

# Joseph B. Berger

---

**Office:**

College of Education and Human Development  
University of Massachusetts Boston  
Boston, MA 02125  
(617) 287-7600  
Email: joseph.berger@umb.edu

**Home:**

96 Mears Ave.  
Quincy, MA 02169  
(413) 687-2107

---

**Education**

*Doctor of Philosophy*, 1997, Education and Human Development - Higher Education  
Administration, Vanderbilt University, Nashville, TN

*Master of Arts*, 1990, College Student Personnel, Bowling Green State University,  
Bowling Green, OH

*Bachelor of Arts*, 1986, Anthropology and Sociology, Cum Laude, Lawrence University,  
Appleton, WI

---

**Professional Experience****Administrative Appointments**

University of Massachusetts Boston

***Dean***

September, 2017 to present

College of Education and Human Development

University of Massachusetts Amherst

***Senior Associate Dean***

February, 2016 to August, 2017

College of Education

***Associate Dean for Research and Engagement***

September, 2011 to January, 2016

College of Education

***Department Chair***

June, 2002 to August, 2011

Department of Educational Policy, Research, and Administration

***Interim Department Chair***

September, 2003 to May, 2004

Department of Student Development and Pupil Personnel Services

**Academic Appointments**

University of Massachusetts Boston

***Professor*** September, 2017 to present  
Department of Leadership in Education

University of Massachusetts Amherst

***Professor*** May, 2010 to August, 2017  
Department of Educational Policy, Research, and Administration

***Associate Professor*** May, 2003 to April, 2010  
Department of Educational Policy, Research, and Administration

***Assistant Professor*** August, 1999 to May, 2003  
Department of Educational Policy, Research, and Administration

University of New Orleans

***Assistant Professor*** August, 1997 to August, 1999  
Department of Educational Leadership, Counseling, and Foundations

Pfeiffer University

***Instructor*** August, 1992 to May, 1994  
Division of Social Sciences

North Central College

***Instructor*** August, 1990 to May, 1992  
Freshman Seminar Program

**Research Appointments**

University of Massachusetts Boston

***Senior Research Fellow*** January, 2018 to present  
Institute for International and Comparative Education

***Senior Research Fellow*** September, 2017 to present  
McCormack Graduate School of Policy and Global Studies

University of Massachusetts Amherst

***Director*** January, 2016 to August, 2017  
Center for International Education (CIE)

***Research Associate*** June, 2011 to September, 2013  
Institute for Social Science Research (ISSR)

***Associate Director***

Center for Education Policy (CEP)

June, 2000 to July, 2007

***Associate Director***

Massachusetts Institute for Social and Economic Research (MISER)

June, 2000 to May, 2004

***Faculty Associate***

Center for Public Policy and Administration (CPPA)

September, 2003 to August, 2017

***Worldwide University Network***

***Chair***

Global Higher Education and Research (GHEAR) Initiative

October, 2016 to August, 2017

---

**Publications**

**Refereed Journals**

George Mwangi, C., Latafat, S., Hammond, S., Kommers, S., Thoma, H., Berger, J. B., & Blanco Ramirez, G. (2018). Criticality in international higher education research: A critical discourse analysis of higher education journals. Higher Education, <https://doi.org/10.1007/s10734-018-0259-9>.

Berger, J. B. & Thoma, H. S. (2015). The challenges of developing an autonomous higher education system in Afghanistan. International Higher Education, 20-21.

Blanco Ramírez, G., & Berger, J. B. (2014). Rankings, accreditation, and the international quest for quality: Organizing an approach to value in higher education. Quality Assurance in Education, 22(1): 88-104.

Berger, J. B., Hudson, K. & Blanco Ramirez, G. (2013). Multi-layered cross-cultural challenges: The case of a new American for-profit college in the Philippines. Journal of Further and Higher Education, 37(6): 736-757.

Berger, J. B., Hudson, K. E. & Blanco Ramirez, G. (2013). How universities work: Understanding higher education management in northwest China. Education Policy Analysis Archives, 21(64).

