Stockholm, Sweden: Prentice.

Laible, J. & Acker-Hocevar, M. (1998). Women in organizations. In Kavanaugh, P., & Huerta, J. C., (Eds.), *Una introduccion al desarrollo de recursos humanos. (An introduction to human resource development)*. Ciudad Victoria, Tamaulipas, Mexico: La Universidad Autonoma de Tamaulipas.

C. JOURNAL PUBLICATIONS--Refereed:

International: Published:

Acker-Hocevar, M., & Cruz-Janzen, M. (2008). Teacher and principal preparation programs: Reforms that sustain high performance and learning in high poverty and diverse schools. *International Learning Journal*, 14(10), 87-95.

Wilson, C.L., Acker-Hocevar, M., Cruz-Janzen, M.I., Schoon, P., Walker, D., & Brown, A. (2006). The proliferation of marginal research for dollars. *International Learning Journal*, 13(2), 85-93.

. Acker-Hocevar, M., Cruz-Janzen, M.I., Wilson, C.L., Schoon, P., & Walker, D. (2006/2005). The need to reestablish schools as dynamic positive human energy systems that are non-linear and self-organizing: The learning partnership tree. *International Learning Journal*, 12(10), 255-267.

Wilson, C.L., Walker, D., Cruz-Janzen, M.I., Acker-Hocevar, M., & Schoon, P. (2006/2005). A systems alignment model for examining school practices that sustain standards-based reforms in high poverty and English language learner schools. *International Learning Journal*, 12(7), 303-311.

- Acker-Hocevar, M. & Touchton, D. (2002, Fall). How principals level the playing field of accountability in Florida's high-poverty/low performing schools, Part III: Effects of high-poverty schools on teacher recruitment and retention. *International Journal of Educational Reform*, 11(4), 334-346.
- Acker-Hocevar, M. & Touchton, D. (2002, Summer). How principals level the playing field of accountability in Florida's high-poverty/low performing schools, Part II: Building organizational capacity under the auspices of the Florida's A+ Plan. *International Journal of Educational Reform*, 11(3), 268-278.
- Acker-Hocevar, M. & Touchton, D. (2002, Spring). How principals level the playing field of accountability in Florida's high-poverty/low performing schools, Part I: The intersection of high-stakes testing and effects of poverty on teaching and learning. *International Journal of Educational Reform*, 11(2), 106-124.
- Snyder, K. J. & Acker-Hocevar, M. (1996). Managing school transition to a quality philosophy: A partnership perspective. *International Association of Management Journal*, 8(1), 28-43.
- National:**
- Wallace, S. O., Acker-Hocevar, M., & Sweatt, O. (2001). Developing an open systems view for assessing educational leadership. *Journal of School Leadership*, 11(3), 241-257.
- Bishop, H. L., Acker-Hocevar, M., Rice, M., & Sellers, J. (2001-2002). Rethinking principalship preparation programs. *National Forum of Educational Administration and Supervision Journal*, 18(2), 18-30.
- MacAlister, J. E., Snyder, K. J., Acker-Hocevar, M., Snyder, K. M. (1997-98). The education quality benchmark system: A response to the issues of at-risk students. *National Forum of Educational Administration and Supervision Journal*, 14(3), 15-27.

Rice, M. L., Bishop, H., Acker-Hocevar, M., & Pounders, B. (1997-98). Power and leadership practices by the superintendent: What do they mean to leaders and followers? *National Forum of Applied Educational Research Journal-Electronic 10E(3)*, 62-69.

Acker-Hocevar, M., Bauch, P., & Berman, B. (1997, Fall). Emerging constructs of power: Teacher beliefs embedded in practice with implications for school administrators. *Educational Leadership and Administration: Teaching and Program Development*, 9, 21-30.

Acker-Hocevar, M. (1996, January). Conceptual models, choices and benchmarks for building 'quality' work cultures. *National Association of Secondary School Principals (NASPP Bulletin)*, 80(576) 78-86.

Snyder, K. J., Acker-Hocevar, M., & Wolf, K. M. (1996, January). Principals speak out on changing school work cultures. *Journal of Staff Development*, 17(1) 14-19.

Snyder, K. J., Acker-Hocevar, M., & Wolf, K. M. (1995). Reframing school work cultures over time: The principal's perspective. *National Forum of Applied Educational Research Journal*, 9(1) 3-14.

D. CONFERENCE PAPERS

1.0 REFEREED PAPERS--presented at professional meetings evaluated on the basis of a four to five page proposal

International/National Presentations:

Acker-Hocevar, M., & Ivory, G. (2008, March). *UCEA voices project: Superintendents and board members: Challenges and success strategies*. Voices of Superintendents and Board Members: Finding Common Ground. Symposium accepted for presentation at the annual meeting of the American Educational Research Association (AERA), Chicago, IL.

