

## **Sharon D. Kruse**

Washington State University Vancouver  
14204 NE Salmon Creek Ave Undergraduate Building 310  
Vancouver, WA 98686-9600  
Office phone: 360-546-9670 Mobile phone: 330-328-3968  
ORCID ID 0000-0002-0594-3935

### **EDUCATION**

B.A. Western Washington University  
M.Ed. Seattle Pacific University—Curriculum and Instruction  
Ph.D. University of Minnesota—Educational Policy and Administration

### **ADMINISTRATIVE APPOINTMENTS**

Academic Director, College of Education: Washington State University, Vancouver, 2014-2024

Chair, Department of Educational Leadership and Sport Management: Washington State University, August 2019-August 2023

Interim Co-Chair, Department of Educational Leadership, Sport Studies, and Educational/Counseling Psychology: Washington State University, 2017-2019

Department Chair, Department of Educational Foundations and Leadership: University of Akron 2001-2003; 2012-2014

Associate Dean: College of Education, University of Akron 2003-2005

### **ACADEMIC APPOINTMENTS**

Professor: Washington State University 2014-present

Professor: University of Akron 2004-2014

Associate Professor: University of Akron 2000-2004

Assistant Professor: University of Akron 1995-2000

### **SERVICE**

National, State, and Regional Committee Memberships:

Member, State of Washington Professional Educator's Standards Board (PESB),  
Pro-Equity Anti-Racism (PEAR) Team, 2022-2024

Member, UCEA Program Center Advisory Board, 2020-2022

Member, Vancouver Public Schools Superintendent Transition Team, 2021-2022

Member, Vancouver Public Schools Discipline Equity Steering Committee, 2019-2022

Director, Center for the Study of Academic Leadership, University Council for Educational Administration, 2018-2022

Washington Council of Educational Administration Professors (WCEAP)

WSU/WSUV Representative 2017-present

Secretary, 2018-2019

President elect 2019-2020

President 2020-2022

Member, WCEAP committee on revising the principal certification program indicators for state accreditation, 2023-present

Clark County Schools Advisory Council, WSUV Representative 2017-2023

UCEA Publications committee, 2015-2018

American Educational Research Association

Organizational Theory Special Interest Group

Chair, 2006-2009

Program chair, 2010-2012, 2014-2017, 2020-2021

Division A

2005 – Section Chair – Division A Section 1 – Leadership

2004 – Section Chair – Division A Section 3—School Reform

President, 2012-2014, Learning Forward Ohio (Formerly the Staff Development Council of Ohio, the state affiliate for the former National Staff Development Council); Executive Board member, 2010-2014

University and College:

Co-chair (with Sherri Bennett), WSUV Strategic Planning Council, 2023-present

Chair, WSU Spokane, College of Education Academic Director/Associate Professor Search, 2021-2022

Chair, WSU Vancouver, College of Arts & Sciences Academic Director Search, 2019-2020

WSU System-wide Zoom Policy Committee, 2019

Career Connected Learning Steering Committee (Formerly Southwest Washington STEM Learning Network), 2014-2022

WSUV Strategic Plan Steering Committee, 2015-2106

WSU Institutional Effectiveness Council—Subcommittee chair for Theme 3, Outreach and Engagement 2015-2016

WSU Educational Leadership Program Coordinator, 2015-Current

WSU Graduate Studies Committee, 2014-2015

Editorial and Review Participation:

Transforming Education Through Critical Leadership, Policy, and Practice  
Book series editors: Chitpin, S., Kruse, S.D., Stevenson, H., (2020-2024).  
London, UK: Emerald Press.

Journal of Educational Administration  
Editorial Advisory Board Member, 2018-present

Journal of Research on Leadership Education  
Editor in Chief, 2018-2019  
Co-Editor in Chief with Gordon Gates, 2015-2017  
Associate Editor, 2014

Journal of Educational Leadership, Policy, and Practice  
Editorial board member, 2015-2019

Journal of Organizational Theory in Education  
Founding Editor with David Brazer and Scott Bauer, 2014-2019

Education Administration Quarterly  
Reviewer, 2004-present  
Editorial board appointment July 2008- 2011

Leadership and Policy in Schools  
Reviewer, 2007-present  
Editorial board appointment July 2011-2021

American Education Research Association, Conference Proposals 1996-present  
Special Interest Group—Organizational Theory  
Division A

University Council for Educational Administration  
Conference Proposals 1996-present

International Journal of Leadership in Education

Reviewer, 2000-present

Journal of School Leadership  
Reviewer, 1999-present

Classroom Teacher: Snohomish School District #201, Elementary and Middle School  
Classroom Teacher; Snohomish, Washington, 1980-1991.

## **RESEARCH and GRANT ACTIVITY**

### Books and Book Chapters

Brazer, D., Bauer, S., & Kruse, S.D. (Book series in proposal). *Revitalizing US public schools: Education leadership in challenging times*. New York, NY: Routledge.

Kruse, S.D. & Seashore Louis, K. (In review). Strong school cultures revisited. In Goddard, R. (Ed.) *Current Issues in Educational Leadership, Organization, and Diversity*. Oxford University Press.

DeMatthews, D. & Kruse, S.D. (Eds.). (2024). *Reimagining School Leadership: Sustaining Improvement Through and Beyond Uncertainty*. Bingley, UK: Emerald Publishing. First author of *The Challenge and Promise of Reimagining School Leadership* and *Mindful Leadership: Cultivating Awareness, Wisdom, and Connection* chapters.