Mendoza, P., Kuntz, A. M. & Berger, J. B. (2012). Bourdieu and Academic Capitalism: Faculty 'Habitus' in Materials Science and Engineering. Journal of Higher Education, 83(4): 558-581.

Crosset, T., Filo, K. & Berger, J. B. (2011). Ethics matter: Ethical orientations and disparate racial outcomes in elite collegiate athletic programs. Journal of Issues in Intercollegiate Sport, 4: 149-170.

- Kuntz, A. M. & Berger, J. B. (2011). Faculty work practices in material environments: A case study. Journal of Higher Education, 82(3): 239-264.
- Militello, M. & Berger, J. B. (2010). Understanding educational leadership in northwest China. International Journal of Leadership in Education: Theory and Practice, 13(2): 185-202.
- Smith, M. A. & Berger, J. B. (2010). Women's ways of drinking: College women, high-risk alcohol use, and negative consequences. Journal of College Student Development, 51(1): 35-49.
- Mendoza, P. & Berger, J. B. (2008). Academic capitalism and academic culture: A case study. Education Policy Analysis Archives, 16(23): <http://epaa.asu.edu/epaa/v16n23/>.
- McCarthy, R. R. & Berger, J. B. (2008). Unexpected transitions; moving beyond cultural barriers: Successful strategies of female technology education teachers. Journal of Technology Education, 19(2): 64-78.
- Zuniga, X., Williams, E. A. & Berger, J. B. (2005). Action-oriented democratic outcomes: The impact of student involvement with campus diversity. Journal of College Student Development, 46(6): 660-678.
- Malaney, G. D. & Berger, J. B. (2005). Assessing how diversity affects students' interest in social change. Journal of College Student Retention, 6(4): 443-460.
- Mendoza, P. & Berger, J. B. (2005). Patenting productivity and intellectual property policies at research I universities: An exploratory comparative study. Education Policy Analysis Archives, 13(5).
- Berger, J. B. & Van Thanh, D. (2004). Leading organizations for universal design. Equity & Excellence in Education, 37(2): 124-134.
- Berger, J. B. & Malaney, G. (2003). Assessing students' transition from a community college to a university. NASPA Journal, 40(4): 1-23.
- Sireci, S. G., Zanetti, M. L. & Berger, J. B. (2003). Recent and anticipated changes in Postsecondary admissions: A survey of New England colleges and universities. Review of Higher Education, 26(3): 323-342.
- Berger, J. B. (2002). The influence of the organizational structures of colleges and universities on college student learning. Peabody Journal of Education, 77(3):40-59.
- Berger, J. B. & Milem, J. F. (2002). The impact of community service involvement on three measures of undergraduate self-concept. NASPA Journal, 40(1): 85-103.

- Berger, J. B. (2001). Understanding the organizational nature of student persistence: Empirically-based recommendations for practice. Journal of College Student Retention, 3(1): 3-21.
- Berger, J. B. (2000). Organizational behavior at colleges and student outcomes: A new perspective on college impact. The Review of Higher Education, 23(1): 61-83.
- Berger, J. B. & Milem, J. F. (2000). Organizational behavior in higher education and student outcomes, pp. 268-338 in J. C. Smart (Ed.) Higher Education: Handbook of Theory and Research, Volume XV. New York: Agathon.
- Berger, J. B. & Milem, J. F. (2000). Exploring the impact of historically Black colleges on the development of self-concept: Journal of College Student Development, 41(4): 1-14.
- Milem, J. F., Berger, J. B., & Dey, E. L. (2000). Faculty time allocation: A longitudinal study of change over 20 years. Journal of Higher Education, 71(4): 454-475.
- Braxton, J. M., Bray, N. J., & Berger, J. B. (2000). Faculty teaching skills and their influence on the college student departure process. Journal of College Student Development, 41(2): 215-227.
- Berger, J. B. & Milem, J. F. (1999). The role of student involvement and perceptions of integration in a causal model of student persistence. Research in Higher Education, 40(6): 641-664.
- Berger, J. B. & Braxton, J. M. (1998). Revising Tinto's interactionalist theory of student departure through theory elaboration: Examining the role of organizational attributes in the persistence process. Research in Higher Education, 39(2): 103-120.
- Berger, J. B. (1997). Students' Sense of community in residence halls, social integration, and first-year persistence. Journal of College Student Development, 38(5): 439-450.
- Milem, J. F. & Berger, J. B. (1997). A modified model of college student persistence: the relationship between Astin's theory of involvement and Tinto's theory of student departure. Journal of College Student Development, 38(4): 387-400.
- Dey, E. L., Milem, J. F., & Berger, J. B. (1997). Changing patterns of publication productivity: Accumulative advantage or institutional isomorphism?. Sociology of Education, 70(4): 308-323.