Acker-Hocevar, M., Cruz-Janzen, M.I., & Wilson, C.L. (2007, June). *Grounding a theory: School*

- development that sustains high performance and learning in high poverty and diverse schools*. Paper accepted for presentation at the Fourteenth International Learning Conference, University of Wiywatersrand, Johannesburg, South Africa.⁵
- Acker-Hocevar, M., & Ivory, G. (2007, April). *UCEA voices project: Superintendents and board members: Roles and functions that create partnerships*. Crossing the Great Divide: Roles and Functions of School Boards and of Superintendents and Board Members: Finding Common Ground. Symposium presented at the annual meeting of the American Educational Research Association (AERA), Chicago, IL.
- Acker-Hocevar, M. & Schoorman, D. (2006, October). Building democratic faculty governance as critical decision making: The politics of listening and giving voice. Paper accepted for presentation at the annual meeting of the University Council of Educational Administration (UCEA), San Antonio, TX.
- Cruz-Janzen, M., Wilson, C., & Acker-Hocevar, M. (2006, January). *From the ground up: Three cases of schools making a difference*. Presentation accepted for the annual meeting of the International Conference on School Effectiveness and Improvement (ICSEI), Fort Lauderdale, FL.
- Acker-Hocevar, M., & Cruz-Janzen, M. (2006, January). *Taking a second look: The knowledge, skills and tasks principals and teachers report supporting a learning partnership for defying the odds—Implications for preparation programs and practice*. Conference on School Effectiveness and Improvement (ICSEI), Fort Lauderdale, FL.
- Touchton, D. & Acker-Hocevar, M. (2005, November). *Contextual leadership: Responding to the issues of social justice in high-risk schools*. Paper accepted for presentation at the annual meeting of the University Council for Educational Administration (UCEA), Nashville, TN.

⁵ My colleague, Dr. Marta Cruz-Janzen, presented this paper. I did not go to South Africa.

- Acker-Hocevar, M., Cruz-Janzen, M.I., Wilson, C.L., Schoon, P., & Walker, D. (2005, July). *The need to reestablish schools as dynamic positive human energy systems that are non-linear and self-organizing: The Learning Partnership Tree*. International Learning Conference, Granada, Spain.
- Schoon, P., Wilson, C.L., Walker, D., Cruz-Janzen, M.I., Acker-Hocevar, M., & Brown, A. (2005, July). *A systems alignment model for examining school practices that sustain standards-based reforms in high poverty and English language learner schools*. International Learning Conference, Granada, Spain.
- Numeroff, D. & Acker-Hocevar, M. (2005, April). *Teacher collegiality and distributed leadership in exemplary high school math departments*. Paper accepted for presentation at the American Education Research Association, Montreal, Canada.
- Wilson, C., Schoon, P., Walker, D. A., Bingham brown, A., Cruz-Janzen, M., & Acker-Hocevar, M. (2004, April). *Methodological issues related to evidence based research and claims: A critical essay*. Paper accepted for presentation at the American Education Research Association, San Diego, CA.
- Ivory, G., Acker-Hocevar, M., Tucker P. D., Taylor, R., Touchton, D., Alsbury, T. L., Giles, C., Grogan, M., Restine, N., Rusch, E., Brunner, C. C., Christman, D., Wasonga, T., Freeman, J., & Piveral, J. (2003, November). *Researchers focusing on superintendents' and principals' conceptions of educational leadership*. Symposium conducted at the annual University Council for Educational Administration (UCEA), Portland, OR.
- Acker-Hocevar, M., Cruz-Janzen, M., Schoon, P., Supran, E., Walker, D., & Wilson, C. (2003, April). *Questions of sustainable school progress and the politics surrounding poverty and limited English proficiency*. Paper accepted for presentation at the meeting of the American Educational Research Association, Chicago, IL.
- DiPaula, M., Acker-Hocevar, M., Grogan, M., Davis, J., & Ivory, G. (2002, November). *Leadership perspectives of the superintendency--perceptions, reflections, and*

- observations from the field*. Paper presented at the meeting of the University Council of Educational Administration, Pittsburgh, PA.
- Acker-Hocevar, M. & Keating, C. (2002, April). *An integrative model of action learning and action research: The alchemy of learning organizations*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.
- Acker-Hocevar, M., Pisapia, J. & Coukos-Semmel, E. (2002, April). *Bridging the abyss: adding value and validity to leadership development through action learning—cases-in-point*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.
- Brown, S. G., Chairman, R. D., Provost, M. C., Acker-Hocevar, M. A. (2002, April). *New ways to meet new needs: Factors that influence the success of a lifelong learning center*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.
- Nowocien, D. J., Acker-Hocevar, M. A., & Guglielmino, L. M. (2002, April). *The value of professional development capacity building: A model to raise student achievement*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.
- Pisapia, J., Coukos-Semmel, E., & Acker-Hocevar, M. (2002, March). *Action learning: Adding value and validity to leadership development*. Poster session at the meeting of the American Association for Higher Education, Chicago, IL
- Touchton, D. & Acker-Hocevar, M. (2001, October). *Using a social justice lens to reframe interviews of principals from high poverty schools labeled low performing*. Paper presented at the meeting of the University Council of Educational Administration, Cincinnati, OH.
- Acker-Hocevar, M. & Touchton, D. (2001, April). *Principals' struggle to level the accountability playing field of Florida graded "D" and "F" schools in high poverty and minority*

- communities*. Paper presented at the meeting of the American Educational Research Association, Seattle, WA.
- Wallace, S. O., Sweatt, O., & Acker-Hocevar, M. (1999, October). *Leadership accountability models: Issues of policy and practice*. Paper presented at the meeting of the University Council of Educational Administration, Minneapolis, MN.
- Acker-Hocevar, M. & Touchton, D. (1999, April). *A model of power relationships*. Paper presented at the meeting of the American Educational Research Association, Montreal, CA.
- Dean, C., Acker-Hocevar, M., & Laible, J. (1997, November). *Curricular redesign: A contextual process*. Paper presented at the meeting of the University Council of Educational Administration, Orlando, FL.
- Snyder, K.M., & Acker-Hocevar, M. (1997, September). *The educational quality benchmark system: An alternative assessment tool for advancing secondary schools into the 21st century*. Paper presented at the Twenty-Five Year Celebration Meeting of the International Movement Toward Educational Change, Beitostolen, Norway.
- Acker-Hocevar, M. & Berman, B. (1997, March). *Two-state comparison of five dimensions of organizational power*. Paper presented at the meeting of the American Educational Research Association Conference, Chicago, IL.
- Bauch, P., Heflich, D., Correa, J., & Acker-Hocevar, M. (1997, March). *An examination of Florida district teachers-of-the-year award teachers' perspectives and practices related to parent involvement*. Paper presented at the meeting of the American Educational Research Association Conference, Chicago, IL.
- Bauch, P., Acker-Hocevar, M. & Correa, J. (1997, March). *Parent-teacher power relationships in the context of school reform: A synthesis*. Paper presented at the meeting of the American Educational Research Association Conference, Chicago, IL.