Kruse, S.D. (2023). *Mindful Educational Leadership: Contemplative, Cognitive, and Organizational Systems and Practices*. New York, NY: Routledge.

Kruse, S.D. & Calderone, S. (2020). Cultural competency and higher education. In Mullen, C. (Ed.) *Handbook of Social Justice Interventions in Education*. New York, NY: Springer. [https://doi.org/10.1007/978-3-030-29553-0\\_116-1](https://doi.org/10.1007/978-3-030-29553-0_116-1)

Kruse, S.D. (2020). Mindfulness and school leadership. In Papa, R. (Ed.) *The Oxford Encyclopedia of Educational Administration*. New York, NY: Oxford University Press. doi: <http://dx.doi.org/10.1093/acrefore/9780190264093.013.633>

Kruse, S.D. (2019). Schools as soft systems: Addressing the complexity of ill-defined problems of equity. In Shaked, H. and Schechter, C. (Eds.) *Leading Holistically: How Schools, Districts, and States Improve Systemically* (p. 39-53). New York, NY: Routledge.

Johnson, B.L., & Kruse, S.D. (Eds.) (2019). *Educational Leadership, Organizational Learning, and the Ideas of Karl Weick: Perspectives on Theory and Practice*. New York, NY: Routledge. Co-authorship of introductory and conclusion chapters.

Kruse, S.D., & Gray, J.A. (2019). *A Case Study Approach to Educational Leadership*. New York, NY: Routledge.

- Connolly, M., Eddy-Spicer, D., James, C., & Kruse, S.D., (Eds.) (2019). *The SAGE Handbook of School Organization*. London, United Kingdom: Sage. [Editorship listed alphabetically, Co-authorship of introductory and conclusion chapters.]
- Connolly, M., & Kruse, S.D. (2019). Organizational culture in schools: A review of a widely-misunderstood concept. In Connolly, M., Eddy-Spicer, D., James, C., & Kruse, S.D., (Eds.) *The SAGE Handbook of School Organization* (p.177-194). London, United Kingdom: Sage.
- Johnson, B.L., & Kruse, S.D. (2009). *Decision making for educational leaders: Under-examined dimensions and issues*. Albany, NY: SUNY.
- Kruse, S.D., & Louis, K.S. (2009). *Building strong school cultures: A leader's guide to change*. Thousand Oaks, CA: Corwin. Translated and reprinted in Mandarin as 強校文化建設：一個領導者的指導改變. (2013). Peking, China: Peking University Press.
- Kruse, S.D. (2009). *Work smarter, not harder: Problem-solving strategies for school leaders*. Maryland: Rowman Littlefield.
- Spickard Prettyman, S., & Kruse, S.D. (2007). Masculinization. In D. Gabbard (Ed.), *Knowledge and power in the global economy: The effects of school reform in a neoliberal/neoconservative age* (p.209-220). Mahwah, NJ: Lawrence Erlbaum.
- Kruse, S.D., & Louis, K.S. (2007). Building professional learning community top-down: A case-based reflection. In Stoll, L. and Louis, K.S. (Eds.) *Professional Learning Communities: Divergence, Detail and Difficulties* (p.106-118). London: Swets and Zeitlinger Publishers.
- Kruse, S.D., & Louis, K.S. (2003). Out of the black box: Studying the effects of technology in the classroom. In Wallace, M and Poulson, L. (Eds.) *Learning to read critically in educational leadership and management* (p.149-169). London: Sage.
- Earle, J., & Kruse, S.D. (1999). *Organizational literacy for educators*. New York: Lawrence Erlbaum Associates Inc. Publishers.
- Louis, K.S., & Kruse, S.D. (1998). Creating community in reform: Images of organizational learning in inner-city schools. In Leithwood, K. and Louis, K. S. (Eds.) *Organizational learning in schools* (p.17-46). London: Swets and Zeitlinger Publishers.
- Louis, K.S., Kruse, S.D., & Marks, H. (1996). School-wide professional community. In Fred Newmann and Associates, *Authentic achievement: Restructuring schools for intellectual quality* (p.179-204). San Francisco: Jossey Bass.
- Louis, K.S., & Kruse, S.D. (1995). *Professionalism and community: Perspectives from urban schools*. Thousand Oaks, CA: Corwin Press.

Kruse, S.D. (1994). Redwood Valley Middle School: Shared leadership. In: J.M. Jenkins, K.S. Louis, H.J. Walberg, and J.W. Keefe (Eds.). *World-class schools: An evolving concept*. (p.54-61). Reston, VA: NASSP.

Peer Reviewed/Refereed Articles:

McLaughlin, A., Walls, J., & Kruse, S.D. (In progress). Principals' decision making: Choices, conflicts, and challenges. (Attended submission for the *Journal of Educational Administration*).