### **Peer-reviewed Reports and Monographs**

- Coelen, S. P. & Berger, J. B. (2006). New England 2020: A Forecast of Educational Attainment and Its Implications for the Workforce of New England States. Quincy, MA: Nellie Mae Education Foundation.

- Williams, D. A., Berger, J. B. & McClendon, S. (2005). Towards A Model of Inclusive Excellence & Change in Post-Secondary Institutions. Washington, DC: Association of American Colleges and Universities.
- Coelen, S. P. & Berger, J. B. (2005). Higher Ed Matters: The Reliance of New England States On Colleges and Universities to Sustain Their Population and Workforce. Quincy, MA: Nellie Mae Education Foundation.
- Berger, J. B., Smith, S. M. & Coelen, S. P. (2004). Race and the Metropolitan Origins Of Postsecondary Access to Four Year Colleges: The Case of Greater Boston. Cambridge, MA: The Civil Rights Project, Harvard University.
- Coelen, S. P., Berger, J. B. & Associates. (2001). Diversity among Equals: Educational Opportunity and the State Of Affirmative Admissions in New England. Braintree, MA: Nellie Mae Education Foundation.

### Book Chapters

- Berger, J. B., Aslami, H., Amiri, R., Hedayet, M. & Thoma, H. S. (2017). Faculty development for teacher education in Afghanistan, p. 86-98 in C. Smith & K. Hudson (eds.) Faculty Development in Developing Contexts: Theory and Practice for Developing the Quality of Teaching in Higher education. Philadelphia: Routledge.
- Berger, J. B., Blanco Ramirez, G. & Lyon, S. (2012). Past to present: A historical examination of retention, p. 1-31 in A. Seidman (ed.) College Student Retention: Formula for Student Success, second edition. Lanham, MD: ACE/Preager.
- Berger, J. B. & Lyon, S. (2005). Past to present: A historical look at retention, p. 1-30 in A. Seidman (ed.) College Student Retention: Formula for Student Success: Lanham, Md. ACE/Preager.
- Berger, J. B. (2000). Optimizing capital, social reproduction, and undergraduate persistence: A sociological perspective, p. 95-126 in J. M. Braxton (Ed.) Rethinking the Departure Puzzle: New Theory and Research on Student Retention. Nashville: Vanderbilt University Press.
- Braxton, J. M. & Berger, J. B. (1999). How disciplinary consensus affects faculty, p. 171-188 in R. Menges (Ed.) Faculty in New Jobs. San Francisco: Jossey-Bass.
- Braxton, J. M. & Berger, J. B. (1996). Public trust, research activity and the ideal of service to students as clients of teaching, p.79-92 in J. M. Braxton (Ed.) Faculty Teaching and Research: Is There A Conflict?, New Directions for Institutional Research, number 90. San Francisco: Jossey-Bass.

## Book Reviews

- Berger, J. B. (2001). Review of Aligning Faculty Rewards with Institutional Mission: Statements, Policies, and Guidelines by R. M. Diamond (1999, Anker Press). Journal of Higher Education, 72(1) 112-114.
- Braxton, J. M. & Berger, J. B. (1995). Reading for heuristics, Review of Cream of the Crop: The Impact of Elite Education in the Decade After College by H. Katchadourian & J. Boli (1994, Basic Books). Educational Researcher, 24(8), 32-33, 46.