- Hardin, T., Acker-Hocevar, M., Berman, B., & Bauch, P. (1997, March). *An examination of award and non-award teachers' perspectives and practices related to teacher empowerment*. Paper presented at the meeting of the American Educational Research Association Conference, Chicago, IL.
- Bishop, H, Acker-Hocevar, M., Berman, B., Laible, J., & Sellers, J. (1996, November). *Rethinking principalship preparation programs*. Paper presented at the meeting of the Mid-South Educational Research Association Conference, Tuscaloosa, AL.
- Acker-Hocevar, M., Bauch, P., Heflich, D. & Berman, B. (1996, October). *Issues of domination and partnership: Analyzing emerging constructs of power beliefs embedded in practice*. Paper presented at the meeting of the University Council of Educational Administration, Lexington, KY.
- Acker-Hocevar, M., Touchton, D. & MacGregor, R. (1996, April). *The problem with power: Whose definition?* Paper presented at the meeting of the American Educational Research Association. New York, NY.
- Touchton, D., MacGregor, R., & Acker-Hocevar, M. (1996, April). *Power in education: A function of gender, school level, and community environment*. Paper presented at the meeting of the American Educational Research Association, New York, NY.
- MacGregor, R. & Acker-Hocevar, M. (1996, April). *The relationship of gender and school level to power definitions: A comparison between U.S. and Canadian teachers*. Paper presented at the meeting of the American Educational Research Association, New York, NY.
- Snyder, K. J. Acker-Hocevar, M., & Snyder, K. M. (1995, September). *Chaos theory as a lens for advancing quality schooling*. Paper presented at the meeting of the British Education Management and Administration Society, Oxford, England. Published in *Proceedings, Leaders and Leadership: British Education Management and Administration Society Papers*, Oxford, England.

Snyder, K. J., Acker-Hocevar, M., & Snyder, K. M. (1995, September). Changing schools to quality work cultures: Issues and dilemmas. Paper presented at the meeting of the British Education Management and Administration Society, Oxford, England. Published in Proceedings, *Leaders and Leadership: British Education Management and Administration Society Papers*, Oxford, England.

Snyder, K. J., Acker-Hocevar, M., & Snyder, K. M. (1995, August). *Managing change to a quality philosophy: A partnership perspective*. Paper presented at the meeting of the 13th International Association of Management, Vancouver, B. C., Canada.

Snyder, K. J., Acker-Hocevar, M., & Snyder, K. M. (1995, April). *The principal's voice: Managing change from a quality perspective*. Paper presented at the meeting of the American Educational Research Association, San Francisco, CA.

Acker-Hocevar, M., Snyder, K. J., & Snyder, K. M. (1995, April). *Developing the educational quality benchmark system (EQBS): A partnership in restructuring*. Paper presented at the meeting of the American Educational Research Association, San Francisco, CA.

Snyder, K. J., Acker-Hocevar, M., & Wolf, K. M. (1994, April). *Typology of principals of learning organizations committed to reframing work cultures*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.

Snyder, K. J., Acker-Hocevar, M., & Wolf, K. M. (1994, April). *Organizational development in transition: The schooling perspective*. Paper presented at the meeting of the American Educational Research Association, New Orleans, LA.

2.0 REFEREED PAPERS--presented at professional meetings evaluated on the basis of an abstract and/or four to five page proposal*

Regional Presentations:

Touchton, D., & Acker-Hocevar, M. (November, 2003). *Contextual leadership: A framework for schools of poverty*. Paper presentation at the Florida Education Research Association, Orlando, FL.

Schoon, P., Acker-Hocevar, M., Cruz-Janzen, M., Wilson, C., Walker, D., Supran, E., & Bingham, A. (November, 2003). *Transforming a systems alignment model to a learning partnership with roots of sustainable reform*. Paper presented at the Florida Education Research Association, Orlando, FL.*

***This paper was nominated for the outstanding paper award at the Florida Education Research Association.**

Cruz-Janzen, M. & Acker-Hocevar, M. (2002, November). Addressing issues of social justice. In M. Acker-Hocevar (Chair), *Making the sun shine on disadvantaged students in Florida*. Paper presented at the Florida Education Research Association, Gainesville, FL.

Acker-Hocevar, M., & Bauch, P. (1999, March). *A multi-dimension model of power relationships in schools: How teachers view effective agency*. Paper presented at the meeting of the Eastern Educational Research Association, Hilton Head, SC.

Dawson, V. & Acker-Hocevar, M. (1998, November). *Contradictions within a State-mandated teacher evaluation system: A historical perspective, personal reflections, and principal interviews*. Paper presented at the meeting of the Mid-South Educational Research Association, New Orleans, LA.

Carden, D. & Acker-Hocevar, M. (1998, November). *Leadership in reducing stress related communication problems within a school that leads to capacity-building*. Paper presented at the meeting of the Mid-South Educational Research Association, New Orleans, LA.

Acker-Hocevar, M. A. & Levey, J. (1998, November). *Site-based management: Retrospective understanding and future directions*. Paper presented at the meeting of the Mid-South Educational Research Association, New Orleans, LA.