Kruse, S.D. & Edge, K. (2023). Is it just me? Organizational burnout and efficacy. *Journal of Educational Administration*. 61(3), 272-286. <https://doi.org/10.1108/JEA-10-2022-0187>

Kruse, S.D., Edge, K., & Schechter, C. (2023). Organizing schools for the future: Innovative conceptions of schools as organizations. *Journal of Educational Administration*. 61(3), 181-184. <https://doi.org/10.1108/JEA-05-2023-273>

Kruse, S.D. (2022). "I am the chair": Women and department leadership in the academy. *Frontiers in Education*, 7, 814581. DOI: 10.3389/educ.2022.814581

Kruse, S.D., & Walls, J., (2021). Community, learning, and leadership: Reflections on the work of Karen Seashore Louis. *Journal of Educational Administration*, DOI: <https://doi.org/10.1108/JEA-12-2020-0249>

Kruse, S.D. (2021). Hiding in plain sight: systems thinking and school organization, *Journal of Educational Administration*, 59(1), 43-58. DOI: <https://doi.org/10.1108/JEA-01-2020-0011>

Kruse, S.D., Hackman, D., & Lindle, J.C. (2020). Academic leadership during a pandemic: Department heads leading with a focus on equity. *Frontiers in Education*. 5(61), 1-14. DOI: 10.3389/educ.2020.614641

Kruse, S.D. (2020). Department chair leadership: Exploring the role's demands and tensions. *Educational Management, Administration, & Leadership*. 1-19. DOI: 10.1177/1741143220953601

Kruse, S.D. & Rodela, K.C. (2019). When hate comes to campus: Campus readiness for conflict, safety, and student voice. *Journal of Cases in Educational Leadership*. 22(3), 85-97.

Zimmerman, B.S., Rasinski, T.V, Was, C.A., Rawson, K.A., John Dunlosky, J., Kruse, S.D., & Nikbakht, E. (2019). Enhancing outcomes for struggling readers: Empirical analysis of the fluency development lesson, *Reading Psychology*, 40(1), DOI: [10.1080/02702711.2018.1555365](https://doi.org/10.1080/02702711.2018.1555365)

Kruse, S.D., Rodela, K.C., & Huggins, K.S. (2018). Messy messages and making sense across complex contexts: A regional network of superintendents confronting equity.

*Journal of School Leadership*. 28(1), 82-109.

Kruse, S.D., Rakha, S., & Calderone, S. (2018). Cultural competency in higher education: A framework for campus development efforts. *Teaching in Higher Education*, 23(6), 733-750.

Kruse, S.D., & Johnson, B.L. (2017). Tempering the normative demands of PLCs with the organizational realities of life in schools: Exploring the cognitive dilemmas faced by educational leaders. *Educational Management, Administration, & Leadership*. 45(4), 588-604.

Gray, J., Kruse, S., & Tarter, C.J. (2016). Enabling school structures, collegial trust, and academic emphasis: Antecedents of professional learning communities. *Educational Management, Administration, & Leadership*. 44(6), 875-891.

Liang, X., Collins, L., Kruse, S.D., & Lenhart, L. (2015). Information is not implementation: Fidelity to a statewide professional development plan. *Academy of Educational Leadership Journal*. 19(3), 197-204.

Brazer, S.D., Kruse, S.D., & Conley, S.C. (2014). Teaching organizational theory: The educational leadership perspective. *Journal of Research on Leadership Education*. 9(2), 254-272.

Kruse, S.D., & Zimmerman, B.S. (2012). Can literacy coaching provide a model for school-wide professional learning?. *Education Research Journal*. 2(9) 279-291.

Sadler-Gerhardt, C., Reynolds, C.A., Britton, P.J., & Kruse, S.D. (2010). Women breast cancer survivors: Stories of change and meaning. *Journal of Mental Health Counseling*. 32(3) 265-282.

Muffet-Willet, S., & Kruse, S.D. (2009). Crisis leadership: Past research and future directions. *Journal of business continuity and emergency planning*. 3(3) 297-307.

Richard, J., & Kruse, S.D. (2008). Understanding school board members' perceptions of superintendents' leader behaviors. *Mid-Western Educational Researcher*. 21(4) 1-7.

Kruse, S.D. (2008). Reflections on leading and learning for change. *Education and Urban Society*. 40, 655-669.

Kruse, S.D., & Spickard Prettyman, S. (2008). Women, leadership, and power: Revisiting the wicked witch of the west. *Gender and Education*. 20(5) 451-464.

Covrig, D., Trenta, L., & Kruse, S.D. (2003). From colds to condoms and beyond. *Journal of Cases in Educational Leadership*. [www.ucea.org](http://www.ucea.org) 6 (3). (Paula Silver Award)

Kruse, S.D. (2003). Remembering as organizational memory. *Journal of Educational Administration*. 41 (4) 332-347.

- Corcoran, K.B., Kruse, S.D., & Zarski, J. (2002). Doctoral student perceptions of learning to be reflective practitioners. *Academic Exchange Quarterly*. 6 (3) 25-30.
- Kruse, S.D. (2001). Creating communities of reform: Images of continuous improvement planning teams. *Journal of Educational Administration*. 39 (4) 359-383.
- Veto, M., Nugent, P., & Kruse, S.D. (2001). "That feeling of being on the edge." Stress and Elementary Catholic School Principals. *Catholic Education*. 4 (3) 301-318.
- Kushner, S.N., & Kruse, S.D. (2000). Using action research to facilitate school improvement. *Midwestern Educational Research Quarterly*. 13 (2) 10-15.
- Kruse, S.D. (1999). Teacher collaboration: Prospects for powerful professional learning. *Journal of Staff Development*. 20 (3) 14-16.
- Kruse, S.D. (1997). Reflective activity in practice: Vignettes of teachers' deliberative work. *Journal of Research and Development in Education*. 31 (1) 46-60.
- Kruse, S.D., & Louis, K.S. (1997). Teachers' reflective work: School based support structures. *Educational Administration Quarterly*. 33 (3) 261-289.
- Louis, K.S., Marks, H., & Kruse, S.D. (1997). Teachers' professional community in restructuring schools. *American Educational Research Journal*. 33 (4) 757-798.