## Articles and Reports

- Berger, J.B. (2020). Understanding Leadership: A Revised Concise Conceptual Overview. University of Massachusetts Boston. Boston.
- Berger, J. B., Siwash, N., Zargar, W., Assadullah, S., Hedayet, M, Aslami, H., Wajdi, H. & Mussawy, J. (2019). Public University Autonomy in Afghanistan: Assessment of Three Dimensions - Financial, Academic, and Administrative: Kabul, Afghanistan.
- Berger, J. B. (2017). Strategic Review Position Paper: Global Challenge in Higher Education and Research. Worldwide Universities Network: Sydney, Australia.
- Mussawy, A. J., Berger, J. B. & Evans, D. R. (2017). A Graduate Education Model for Afghanistan. University Support and Workforce Development Program: Kabul, Afghanistan.
- Mussawy, A. J. & Berger, J. B. (2016). Framework for Faculty Promotion and Tenure Criteria in Afghanistan. University Support and Workforce Development Program: Kabul, Afghanistan.
- Omar, W., Hedayet, M., Goldman, L., & Berger, J. B., (2016). Afghanistan University Support and Workforce Development Program Implementation Plan: 2017. University Support and Workforce Development Program: Kabul, Afghanistan.
- Berger, J. B. (2015). The importance of higher education research in crisis-afflicted states. International Connections, 1(2), 6-7.
- Berger, J. B., Goldman, L., & Omar, W. (2015). Afghanistan University Support and Workforce Development Program Implementation Plan: 2016. University Support and Workforce Development Program: Kabul, Afghanistan.
- Mendoza, P., Sanchez, J., Wells, R. S. and Berger, J. B. (2015). La Red Inter-americana para la Integración, Investigación y Desarrollo en Educación Superior Final Report. Ford Foundation: Santiago, Chile.

- Berger, J. B., Goldman, L., & Omar, W. (2015). Afghanistan University Support and Workforce Development Program Implementation Plan: 2015. University Support and Workforce Development Program: Kabul, Afghanistan.
- Berger, J. B., (2014). Strategic Planning for Higher Education. AMIDEAST: Ramallah, Palestine.
- Berger, J. B. (2014). Afghanistan University Support and Workforce Development Program Implementation Plan: 2014. University Support and Workforce Development Program: Kabul, Afghanistan.
- Berger, J.B. (2013). Leadership: A Concise Conceptual Overview. Massachusetts Community College Leadership Academy. Boston.
- Berger, J. B., Amiri, R., Ghanizada, I., Aslami, H., Monib, F. & Zimmerman, J. (2013). Afghanistan Higher Education Project Impact Analysis. Higher Education Project: Kabul, Afghanistan.
- Zimmerman, J., Berger, J. B., Evans, D. R., Monib, F. & Amiri, R. (2012). Afghanistan Higher Education Project Transition Report. Higher Education Project: Kabul, Afghanistan.
- Berger, J. B. (2012). Afghanistan Master of Public Policy and Administration Curriculum Development. Higher Education Project: Kabul, Afghanistan. The University of Massachusetts-Kabul University MPPA Partnership Project: Kabul, Afghanistan.
- Omar, W., Sayed, D., Berger, J. B., & Evans, D. R (2011). Afghanistan Master's of Public Policy and Administration Needs Assessment. Higher Education Project: Kabul, Afghanistan.
- Omar, W., Stanikzai, A. H., Berger, J. B., Evans, D. R., Eichorn, M. & Aslami, H. (2011). Afghanistan Master's of Education Impact Study. Higher Education Project: Kabul, Afghanistan.
- Berger, J. B. (2010). Improving higher education: Lessons from multiple international need assessment studies. Globalization and the Problems of Life-long Learning: Challenges and Opportunities. Novgorod State University: Novgorod, Russia.
- Berger, J. B. (2010). The Paradoxical Dilemmas of Organized Anarchy: An Overview. University of Massachusetts: Amherst, MA
- Hartwell, A. & Berger, J. B. (2009). American University Cairo Graduate School of Education. American University Cairo. Cairo, Egypt.
- Berger, J. B., Zhao, Y., Britton, T., Guarino, C., Jackson, J. & Marder, M. (2008). Educating Tomorrow's Science Teachers STEM ACT Conference Report: Policy Section. National Science Foundation. Washington, DC.