Snyder, K. M., Acker-Hocevar, M., & Snyder, K. J. (1998, March). *The education quality benchmark system for facilitating organizational change: Pie-in-the-sky or useful tool?*

- Paper presented at the meeting of the Eastern Educational Research Association, Tampa, FL.
- Davie, W., Staffo, M., Acker-Hocevar, M., & Laible, J. (1997, November). *A democratic approach to technology planning and implementation: Similarities found in elementary and higher education*. Paper presented at the meeting of the Mid-South Educational Research Association, Memphis, TN.
- Patterson, D., Laible, J., Bishop, H., & Acker-Hocevar, M. (1996, November). The impact on grade retention on K-5 elementary students: Perceptions of educators in states served by the Southern Association of Colleges and Schools. Proceedings of the *Mid-South Educational Research Association*, p. 86, Tuscaloosa, AL.
- Pounders, B., Bishop, H., & Acker-Hocevar, M. (1996, November). A study of superintendents' power and leadership styles as perceived by local teacher association representatives and secondary school principals in Alabama public schools. Proceedings of the *Mid-South Educational Research Association*, p. 7, Tuscaloosa, AL.
- Bishop, H., Acker-Hocevar, M., Berman, B., Laible, J., Seller, J., & Tinley, A. (1996). Rethinking principalship preparation programs. Proceedings of the *Mid-South Educational Research Association*, p. 65, Tuscaloosa, AL.
- Lonergan, T., & Acker-Hocevar, M. (1996, November). *Increasing parent involvement in site-based management (SBM)/shared decision-making*. Paper presented at the meeting of the Southern Regional Council on Educational Administration, Savannah, GA.

INVITED OR REVIEWED PRESENTATIONS--not included

under paper presentations previously cited

International/National:

- Tooms, A., Barnett, B., Alsbury, T., & Acker-Hocevar, M. (2007, November). *International*

- collaborations, cultural exchanges, and the caveats of intellectual colonialism.* Invited discussant on my work in Jamaica and lessons learned. This invited session was at the University of Educational Administrations annual meeting, Washington, D. C.
- Acker-Hocevar, M., Pinedo, V., & Steier, F. (2006, October). *The ultimate education frontier: Eradicating poverty in schools and possible ways out—world café: Let's explore this frontier together!* Invited presentation and interactive session, International School Connection (ISC), Tampa, FL.
- Acker-Hocevar, (2005, October). Power Revisited--Partnership power: *Building communities of voice and value.* Invited presentation on different power relationships that make up a typology for sharing power. Data presented along the typology of the Power River, from high and low performing schools which serve students of color and predominantly low socio-economic students (high poverty schools). This invited presentation was at a conference of the International Schools Connection, Madrid, Spain.
- Acker-Hocevar, M. (1998, October). *Thousand voices project.* Invited presentation on focus group findings from Alabama superintendents on perspectives about leadership preparation, problems. Presented at the University Council of Educational Administration meeting, St. Louis, MO.
- Acker-Hocevar, M. (1997, April). *Changing power relationships and new strategic thinking.* Invited research presentation for Lecture Series, Mithhogskolan University, Ostersund, Sweden.
- Acker-Hocevar, M., & Hardin, T. (1997, November). *The culture and context of power negotiations in meeting the needs of students: Florida teachers speak out.* Reviewed presentation and panel discussion, University Council of Educational Administration Annual Conference, Orlando, FL.

Snyder, K. J., & Acker-Hocevar, M. (1997, April). Chaos theory and learning. Invited research presentation for Lecture Series, *Towards a Global Learning Space: A Crossdisciplinary Seminar Series on IT-Pedagogics*, Swedish Royal Technical Institute, Stockholm, Sweden.

Acker-Hocevar, M. (1997, April). *Changing power relationships and new strategic thinking*. Invited research presentation for Environment and Science Initiative, Sundsvall School District, Sundsvall, Sweden.

Bauch, P., Acker-Hocevar, M., Berman, B., Heflich, D., & Hardin, T., Correa, J. (1997, March). *Teacher-parent empowerment in the context of school restructuring*. Reviewed symposium proposal, American Educational Research Association Annual Conference, Chicago, IL.

Acker-Hocevar, M., Zenz, J., & Touchton, D. (1995, March). *Perceived power: Embedded practices in present educational structures*. Reviewed proposal presentation, Women and Power Annual Conference Program, Middle Tennessee State University, Murfreesboro, TN.

Regional/State:

Acker-Hocevar, M. (2002, February). *Issues and challenges principals face in low performing schools: What colleges of education can do to help*. Invited lecture for the College of Education Research Seminar Series, Florida Atlantic University, Boca Raton, FL.

Acker-Hocevar, M. (November, 1997). *From domination to partnership: Emerging constructs of teachers' beliefs about power*. Invited lecture for the College of Education Research Seminar Series, The University of Alabama, Tuscaloosa, AL.

Acker-Hocevar, M. (1994, February, April, and June). *Designing the education quality system: A content validation in region IV of Florida*. Invited presentation, Steering Committee for the Blueprint Support 2000 Project: A Florida Partnership, Tampa, FL.

Acker-Hocevar, M. (1994, February). *Socially constructing organizations: Moving away from bureaucratic thinking to open systems thinking*. Invited presentation, Partnership Quality Board, University of South Florida, Tampa, FL.

3.0 ARTICLES—published in Education Resource Information Center (ERIC)

(Please note that these submissions to ERIC were conference papers presented originally at national and international conferences. They were edited later and submitted to ERIC to become part of a national database. Thus you will see the same titles under national and international conference presentations.)