#### Funded Grants

- Rodela, K.C. & Kruse, S.D. (2022). Diversifying Leadership Pathways: SW Washington Leaders for Equity and Advancing Diversity Program. College Spark, \$180,000
- Nelson, T.H., Kruse, S., Morrison, J., & Rollwagon-Bollens, G. (2016). Collaborative research: The next generation of STEM teacher preparation in Washington State. National Science Foundation *Improvement of Undergraduate Education* program, \$296,234 to WSUV, as part of a \$3 million collaborative project with Co-PIs Geary, E., Antilla, J., Baldwin, K., Dechaine-Berkas, J., Nelson, T. H.
- 2013-2014 Co-Designer with Wheeler, S., Kozar, K., Rea, J., & Wheeler, K. *Next Generation Learning Challenge* Planning Grant for Lakewood City Schools. \$100,000
- 2012-2014 Co-Principal Investigator with Liang, X., & Lenhardt, L. *Evaluation for Formative Instructional Practices Professional Development Initiative*. Ohio Department of Education. \$597,500
- 2011-2013 Principal Investigator, *Supplemental Educational Services Evaluation*, Ohio Department of Education. \$87,500



- 2009-2011 Principal Investigator, *Supplemental Educational Services Evaluation*, Ohio Department of Education. \$86,500
- 2008, 2007, 2006, 2005, 2004 Co-Principal Investigator with Liang, X. *Supplemental Educational Services Evaluation*, Ohio Department of Education. \$38,545, \$38,545, \$31,545, \$28,750, \$25,560
- 2004 Co-Principal Investigator with Reed, C. *Improving Student Achievement in Mathematics and Science through Inquiry and Investigation*. OMNOVA Foundation. \$50,000.
- 2003 Co-Principal Investigator with Reed, C. *Improving Student Achievement in Mathematics and Science through Inquiry and Investigation*. John S. and James L. Knight Foundation. \$346,200.
- 2002 Co-Principal Investigator with Stroble, E., Reed, C., Purnell, L. *Curriculum Development, Teacher Training, and Technology Enhancement for a K-12 Urban School Project*. U.S. Department of Education. \$200,000.
- 2002-2003 Co-Principal Investigator with Clay, D., *Northeast Ohio Research Alliance Implementation Grant*. Cleveland Foundation. \$147,500.
- 2002 Principal Investigator, *Leadership for Learning: A Forum for Educators*. Summit County Educational Service Center. Original grant \$126,000, additional funding 2003 \$11,000.
- 2001-2002 Co-Principal Investigator with Cunningham, L., and Trenta, L., *Governance Structures in Urban Districts*. DeWitt-Wallace Reader's Digest Fund. \$49,500.
- 2001-2002 Co-Principal Investigator with Cunningham, L., and Trenta, L., *Ohio School Governance Conference*. Martha Holden Jennings Foundation. \$45,000.
- 2000-2001: Co-Principal Investigator with Clay, D., *Northeast Ohio Research Alliance Pilot Grant*. Cleveland Foundation. \$98,500.
- 1992-1996: Research Investigator, *National Restructured Schools Study and the Longitudinal Case Studies of the Process of Restructuring Schools and Its Impact on Teachers' Work*. Directed by Newmann, F., University of Wisconsin--Madison. OERI grant # R117000005.

#### Evaluation Activities

- 2016 External Evaluator, *American College of Education*, Educational Leadership programs.
- 2010-2011 Evaluator, *ESEA Title II, Part D* (ARRA grants to enhance technology use in schools), Warrensville Heights and Lakewood City High and Middle Schools.

- 2009-2012 Evaluator, *Elementary and Secondary School Counseling Program*, Parma City Schools.
- 2008-2011 Evaluator, *History Connections: From the Low Country to the North Coast: A Teaching American History Grant*, Allen Keller, Principal Investigator. Cleveland Municipal Schools.
- 2008-2011 Evaluator, *Constructing, Consuming, Conserving the Region: A Teaching American History Grant*, M. Tebeau Principal Investigator. Cleveland State University.
- 2006-2009 Evaluator, *Sounds of the Region: Teaching American History Grant*, M. Tebeau Principal Investigator. Cleveland State University.
- 2006-2007 Evaluator, *Safe and Secure Schools*. Parma City Schools. Ohio Department of Education.
- 2006-2007 Evaluator, *Safe and Secure Schools*. Summit County Educational Service Center. Ohio Department of Education.
- 2005-2008 Evaluator, *Making History: Teaching American History Grant*, P. Rutkoff Principal Investigator. Cleveland Municipal Schools.
- 2005 Principal Investigator, Summit Educational Initiative Program Evaluation—*K-12 and community partnership initiatives*.
- 2002-2005 Evaluator, *Constructing the Region, Constructing the Nation: Teaching American History Grant*, Mark Tebeau Principal Investigator. Cleveland First Ring Suburban Schools.
- 1999-2001 Evaluator, *New Work<sup>3</sup> National Technology Innovation Challenge Grant*, Summit County Educational Service Center.

#### Non-Refereed Articles and Conference Proceedings

- Kruse, S.D. (2021). Addressing conflict nondefensively. *The Department Chair*. 31(3), 3-4. Reprinted on 3/1/21 at <https://tomprof.stanford.edu/posting/1852>.
- Zimmerman, B. S., Kruse, S. D., Niesz, T., Kist, W., Kidder-Brown, M. K., & Niknakht, E. (2020). “Facebook Me”: The potential of student teachers’ online communities of practice in learning to teach. *International Journal of Education and Literacy Studies*, 8(2), 62-70.  
<https://www.journals.aiac.org.au/index.php/IJELS/article/view/6001>
- Gray, J., Kruse, S., & Tarter, C. J. (2017). Developing professional learning communities through enabling school structures, collegial trust, academic emphasis, and collective efficacy. *Educational Research Applications*. 2017(1) 1-8.