- Berger, J. B. & McCormick, C. B. (2007). Educators as agents of positive change: A dozen strategies for success. Perspectives: Massachusetts Association for Supervision and Curriculum Development, 6(3): 14-16.
- Berger, J. B., Sireci, S. G., O'Meara, K. A. & Mendoza, P. (2006). STEMTEC Final Evaluation Report. Center for Educational Assessment Report no. 610. Amherst, MA: Center for Educational Assessment, University of Massachusetts.
- Berger, J. B. (2005). Education Policy, Research and Administration (EPRA) Departmental Self-study: Academic Quality Assessment and Development 2005. University of Massachusetts.
- Berger, J. B. (2005). Pioneer Valley STEMNET Evaluation. University of Massachusetts: Boston.
- Mendoza, M. P., O'Meara, K. A., Berger, J. B., Sireci, S. G., & Forest, R. (2005). STEMTEC II Evaluation Report for Year 2 – Fall 2003/Spring 2004. Center for Educational Assessment Report. Amherst, MA: Center for Educational Assessment, University of Massachusetts.
- Cadman Slater, S., Sireci, S. G., Berger, J. B., Brown, M., O'Meara, K. A., Hintze, J. & DeCecco, L. (2003). STEMTEC II Evaluation Report for Year 1– Fall 2002/Spring 2003. Amherst, MA: Center for Educational Assessment, University of Massachusetts.
- Berger, J. B., Keller, L., Effrat, A., Heller, E., Churchill, A., McDermott, K., Bowles, S., Brooks, C. & Gates, E. (2003). The Massachusetts MSP and HUB: Preparatory Evaluation Report. Amherst, MA: Center for Education Policy, University of Massachusetts Amherst.
- Berger, J. B. (2003). Bridges or Barriers: Equity issues in high stakes testing. Education Connection, 5: 6-10.
- Berger, J. B. & Calkins, M. V. (2003). Higher education in the United States: System p. 1041-1045 in J. Guthrie (Ed.) Encyclopedia of Education, second edition. Farmington Hills, MI: Macmillan Reference.
- Berger, J. B. (2002). Truman commission report p. 682-684 in J. Forrest & K. Kinser (Eds.) Higher Education in the United States: An Encyclopedia. Santa Barbara, CA: ABC-CLIO.
- Berger, J. B. (2002). Student governments p. 609-610 in J. Forrest & K. Kinser (Eds.) Higher Education in the United States: An Encyclopedia. Santa Barbara, CA: ABC-CLIO Publishers.