Acker-Hocevar, M., Pisapia, J. R. & Coukos-Semmel, E.D. (2002, April). Bridging the abyss: Adding value and validity to leadership development through action learning—cases-in-point. (Report No.EA 031 828). Eugene OR: National Center for Research on Educational Administration.

Touchton, D. & Acker-Hocevar, M. (2001, November). *Using a lens of social justice to reframe principals' interviews from high poverty, low performing schools*. (Report No.EA 031 701). Eugene OR: National Center for Research on Educational Administration.

Acker-Hocevar, M. & Touchton, D. (2001, April). *Principals' struggle to level the accountability playing field of Florida graded "D" and "F" schools in high poverty and minority communities*. (Report No. UD 034 535). Teachers College, Columbia University, New York, NY: Institute for Urban and Minority Education (ERIC No. ED 458 322).

Acker-Hocevar, M. & Touchton, D. (1999, April). *A model of power as social relationships: Teacher leaders describe the phenomena of effective agency in practice*. (Report No.SP 040 191). Washington, DC: National Center for Research on Teaching and Teacher Education (ERIC No. ED 456 108).

- Wallace, S. O., Sweatt, O., & Acker-Hocevar, M. (1999, October). *Leadership accountability models: Issues of policy and practice*. (Report No. EA030279) Eugene OR: National Center for Research on Educational Administration.
- Acker-Hocevar, M., Bauch, P., Heflich, D. & Berman, B. (1996, October). *Issues of domination and partnership within emerging constructs of power: Teacher beliefs embedded in practice*. (Report No. SP 037 164). Washington, DC: National Center for Research on Teaching and Teacher Education (ERIC No. ED 404 332).
- Acker-Hocevar, M., MacGregor, R. & Touchton, D. (1996). *The problem with power: Whose definition?* (Report No. SP 037 165). Washington, DC: National Center for Research on Teaching and Teacher Education (ERIC No. ED 404 333).
- Snyder, K. J. & Acker-Hocevar, M. (1996). *Managing change to a quality philosophy: A partnership perspective*. Eugene OR: National Center for Research on Educational Administration (ERIC Document No. ED 396 416).
- Snyder, K. J., Acker-Hocevar, M., & Snyder, K. M., (1995). *Managing change from a quality perspective*. Eugene OR: National Center for Research on Educational Administration (ERIC Document No. EA 027 160).
- Acker-Hocevar, M., Snyder, K. J., & Snyder, K. M., (1995). *Developing and Educational Quality Benchmark System (EQBS): A partnership in restructuring*. (Report No. EA 026-820). Eugene, OR. National Center for Research on Educational Administration (ERIC Document No. ED 385 892).
- Snyder, K. J., Acker-Hocevar, M., & Snyder, K. M. (1994). *Organizational development in transition: The schooling perspective*. (Report No. EA 026 086). Eugene, OR: National Center for Research on Educational Administration (ERIC Document No. ED 374 512).

E. COMPETITIVE GRANTS

- Acker-Hocevar, M. (2005). *A pilot study of the knowledge, skills, and tasks performed that sustain achievement patterns in at-risk schools*. Florida Atlantic University Seed Grant Award, College of Education, \$2500.
- Acker-Hocevar, M. (1998-99). *Voices from the field: Award teachers' perspectives on empowerment and reform*. The University of Alabama Research Grants Committee and the School of Mines and Energy Development Grant, \$5,000.
- Acker-Hocevar, M. & Bauch, P. (1997-98). *A study of teacher empowerment and decision making and its relationship and the adoption of new theories to undergird the school change process*. The University of Alabama College of Education Research Committee joint award of \$1,000.
- Acker-Hocevar, M. (1996-97). *Issues of domination and partnership: Analyzing emerging constructs of power beliefs embedded in practice*. The University of Alabama, College of Education Mini-Grant, \$870.
- Acker-Hocevar, M. (1995-96). *Developing quality schools through the transformation of power relationships and the adoption of new theories to undergird the school change process*. The University of Alabama, Research Grants Committee and the School of Mines and Energy Development Grant, \$4,000.
- Acker-Hocevar, M. (1995-96). *A comparative measure of quality and traditional school cultures*. The University of Alabama, College of Education Mini-Grant, \$1200.

F. PUBLICATIONS--Non-refereed

International/National:

- Acker-Hocevar, M., & Ivory, G. (2006). Update on *Voices 3*: Focus groups underway and plans and thoughts about the future. *UCEA Review*, 48(1), 22-24.
- Ivory, G. & Acker-Hocevar, M. (2003). UCEA seeks superintendents' and principals' perspectives in *Voices 3*. *UCEA Review*, 45(2). 15-17.