- Kruse, S.D., & Gates, G.S. (2016). Leading professional learning communities: Applying a high reliability organization perspective. In the conference proceedings of MAC-ETeL, Prague, Czech Republic.
- Kruse, S.D. (2014). Successful problem solving/Successful school leadership: Problem solving strategies for school leaders. In A.M. Rivilla, C. Rodriguez Serbna, & D.A. Ansoleaga San Antonio *Desarrollo de las Instituciones y su Incidencia en la Innovacion de la Docencia*. UNED, Editorial Universitas. pp. 17-33.
- Zimmerman, B.S., & Kruse, S.D. (2013). The fluency development lesson gets graphic! *SANE: Sequential art narrative in education*. 3(1) 16-29.
- Kruse, S.D. (2012). From teacher to leader. *Principal Navigator*. OAESA, 7(3) 11.
- Kruse, S.D. (2010). Intensifying leadership to improve instruction. *Principal Navigator*. OAESA, 6(2) 24-25.
- Kruse, S.D., & Louis, K.S. (2010). Building strong school cultures through intensified leadership. *AdvancEd*. <http://www.advanc-ed.org/>.
- Kruse, S.D. (2010). 5 ways principals can build a climate of collaboration with staff, teachers, and parents. *The Leader's Edge*. American Association of School Administrators. Arlington: VA. <http://resources.aasa.org/LeadersEdge/Mar09-10.html>.
- Clark, S., & Kruse, S.D. (2009). "The transformation of Greenwood school." A case study in K. T. Henson, *Supervision: A collaborative approach to instructional improvement*. Long Grove, IL: Waveland Press. pp. 18-21.
- Kruse, S.D. (2006). Organizational Memory. *Encyclopedia of Educational Administration*, English F. Ed. Newbury Park, CA: Sage.
- Kruse, S.D., and Clay, D. (2002). Collaboration, Problems of Data and Practice, and the Development of University/School Research Alliances. *Catalyst for Change*. 31(3) 13-15.
- Kruse, S.D. (2000). 'You work harder at a good school': Student voices, a report from focus group data. *NASSP Bulletin*. 84(617) 77-85.
- Kruse, S.D., & Lillie, T. (2000). Professional community: Facilitating organizational cultures in support of inclusion. *Disability Studies Quarterly*. 20(4) 413-422.
- Kruse, S.D., & Louis, K.S. (1999). Professional communities and learning communities: What school leaders need to know. *Orbit: OISE/UT Magazine for Schools*. 30(1) 9-12.

Kruse, S.D., & Louis, K.S. (1998). Creating conditions of empowerment: Resilient teachers and resilient students. *Research/Practice*. A publication of the Center for Applied research and Educational Improvement (CAREI). University of Minnesota.

Louis, K.S., Kruse, S.D., & Raywid, M. A. (1996). Putting teachers at the center of reform: Learning schools and professional communities. *NASSP Bulletin*. 80 (580) 9-21.

Kruse, S.D., & Louis, K.S. (1995). Teacher teaming: Opportunities and dilemmas. *Brief to Principals*. Brief No. 11. Center on Organization and Restructuring Schools. Wisconsin Center for Educational Research. University of Wisconsin - Madison.

Kruse, S.D., Louis, K.S., & Bryk, A. (1994). Building professional community in schools. *Issues in Restructuring Schools*. Issue Report No. 6. Center on Organization and Restructuring Schools. University of Wisconsin - Madison. Reprinted in *Instructional Leader*, August, 1994. Texas Elementary Principals and Supervisors Association.

#### Book and Media Reviews

Kruse, S.D. (2019) Review of "Sustainable School Leadership: Portraits of Individuality." *Teachers' College Record*.  
<http://www.tcrecord.org/Content.asp?ContentId=22572>

Kruse, S.D. (2016). Review of "Urban Educational Leadership for Social Justice: International Perspectives." *Journal of Research on Leadership Education*.  
doi:10.1177/1942775116668428

Kruse, S.D. (2010). Review of "Spin Cycle." *Journal of School Choice*. 4(4). 528-531.

Spickard Prettyman, S., & Kruse, S.D. (2006). Review of "Wicked." *Educational Studies*. 32(1) 182-189.

Kruse, S.D. (2002). Review of "Conflicting Missions?" *Teachers' College Record*. 104 (1) 144-147.

Kruse, S.D. (2000). Review of "Professional Development Schools." *Educational Studies*. 31(2) 167-170.

Kruse, S.D. (2000). Review of "Centers of Pedagogy." *Educational Studies*. 31(2) 190-194.

Kruse, S.D. (1998). Review of "Qualitative Research and Case Study Applications." *Educational Studies*. 29(3) 322-326.

Kruse, S.D. (1998). Review of "Destined to Rule the Schools." *Educational Studies*. 29 (2) 194-197.

Kruse, S.D. (1997). Review of "Leadership in Empowered Schools." *Educational Studies*. 28(2) 173-176.