- Berger, J. B. (2002). Student unions p. 636-638 in J. Forrest & K. Kinser (Eds.) Higher Education in the United States: An Encyclopedia. Santa Barbara, CA: ABC-CLIO Publishers.
- Churchill, A., McDermott, K., Bowles, S., Lee-Davis, C., Effrat, A., Berger, J. B., Carey, J., Brooks, C. & Klock, R. (2002). Annual Report on the Progress of Education Reform in Massachusetts. Boston: Massachusetts Education Reform Review Commission.
- Churchill, A., Berger, J. B., Brooks, C., Effrat, A., Griffin, L., Magouirk-Colbert, M. McDermott, K., & Sharick, R., & Sheehan, A. (2002). An Analysis and Evaluation of the Massachusetts 12-to-62 Plan for Recruiting and Retaining Teachers in Massachusetts. Amherst, MA: Center for Education Policy, School of Education, University of Massachusetts.
- Berger, J. B., Sireci, S. G., & Cadman Slater, S. (2002). STEMTEC Evaluation Report for Year 5. Amherst, MA: University of Massachusetts.
- Coelen, S. P., Berger, J. B., Forest, R. L. & Smith E. (2002). Massachusetts Public Higher Education: A Shrewd Investment with Significant Returns. Amherst, MA: Massachusetts Institute for Social and Economic Research and Center for Education Policy.
- Sireci, S. G., Zanetti, M. L., Cadman Slater, S. & Berger, J. B. (2001). STEMTEC Evaluation Report for Year 4. Amherst, MA: University of Massachusetts.
- McDermott, K. A., Berger, J. B., Bowles, S., Cuniff Brooks, C., Churchill, A. M., & Effrat, A. (2001). An Analysis of State Capacity to Implement the Massachusetts Education Reform Act of 1993. Boston: Massachusetts Education Reform Review Commission.
- Berger, J. B., McDermott, K. A., Green, P. C., Sireci, S. G. & Zanetti, M. L. (2000). Charting Educational Pathways: Educational Attainment and Access in New England, Center for Education Policy report no. 00-5. Amherst, MA: School of Education, University of Massachusetts.
- Sireci, S. G., Zanetti, M. L. & Berger, J. B. (2000). Recent and Anticipated Changes In Postsecondary Admissions: A Survey of New England Colleges and Universities, Center for Education Policy, report no. 00-2. Amherst, MA: School of Education, University of Massachusetts.
- Berger, J. B., Paulsen, M. & Milem, J. F. (2000). Aspects of the College Experience as Indicators of Class-Based Differences in Students' Habits: A Study of First Year University Students. University of Massachusetts: Amherst, MA

Berger, J. B. (2000). Navigating the Organizational Environment: A Study of First-Year University Students. University of Massachusetts: Amherst, MA

Berger, J. B. & Milem, J. F. (1998). The Development of an Operational Definition of "Habitus" as a Multi-Dimensional Construct. University of New Orleans: New Orleans LA

---

### Funded Research – Grants, Contracts and Sub-contracts

- **Principal Investigator** – Afghanistan AHEAD (sub-contract with FHI 360)  
Funded by the United States Agency for International Development (USAID), August, 2020 to February, 2025  
Awarded \$4.5million for improving inclusive education in Afghan universities
- **Principal Investigator** - Partnership for Educational Transformation  
Funded by the Trefler Foundation, January, 2019 to December, 2023  
Awarded \$4.9 million to provide deeply embedded support to the transformation of the Dever Elementary School in Boston.
- **Principal Investigator** – Youth, Education, and Closing the Skills Gap Study of the U.S. Institutes (SUSI) for Student Leaders (sub-contract with FHI 360)  
Funded by the US Department of State, April, 2019 to August, 2020  
Awarded \$450,000 to enable two cohorts of 20 undergraduate students from Europe to attend an intensive academic program focused on youth, education, and closing the skills gap.
- **Principal Investigator** - Afghanistan University Support and Workforce Development Program Technical Support (sub-contract with UMass Amherst)  
Funded by the United States Agency for International Development (USAID), October, 2017 to December, 2018  
Awarded \$172,000 to support the improvement of the capacity of the Ministry of Higher Education and eleven universities to manage the quality, relevance and autonomy of higher education in Afghanistan.
- **Principal Investigator** – Leadership for Research Universities in Greater Somalia  
Funded by the Amoud Foundation, January, 2016 to December, 2016  
Awarded \$75,000 to support the development of leadership capacity in 14 universities across greater Somalia.
- **Principal Investigator** (with David R. Evans) – Afghanistan University Support and Workforce Development Program (sub-contract with FHI 360)  
Funded by USAID, January, 2014 to September, 2017  
Awarded \$23.5 million to improve the capacity of the Ministry of Higher Education and eleven universities to improve the quality, relevance and autonomy of higher education in Afghanistan.