- Touchton, D. & Acker-Hocevar, M. (2003). Perspectives of principals in high poverty low performing schools in fighting discriminations, inequities and injustices. *The Pedamorphosis Communique: Wingspan*, 14(2), 3-8.
- Acker-Hocevar, M. (2000, May). Book Review On: The lexus and the olive tree. *Wingspan, Pedamorphosis Communique*, 13(1) 49-50.
- Bauch, P. & Acker-Hocevar, M. Eds. (1998). *Conference Proceedings: Imaging the future: The professional preparation of Alabama principals--challenges and recommendations*. Summary of the proceedings from the Annual Meeting of the Association of Alabama Professors of Education Leadership. Tuscaloosa, AL.
- Acker-Hocevar, M., & Bauch, P. (1998, November). Florida award teachers' perspectives on empowerment and their involvement with parents under recent school reform efforts. *Organization Dialogue* (American Educational Research publication.)
- Acker-Hocevar, M. (1995). Book review on: Age of paradox. *Wingspan, Pedamorphosis Cumminque*, 11(1).
- Acker-Hocevar, M. (1994). Quality standards: A guide to organizational transformation. *Wingspan, Pedamorphosis Communique*, 10(1) 6-11.
- Acker-Hocevar, M. (1994). Book review on. A great place to work: What makes some employers so good (and most so bad). *Wingspan, Pedamorphosis Communique*, 10(1) 67-68.
- Acker-Hocevar, M. (1994). Book review on: Governor's Sterling award 'quality' shines. *Wingspan, Pedamorphosis Communique*, 10(1) 43.
- Acker-Hocevar, M. (1994). Book review on: Productive workplaces: Organizing and managing for dignity, meaning and community. *Wingspan, Pedamorphosis Communique*, 10(1) 71-73.
- Acker-Hocevar, M. (1994). Book review on: The learning industry: Education for adult workers. *Wingspan, Pedamorphosis Communique*, 10(1) 69-71.

Acker-Hocevar, M. (1994). Book review on. Total quality management (TQM) handbook:

Applying Baldrige criteria to schools. *Wingspan, Pedamorphosis Communique*, 10(1)
43-44.

Acker-Hocevar, M. (December, 1994). *The education quality system: A content validation.*

DAI, 56, no. 01A: 0039. (Dissertation).

TEACHING:

1999-present

FLORIDA ATLANTIC UNIVERSITY, Boca Raton, Florida
Full Professor, Educational Leadership Department, College of Education.

A. Courses taught at FAU (1999-2008):⁶

Advanced Qualitative Research
Leadership IV: Educational Management EDA 6205
Instructional Leadership, EDS 6050
Dissertation EDA 7980
Advanced Research (Literature Review) EDA 7912
Administrative Externship # 1, 2: Action Learning EDA 6925
Field Project I EDA 7943, Summer A
Seminar in Administration EDA 7930
Directed Independent Study/Directed Conference EDA 7980
Leadership II: Theories and Assessment EDS 6100
Organizational Behavior and Change EDA 5931

1995-1999

UNIVERSITY OF ALABAMA, Tuscaloosa, Alabama
Assistant Professor Administration and Education Leadership
Program, Area of Professional Studies, College of Education
P. O. Box 87231, Tuscaloosa, Alabama, 35487.

B. Courses taught prior to coming to FAU (1995-99):

AEL 505 The Education Leader (500=Masters)
AEL 602 Educational Leadership and School Restructuring
(600=Doctoral except where noted)
AEL 616 Operational and Strategic Planning
AEL 619 Politics of Education
AEL 624 Practicum in Educational Leadership (*year long terminal
action research project for Ed.S. Degree or mid-point research project for
Ed.D.)
AEL 655 Human Resource Development: Theory and Practice
AEL 671 Survey of Instructional Supervision
AEL 682 Leadership and Organizations: Theory and Applications
AEL 698 Dissertation Seminar
AEL 622 UAB Summer Program in Israel, Education Leadership

⁶ Courses are listed and have been taught more than once.

(*Masters level course, 1997. 1998)
 AEL 612 UAB Summer Program in Israel, Educational Supervision
 (*Masters level course, 1999)
 BER 687 Field Work Educational Research (Independent Study for
 Ph.D.)
 AEL 699 Dissertation Research⁷

SERVICE:

A. Professional Activities:

International: Appointment to Editorial Board: Assistant Editor, *International journal of leadership in education (IJLE)* 2003-present.

Coordinator, International Student Graduate Manuscript Contest for IJLE, 2005-2008

Co-coordinator of reviews for the Florida Atlantic University's sponsoring of the International Congress on School Effectiveness and Improvement (ICSEI), 2005, September-November review process for annual conference in January, 2006

Consulting, Jamaica, 2004-2007

Consulting, Colombia, 2004

Teaching, Israel, 1997-99 (during summers)

National: *Co-investigator and leader of a UCEA National Research Project* on the Principal and the Superintendent, 2000-2008.

Reviewer for Journal of School Leadership, 2004-2006

Reviewer proposals for all sections of Division A, American Education Research Association (AERA) Annual Conference, San Francisco, 2006, Fall

Chair for the University Council of Educational Administration (UCEA) paper session, *Giving Peace a Chance: The Role of Leadership in Creating Safe School Communities*, at the meeting, Pittsburgh, PA, 2002, November

Session Co-Organizer for Two Work Group Sessions for national study of the superintendency and the principalship at the meeting of the University Council of Educational Administration, Pittsburgh, PA, 2002, November

⁷ My teaching evaluations at Alabama and at Florida Atlantic are high. I can document.

Discussant for Division A, American Education Research Association meeting, *Teacher Leadership and Learning, Part II*, New Orleans, LA, 2002, April

Session Leader for University Council of Educational Administration (UCEA) Sponsored Research Project, *Reconceiving the Roles of Educational Leaders*, New Orleans, LA, 2002, April

Session Leader for University Council of Educational Administration (UCEA) Sponsored Research Project, *Reconceiving the Roles of Educational Leaders*, Cincinnati, OH, 2001, November

Reviewer proposals for Division A, American Education Research Association Annual Conference, 2001, Fall

Reviewer book, Supervision of instruction (working title) by Sally Zepeda. Larchmont, NY: Eye on Education, 2001, Summer

Reviewer proposals for the University Council of Educational Administration Annual Conference, 2002, 2001, 1999, 1998, Spring

Symposium Chair for the American Educational Research Association Annual Meeting, *Sustaining shared leadership in school communities through home-school-community partnerships*. New Orleans, LA, 2000, April