#### Conference Presentations and Participation

- Kruse, S.D. (2023). Rethinking Schools in a (Post?) Pandemic World: Innovative Conceptualizations of Schools as Organizations, Invited Panel Participant, The annual meetings of the American Educational Research Association, Chicago, IL, April 13-16.
- Hackmann, D., Lindle, J. C., Kruse, S. D., Aleman, E., Place, W., & Torres, M. (2020). *Equity-Focused Academic Leadership During a Global Pandemic*. Interactive sessions presented at the annual meetings of the University Council for Educational Administration. Virtual conference, November 19-23.
- Kruse, S.D. (2020). *Mindfulness and school organization*. Paper accepted for presentation at the annual meetings of the American Educational Research Association. April 17-22, Meetings cancelled due to COVID.
- Kruse, S.D. (2019). *What department chairs know: Coping in an uncertain role*. Paper presented at the annual meetings of the University Council for Educational Administration, New Orleans, LA. November 21-24.
- Kruse, S.D. (2019). *Dissecting curriculum vitae and cover letters for job winning success*. Presenter and session facilitator, the annual meetings of the University Council for Educational Administration, New Orleans, LA. November 21-24.
- Kruse, S.D. (2019). *Thinking like a principal*. Session facilitator, the annual meetings of the University Council for Educational Administration, New Orleans, LA. November 21-24.
- Kruse, S.D. (2018). *Schools as soft systems: Addressing the complexity of ill-defined problems*. Paper presented at the annual meetings of the University Council for Educational Administration, Houston, TX. November 14-17.
- Kruse, S.D. (2018). *Leadership Approaches to School Improvement*. Session facilitated at the annual meetings of the University Council for Educational Administration, Houston, TX. November 14-17.
- Kruse, S.D. (2018). *Principals' roles in practice through professional development capacity*. Session facilitated at the annual meetings of the University Council for Educational Administration, Houston, TX. November 14-17.
- Kruse, S.D. (2018). *The Substance and Structure of School Leadership: Understanding and Researching the School as Organization*. Chair/Discussant. The annual meetings of the American Educational Research Association, New York City, NY.

- Bridwell-Mitchell, E., & Kruse, S.D. (2018). *Place, Positionality and Performativity: Understanding and Overcoming the Barriers to Better Research-Practice Partnerships*. Paper presented at the annual meetings of the American Educational Research Association, New York City, NY.
- Eddy Spicer, D., James C., Kruse, S.D., Schechter, C., Shaked, H., & Woods, P. (2017). *Re-imagining the School as Crucible of Engagement and Learning for All*, Session presented at the annual meetings of the University Council of Educational Administration. Denver, CO.
- Kruse, S.D. (2017). *Creating equity-oriented leadership: Considerations for leadership preparation*. Poster presented at the British Educational Leadership Management and Administration Society (BELMAS), Stratford-on-Avon, UK. July 7-9.
- Rodela, K., Kruse, S.D., & Huggins, K. (2017). *Messy messages and making sense across complex contexts: A regional network of superintendents confronting equity*. Paper presented at the annual meetings of the American Educational Research Association, San Antonio, TX.
- Kruse, S.D., Rodela, K., & Huggins, K. (2016). *Messy messages and making sense across complex contexts: A regional network of superintendents confronting equity*. Paper presented at the annual meetings of the University Council of Educational Administration, Detroit, MI.
- Kruse, S.D., Gates, G.S., & Black, W. (2016). *How to be a successful reviewer*. Session presented at the annual meetings of the University Council of Educational Administration, Detroit, MI. November 17-20.
- Kruse, S.D. (2016). *Preparing practitioner-scholars for the complexities of research: Re-imagining methods training for educational leadership students*. Facilitator. The annual meetings of Detroit, MI. November 17-20.
- Kruse, S.D. & Gates, G.S. (2016). *Leading professional learning communities: Applying a high reliability organization perspective*. Paper presented at the Multidisciplinary Academic Conference on Education, Teaching and E-learning, Prague, Czech Republic. August 5-6.
- Gates, G.S., Kruse, S.D., & Russell, K. (2016). *Teacher collective mindfulness for improving instruction and organizational reliability*. Paper presented at the annual meetings of the American Educational Research Association, Washington D.C. April 8-12.
- Gates, G.S., Rodriguez, J., Luckett, K., & Kruse, S.D. (2015). *Mindful instructional leadership: Initial factor analysis and results of a statewide principal survey*. Paper presented at the annual meetings of the University Council of Educational Administration, San Diego, CA. November 20-23.