- ***Principal Investigator*** (with Shane Hammond) – Pakistan Community College Program (sub-contract with Institute for Training and Development)  
Funded by the United States Department of State, October, 2014 to October, 2016  
Awarded \$100,000 to improve the managerial capacity of administrative and academic leaders in community colleges in Pakistan.
- ***Co-Principal Investigator*** (with Ryan S. Wells) - La Red Inter-americana para la Integración, Investigación y Desarrollo en Educación Superior (sub-contract with University of Missouri)  
Funded by the Ford Foundation, November 2013 to December, 2014  
Awarded \$35,000 to assist with the planning for the creation of an inter-American association linking scholars, educational leaders, and policy-makers to create an association that supports improved access, quality, relevance, financing, management, and research of higher education throughout the Latin America and Caribbean region.
- ***Co-Principal Investigator*** (with Gretchen Rossman and Sharon Rallis) – West Bank and Gaza Leadership and Teacher Development Project (sub-contract with AMIDEAST)  
Funded by USAID, May, 2012 to April, 2016  
Awarded \$1.05 million to improve the capacity of faculties of education to better train secondary teachers in Palestine.
- ***Co-Principal Investigator*** (with David R. Evans) – Afghanistan Higher Education Project Extension  
Funded by USAID, February, 2011 to February, 2014  
Awarded \$21.2 million to improve the capacity of faculties of education and the Ministry of Higher Education in Afghanistan.
- ***Principal Investigator*** – Massachusetts Race to the Top Technical Assistance  
Funded by the Massachusetts Department of Elementary and Secondary Education, September, 2010 to June, 2012  
Awarded \$56,000 to coordinate technical assistance for coordination of Race to the Top implementation.
- ***Co-Principal Investigator*** (with David Buchanan) - Advancing Theory and Knowledge in Public Health Sciences on Global Health Issues, January, 2010 – June, 2011  
Funded by the Fund for the Improvement of Postsecondary Education (FIPSE)  
Awarded \$600,000 to improve public health knowledge and practice in Russia through the development of a graduate program.
- ***Co-Principal Investigator*** (with David R. Evans and David Buchanan) – Afghanistan Medical Education Project (sub-contract with Academy for Education Development)  
Funded by USAID, May, 2009 to December, 2011  
Awarded \$2.4 million to improve the capacity of faculties of education to better train secondary teachers in Afghanistan.

- ***Principal Investigator*** – Cross-Cultural Leadership Development  
Funded by Innisfree International College, Sligo, Ireland, April, 2009 – August, 2009  
Awarded \$10,000 to develop cross-cultural leadership training programs for international professional students.
- ***Co-Principal Investigator*** (with David R. Evans) – Afghanistan Higher Education Project (sub-contract with Academy for Education Development)  
Funded by USAID, January, 2006 to December, 2010  
Awarded \$7.6 million to improve the capacity of faculties of education to better train secondary teachers in Afghanistan.
- ***Principal Investigator*** - Effective Collaborative Role-Playing Environments (sub-contract with Department of Computer Science, University of Massachusetts Amherst)  
Funded by the National Science Foundation (NSF), January, 2009 - December, 2010  
Awarded \$34,000 to supervise evaluation of educational computer simulation development.
- ***Principal Investigator*** – Northwest China Educational Leadership Development Project  
Funded by the University of Massachusetts, May, 2006-January, 2007  
Awarded \$25,000 to conduct a needs assessment on educational leadership development in Northwest China as part of the UMass Innovative Outreach Grant.
- ***Principal Investigator*** – Massachusetts Data Advisory Council  
Funded by the Massachusetts Department of Education, January, 2006 to June, 2006  
Awarded \$6,400 to conduct a needs assessment and facilitate the implementation of a statewide data advisory council.
- ***Principal Investigator*** – Higher Education Outreach Assessment  
Funded by Elms College, September, 2005 to May, 2006  
Awarded \$7,000 to supervise a needs assessment of outreach activities at Elms College.
- ***Co-Principal Investigator*** (with Allan Feldman and Morton Sternheim) – Science, Technology, Engineering and Math - Alternative Certification for Teachers (STEM-ACT)  
Funded by NSF, September, 2005 to August, 2007  
Awarded \$200,000 to develop and deliver a national conference and subsequent reports on improving systematic research on alternative teacher certification.
- ***Principal Investigator*** – Needs Assessment Regarding the Use of Educational Data in Massachusetts  
Funded by the Massachusetts Department of Education, March, 2005 to December, 2005.  
Awarded \$9,600 to assess statewide needs for educational data in the state of Massachusetts.