Reviewer book, Engaging families & communities: Pathways to educational success, Decker & Decker & Associates. Fairfax, VA: National Community Education Association, 2000, Spring

Thousand voices project. Focus group interviews with Alabama superintendents--part of a national data base for the University Council of Educational Administration, 1998, October

Reviewer proposals for Research on Women and Education Conference, 1997, July

Reviewer proposals for American Educational Research Association, Organization Theory Special Interest Group, 1996-97

Served as a Chair for American Educational Research Association paper presentations on culture and power, 1997, March

State:

President, Florida Association of Professors of Educational Leadership, FAPEL, 2007-2008

Member, Design team for the revision of the Florida Educational Leadership Exam (FELE), 2005-2007

Site Visit Team Member, High Schools That Work, Palm Beach County, FL, 2002, Winter

Florida Atlantic University Evaluator, Florida Association for District School Superintendents Professional Development of Superintendents and District Leaders: The Education Quality Benchmark System, 1999-2000

Florida Atlantic University Project Director, Leadership For Learning, funded by the Pew Foundation to work with low performing school leaders on expert teaching practices, November 1999-November 2000

State Consortia for Designing Professional Development for Alabama State Administrators, Alabama State Department of Education, 1998-99

State Planning Committee to launch new organization for Alabama Association of Professors of Educational Leadership, planned and facilitated all discussion groups at conference, edited, and distributed Conference Proceedings, 1996-97

University:

Florida Atlantic University Senate Steering Committee, Member, 2005-2006

Florida Atlantic University Senate, Member, 2004-2006

Florida Atlantic University Southern Association of Colleges and Schools, Member, Institutional Planning and Purposes, 2000-2001

College:

Florida Atlantic University Graduate Symposium, Discussant, 2003-present

Florida Atlantic University College of Education International Committee, Member, 2004-present

Florida Atlantic University College Faculty Assembly of Education Steering Committee, Ex-Officio and Department of Educational Leadership Representative, 2004-2005

Florida Atlantic University Democratic and Decision Making Committee, Member, 2003 to present

Florida Atlantic University College of Education Faculty Assembly Chair (President), 2003-2004

Florida Atlantic University NCATE Conceptual Framework Committee, Member, 2003

Florida Atlantic University Promotion & Tenure Committee, Member, Fall, 2002 & Fall, 2003

*Florida Atlantic University, Annenberg Collaborative Research Team
Member of Best Practices Study, Spring, 2002 to Spring, 2003*

*Florida Atlantic University Strategic Planning Committee, Chair for
external scanning, 2002*

*Florida Atlantic University Graduate Programs Committee, Member,
2000 to 2002*

*Florida Atlantic University Travel Committee, Member, to allocate travel
monies and recommend criteria for travel, 1999-2000*

Alabama

*Alabama College-Wide Selection Search Committee, Member, for Policy
Institute Director, 1998-99*

*Alabama's Superintendent's Conference, Presented improved selection
system for our Innovative Leadership Program to the state
superintendents, 1997*

Alabama Graduate Scholarship Committee, 1996-1999

Alabama Student Grievance Committee, 1996-1999

Alabama Faculty Affairs Committee, 1995-1999

Department: Florida Atlantic University

*Florida Atlantic University School Leader's Program Co-Leader, 2007-
2008*

*Florida Atlantic University, Leader of Professional Knowledge, Program
Re-approval of certification program for School Leaders, 2007-2008⁸*

*Florida Atlantic University Program Leader, 2004-2005 Lead Instructor,
Instructional Leadership, 2004 to present*

Lead Instructor, Educational Management, 2004-2006

*Member, Search Committee for two Associate/Full Professors in
Educational Leadership positions, Spring, 2005*

*Co-Chair Search Committee for two Associate/Full Professors in
Educational Leadership positions, 2002-2003*

*Chair of Qualifying Exams for doctoral students in Educational
Leadership, 2003-2006*

⁸ The program re-approval process is centered on Florida's 10 Principal Standards, 41 Competencies, and 91 Skills. Our Masters with certification and our certification programs are undergoing substantive reform. We have adopted a 9 hour internship that is district-based with students who will work with mentor principals.

Co-Chair of Qualifying Exams for doctoral students in Educational Leadership with Dr. Kerensky, Spring, 2003

Program Leader for School Leaders, 2002-2003 & 2003-2004

Member of Search Committee for Assistant/Associate Professor in Educational Leadership, Spring 2001

Member of the Quality Committee, 2000-2006

Member of the Whither Committee, 2002-2004

Member of Search Committee for Assistant Professor in Educational Leadership, Spring 2000

Member of Merit Pay/Travel Committee, 2000-2001

Director of the South Florida Consortium of Schools, 1999-Summer, 2003

Department: University of Alabama

Educational Specialist Coordinator, 1998-99

Graduate Research Assistants' Committee Chair, 1996-98

Committee Chair for redesigning Ph.D. requirements, 1996-97

Search Committee Member for Program Chair, 1996-97

Search Committee Member for Assistant Faculty Member, 1997-98

Testing Committee, 1995-99

Ed.D. Orientation Committee, 1995-99

Graduate Admissions Committee, 1995-99

Tuscaloosa City and County University Committee, for supporting an Innovative Leadership Program, 1995-97

B. Present/Past Board Memberships:

Florida Association of Professors of Educational Leadership, Board Member, 2006 to present

Florida Area Center for Educational Enhancement, Board Member, 1999 to 2001

Alabama Association of Professors of Educational Leadership Board
Member, 1998-99

University of South Florida Doctoral Student Representative for
Developing a New Ed. D. Program Track 1992-94