- Kruse, S.D., Gates, G.S., & Black, W. (2015). *How to be a successful reviewer*. Session presented at the annual meetings of the University Council of Educational Administration, San Diego, CA. November 20-23.
- Kruse, S.D. (2015). *The power of professional communities and learning for teachers*. Chair/Discussant. The annual meetings of the University Council of Educational Administration, San Diego, CA. November 20-23.
- Kruse, S.D. (2015). Interventions and impact: Putting organizational research to work in real world school contexts. Radcliffe Institute for Advanced Study. Cambridge, MA. August 11-12.
- Kruse, S.D. (2015). *Characteristics of effective leaders for diverse contexts*. Chair/Discussant. The annual meetings of the American Educational Research Association, Chicago, IL, April 15-20.
- Kruse, S.D. (2014). *Problem solving strategies for school leaders*. Invited plenary session presentation at the annual meetings of the XIII Congreso Interuniversitario de Organización de Instituciones Educativas (Inter-Organization XIII Congress of Educational Institutions). Madrid, Spain, November 27-29.
- Kruse, S.D. & Johnson, B.L. (2014). *'Mindful' Data-Use in Schools: Tempering Dominant Conceptions of PLC*. Paper presented at the annual meeting of the University Council of Educational Administration, Washington, D.C., November 20-23.
- Kruse, S.D. (2014). *Organizational theories in practice: Using case-based learning methods for leader development*. Paper presented at the annual meeting of the American Educational Research Association, Philadelphia, PA, April 3-7.
- Collins, L., Lenhart, L. Kruse, S.D., & Liang, X. (2014). *Critical indicators of implementation fidelity in a statewide school improvement initiative*. Paper presented at the annual meeting of the American Educational Research Association, Philadelphia, PA, April 3-7.
- Kruse, S.D. (2014). *Understanding educational improvement through the lens of institutional and organizational theory: From teacher communities to teacher evaluation*. Discussant. American Educational Research Association, Philadelphia, PA, April 3-7.
- Kruse, S.D., Brazer, S.D., & Conley, S.C (2013). *Teaching organizational theory: The educational leadership perspective*. Paper presented at the annual meetings of the American Educational Research Association, San Francisco, CA, April 27-May 1.
- Gray, J., Kruse, S.D. & Tarter, C.J. (2013). *Professional learning communities and the role of enabling school structures, collegial trust and academic emphasis*. Paper presented at the annual meetings of the American Educational Research Association, San Francisco, CA, April 27-May 1.

- Gray, J., Kruse, S.D. & Tarter, C.J. (2012). *Professional learning communities and the role of enabling school structures and trust*. Paper presented at the University Council of Educational Administration, Denver, November 15-18.
- Pitts, L., Kruse, S.D., & Weathers, J. (2011). *Organizational theory's contribution to school change and reform*. Discussion session presented at the University Council of Educational Administration, Pittsburgh, PA. November 17-20.
- Kruse, S.D. & Zimmerman, B.S. (2011). *Can literacy coaching provide a model for organizational learning in schools?* Paper presented at the University Council of Educational Administration, Pittsburgh, PA. November 17-20.
- Kruse, S.D. (2010). *Building strong school cultures*. Featured Presentation. Orange County Schools, FL. July 17-19.
- Kruse, S.D. (2010) *Strategies for school improvement: Findings from alternative approaches*. Discussant. The annual meetings of the American Educational Research Association, Denver, CO.
- Kruse, S.D. (2010). *Transformational leaders for transformed schools*. Discussant. The annual meetings of the American Educational Research Association, Denver, CO.
- Kruse, S.D. (2010). *Building strong school cultures*. Featured Presentation. Minnesota Elementary Principals Association Annual Meeting. Minneapolis, MN.
- Louis, K.S. & Kruse, S.D. (2009). *Building school cultures through intensified leadership*. Concurrent session presented at the annual meetings of the National Staff Development Council, St. Louis, MO.
- Louis, K.S., Kruse, S.D. & Zwicky, C. (2009). *Building school cultures through intensified leadership*. Concurrent session presented at the summer meeting of the National Staff Development Council, Boston MA.
- Kruse, S.D. & Louis, K.S. (2008). *Building school culture through expanded leadership*. Concurrent session presented at the annual meetings of the National Staff Development Council, Washington DC.
- Louis, K.S. & Kruse, S.D. (2008). *Building school cultures through expanded leadership*. A preconference meeting presentation of the National Staff Development Council, Washington DC.
- Kruse, S.D. (2008). *Thinking beyond leadership, management and administration: Developing organizational theory for schools and colleges*. Discussant. The annual meetings of the American Educational Research Association, NYC, NY.



- Kruse, S.D. (2008). *Decision-making for educational leaders: Under examined dimensions and issues*. Paper presented at the annual meetings of the American Educational Research Association, NYC, NY.
- Spickard Prettyman, S., Kruse, S.D., & Xu, M. (2007). *The effects of single-gender classrooms on social, attitudinal and academic outcomes*. Paper presented at the annual meetings of the American Educational Research Association, Chicago, IL.
- Kruse, S.D. (2007). *Leading and learning for change*. Discussant. American Educational Research Association, Chicago. IL.
- Kruse, S.D. & Spickard Prettyman, S. (2006). *Wicked Women*. Paper Presented at the annual meetings of the University Council of Educational Administration, San Antonio, TX.
- Kruse, S.D. (2006). *Keeping the end in mind*. Paper presented at the annual meetings of the American Educational Research Association, San Francisco, CA.
- Kruse, S.D. (2006). *Comprehensive school reform and change*. Discussant. American Educational Research Association, San Francisco, CA.
- Kruse, S.D. (2005). *Coaching, mentoring and new leaders*. Discussant. American Educational Research Association, Montreal, Canada.
- Kruse, S.D. (2005). *Trust, leadership and contemporary schooling*. Discussant. American Educational Research Association, Montreal, Canada.
- Kruse, S.D. & Reed C. (2004). *Implementing collaborative standards-based masters programs: Design, challenges and successes*. Paper presented at the annual meetings of the American Association of Colleges for Teacher Education. Chicago, IL.
- Kruse, S.D. (2002). *Complicating the moral thinking of administrators*. Conversation session presented at the annual meetings of the University Council of Educational Administration. Pittsburgh, PA.
- Kruse, S.D. (2002). *Remembering: Case applications of Karl Weick's theory to educational administration*. Paper presented at the annual meetings of the American Educational Research Association, New Orleans, LA.
- Kruse, S.D. (2001). *Remembering: An application of Karl Weick's theory to educational administration*. Paper presented at the University Council of Educational Administration. Cincinnati, Ohio.
- Kruse, S.D. & Gaski, M.M. (2000). *Creating democracy through continuous improvement planning: Toward a theory of action(s)*. Paper presented at the University Council of Educational Administration. Albuquerque, New Mexico.

- Kruse, S.D. (2000). *Building your career: Teaching, research, and service in educational administration today*. Paper presented at the annual meetings of the American Educational Research Association. New Orleans, LA.
- Kruse, S.D. (1999). *Creating accountability through continuous improvement planning: Narratives from three efforts*. Paper presented University Council of Educational Administration, Minneapolis, MN.
- Kruse, S.D. & Hardy, J.T. (1999). *Organizational change and restructuring in M. A. and Ed. D. programs: Policy, promise and challenges*. Paper presented at the American Association of Colleges for Teacher Education. Washington D.C.
- Kruse, S.D. (1997). *Nurturing the post-positivistic dissertation: New voices from the field*. Paper presented to the annual meetings of the University Council for Educational Administration, Orlando, FL.
- Kruse, S.D. & Earle, J. (1997). *Of what use are critical and feminist approaches in the development of new organizational forms for schools?* Conversation presented to the annual meetings of the University Council for Educational Administration, Orlando, FL.
- Kruse, S.D. (1997). *The evolution of a qualitative research course*. Round table discussion, American Educational Research Association. April, Chicago, IL.
- Kushner, S.N. & Kruse, S.D. (1997). *An evaluation of the process and product of site-based management: School and university collaboration*. Paper presented at the annual meetings of the American Educational Research Association. Chicago, IL.
- Kruse, S.D. (1996). *An obsession with prescription: Legal education and pre-service teachers*. Paper presented at the American Educational Studies Association, Montreal, Canada.
- Earle, J. & Kruse, S.D. (1996). *Organizational literacy as a bridge*. Paper presented at the American Educational Studies Association, Montreal, Canada.
- Kruse, S.D. (1996). *Collaboration efforts among teachers: Implications for school administrators*. Paper presented at the University Council for Educational Administration, Louisville, Kentucky.
- Louis, K.S. & Kruse, S.D. (1995). *Organizational learning: Cross-case analysis from four school sites*. Paper presented at the Annual Meetings of the University Council for Educational Administration, Salt Lake City, Utah.
- Kruse, S.D. (1995). *Invited Speaker, Author's forum for outstanding current books of interest*. University Council for Educational Administration, Salt Lake City, Utah, October 28.

- Kruse, S.D. (1995). *Teacher's voices: Reflective practice in action*. Paper presented at the Annual Meetings of the American Educational Research Association, San Francisco, CA.
- Kruse, S.D. (1995). *Teachers' reflective work: School-based support structures*. Paper presented at the Annual Meetings of the American Educational Research Association, San Francisco, CA.
- Kruse, S.D. & Louis, K.S. (1994). *Teacher teaming: Dilemmas for school-wide communities*. Paper presented at the Annual Meetings of the University Council for Educational Administration, Pittsburgh, Pennsylvania.
- Kruse, S.D. (1994). *Learning as collaboration in professional communities: An analysis of innovation in progress*. Paper presented at the Annual Meetings of the American Education Research Association, New Orleans, Louisiana.
- Kruse, S.D. & Louis, K.S. (1994). *Organizational learning in schools: A framework for analysis*. Paper presented at the Annual Meetings of the American Education Research Association, New Orleans, Louisiana.
- Louis, K.S., Marks, H. & Kruse, S.D. (1994). *Teachers' professional community in restructuring schools*. Paper presented at the Annual Meetings of the American Education Research Association, New Orleans, Louisiana.
- Kruse, S.D. & Louis, K.S. (1993). *An emerging framework for analyzing school-based professional community*. Paper presented at the Annual Meetings of the American Educational Research Association, Atlanta Georgia.
- Kruse, S.D. (1993). *Professional community and action research*. Paper presented at the Conference on Action Research, Center for Applied Research and Educational Improvement, Minneapolis, Minnesota.
- Kruse, S.D. & Louis, K.S. (1993). *Developing professional community in new and restructuring schools*. Paper presented at the University Council for Educational Administration, Annual Meeting, Houston, Texas.

### **Honors and Awards**

- 2023 Community Leadership Award, Washington Association of School Administrators (WASA); with Katherine Rodela
- 2020 Distinguished Woman of the Year, Nomination for WSUV (Event and award canceled due to COVID)
- 2019 Invited Lecturer, Bar-Ilan University, Hemdat Hadarom College, and Achva Academic College, Israel, *Eleven Essential Questions for Educational Leadership: Exploring how a focus on equity can enhance decision making*, May 20-23.
- 2018 University Council of Educational Administration, Hanne Mawhinney Distinguished Service Award

2013 Featured Speaker University of Alabama 6<sup>th</sup> Annual Educational Administration  
Research Conference, *Mindful scholarship—Staying focused on what matters.*  
February 8-9.

2009 *Education Administration Quarterly*, Outstanding Reviewer

2004 Paula Silver Award—Outstanding Case of 2004, *Journal of Cases in Educational  
Leadership* with Covrig, D. and Trenta, L.

2001 University of Akron, College of Education Mentoring grant

1999 Cornell University, Millman Promising Scholar Award

1998 University of Akron, College of Education Research Award

1995 UCEA Outstanding New Book Award for *Professionalism and Community*

1994 Pi Lambda Theta Graduate Student Research Award

1986 King 5 Top Teacher Seattle, Washington; Teacher of the Year