University of South Florida Partnership Quality Board and Task Forces:
Developing Student Selection System and Creating a Student
Management System, 1992-94

Florida Department of Education Blueprint 2000 Support Project
Steering Committee, 1993-94

C. Past Awards/Recognition:

Florida Atlantic University Distinguished Teacher-of-the-Year Award,
College of Education, 2002

Florida Atlantic University President Recognition Money, 2002

University of South Florida Graduate Research Associate Award, Florida
Reform and Accountability Commission, 1993-94

University of South Florida School Management Institute Graduate
Research Assistant Award, 1992-93

Department of North Carolina Public Instruction recognition for process
in identifying and selecting gifted students, 1974

University of North Carolina-Asheville Psi Chi Honor Society
member, 1972-74

University of North Carolina-Asheville tuition scholarship recipient,
1972-74

Professional Development, Professional Meetings & Professional Memberships

D. Professional Development:

Qualitative Research mini-course, AERA, 2007

Mixed Methodology mini-course, AERA, 2005

Oral Historical Research mini-course, AERA, 2005

Clinical Education, Florida Atlantic University, 2001

Blackboard Training, Florida Atlantic University, 2001

Breaking Through the Barriers to Writing Proposals, Division of
Sponsored Research, Florida Atlantic University, 2001

College Grant Writing, The University of Alabama, 1997

Consultant and Principal Assessor, State of Florida Assessment Center, 1990-95

Facilitative Leadership Training, Pasco County, Florida, 1994

Turning Total Quality Management into Classroom Practice, Cornesky & Byrnes, Florida, 1994

Gender Issues in Methodology: Data Analysis and the Crisis of Representation, American Educational Research Association, 1994

Managing Productive Schools, Pasco County, Florida, 1988-90

Pre-kindergarten Leadership Development, Florida Department of Education, 1991-92

Florida Performance Measurement System, Pasco County, Florida, 1988

Certification for the Florida Principal Competency Assessment Center, Florida Department of Education, 1988

Interaction Management, training in conflict negotiation and resolution strategies, Pasco County, Florida, 1989-90

National Teacher Recruitment Training, Pasco County, Florida, 1989

E. Professional Meetings:

Annual Meeting of the University Council of Educational Administration, Washington, DC, November, 2007

Annual Meeting of the American Educational Research Association, Chicago, IL, April, 2006

Annual Meeting of the University Council of Educational Administration, San Antonio, TX, November, 2006

Annual Meeting of the University Council of Educational Administration, Nashville, TN, November, 2005

Annual Meeting of the American Education Research Association, Montreal, Canada, April, 2005

Annual Meeting of the University council of Educational Administration, Kansas City, November, 2004

Annual Meeting of the American Educational Research Association, San Diego, March, 2004

Annual Meeting of the University Council of Educational Administration, Portland, OR, November, 2003

Annual Meeting of the American Educational Research Association, Chicago, IL, April, 2003

Annual Meeting of the Florida Education Research Association, Gainesville, FL, November, 2002

Annual Meeting of the University Council of Educational Administration, Pittsburgh, PA, November, 2002

Annual Meeting of the American Educational Research Association, New Orleans, April 2002

Annual Meeting of the University Council of Educational Administration, Cincinnati, November 2001

Annual Meeting of the American Educational Research Association, Seattle, April 2001

Annual Meeting of the American Educational Research Association, New Orleans, April 2000

Annual Meeting of the University Council of Educational Administration, Minneapolis, November 1999

Annual Meeting of the American Educational Research Association, Montreal, Canada, April 1999

Annual Meeting of the Eastern Educational Research Association, Hilton Head, February 1999

Annual Meeting of the Mid-South Educational Research Association, New Orleans, November 1998

Annual Meeting of the University Council for Educational Administration, St. Louis, October, 1998

Annual Meeting of the Eastern Education Association, Tampa, March 1998

Teaching Internationally, Haifa Regional Education Center, Haifa, Israel Supervision Course, summer 1999

Teaching Internationally, Haifa Regional Education Center, Haifa, Israel Leadership Course, summer 1998

Annual Meeting of the University Council for Educational Administration, Orlando, October 1997

Annual Meeting of the Mid-South Educational Regional Association, Memphis, November 1997

International Movement toward Educational Change, Beitostolen, Norway, September 1997

Teaching Internationally, Orot College, Israel, Leadership Course, summer 1997

Annual American Educational Research Conference, Chicago, March 1997

Annual University Council for Educational Administration Conference, Louisville, 1996

Annual American Educational Research Conference, New York, 1996

Annual Association of Management 13th International Conference, Education Division, Vancouver, B.C., Canada, 1996

Annual British Education Management and Administration Society Conference, Oxford, England, 1995

Annual American Educational Research Association, San Francisco, 1995

Annual Women and Power Conference Program, Middle Tennessee State University, Murfreesboro, 1995

Annual American Educational Research Association, New Orleans, 1994

Annual Association for Supervision and Curriculum Development, Chicago, 1994

F. Current/Past Professional Memberships (listed alphabetically):

Alabama Association for Professors in Educational Leadership 1997-99

American Educational Research Association and select Special Interest Groups (SIGs) 1993 to present

Association for Supervision and Curriculum Development 1994 to Present

Eastern Educational Research Association, 1998, 1999

Florida Educational Research Association 2002 to present

Florida Professors of Educational Leadership (FAPEL), 2003 to present

International Schools Connection, Research Co-Coordinator, 2005-2006, member, 1998 to present

Mid-South Educational Research Association 1995-99

National Society for the Study of Education 1999-present

University Council for Educational Administration,(Individual member)
1996-2007 (Institutional member, 2007-2008)