- ***Principal Investigator*** – Degree Options for Adult Learning Professionals  
Funded by the National Center for the Study of Adult Learning and Literacy, November, 2004 to June, 2005  
Awarded \$11,600 to conduct a national study of the need for and potentials options for advanced degree study among adult learning professionals.
- ***Principal Investigator*** (with Stephen P. Coelen) – 2020 Vision: Demographic Change, Education and the Work Force  
Funded by the Nellie Mae Foundation, January, 2002 to November, 2003  
Awarded \$330,000 to study the relationships among shifting demographics, levels of educational attainment and workforce development needs in the New England region.
- ***Principal Investigator*** (with Stephen P. Coelen) – Exemplary Schools Project  
Funded by the Massachusetts Department of Education, September, 2002 to June, 2003  
Awarded \$30,000 to develop, administer and analyze the results of a survey on best practices and exemplary school performance and improvement on state-mandated tests scores among Massachusetts schools.
- ***Principal Investigator*** (with Stephen P. Coelen) – First Steps: The Relationship Between High School Testing and the First-Year of College  
Funded by the Connecticut Department of Education, June, 2002 to May, 2004  
Awarded \$40,000 to examine the relationship between high school test scores and success on remediation tests, grades and persistence in the first-year of college for students attending public colleges in Connecticut.
- ***Co-Principal Investigator*** (with Andrew Effrat and John Carey) – The Development of an Annual Report on the State of Education Reform in Massachusetts  
Funded by the Massachusetts Education Reform Review Commission, January, 2002-June, 2002  
Awarded \$80,000 to develop the first annual report on the state of education reform in the Commonwealth of Massachusetts.
- ***Co-Principal Investigator*** (with Andrew Effrat) – Preliminary Work on the Massachusetts MSP Project  
Funded by the Noyce Foundation, June, 2002-December, 2002,  
Awarded \$100,000 to conduct preliminary evaluation and policy analysis for a potential state-wide NSF grant.
- ***Co-Principal Investigator*** (with Andrew Effrat) – 12 to 62: An Analysis of the Teacher Recruitment and Retention in Massachusetts  
Funded by the Massachusetts Department of Education, September, 2001-June, 2002  
Awarded \$125,000 to analyze the state sponsored efforts to recruit and retain public school teachers.

- ***Co-Principal Investigator*** (with David R. Evans and Gretchen Rossman) – University Partners for Institutional Capacity Advanced Degree Activity  
Funded by USAID, July, 2001 to June, 2005  
Awarded \$2,292,000 to build human resource and institutional capacity to promote the planning and leadership functions of the education sector through three activities: 1) developing capacity to offer post-graduate degree programs in Policy, Planning & Leadership and Testing & Measurement, 2) by offering advanced degree training of Malawian educators, and 3) by providing technical assistance to University of Malawi and relevant ministries.
- ***Principal Investigator*** (with Stephen P. Coelen and Pat Crosson) - Charting Educational Pathways: Shifts in Educational Access and Attainment in New England  
Funded by the Nellie Mae Foundation, February, 2000 to February, 2002  
Awarded \$290,000 to study recent educational policy changes in the New England states and examine their effects on patterns of postsecondary educational access and enrollment patterns.
- ***Co-Principal Investigator*** (with Andrew Effrat; Kathryn A. McDermott)  
An Analysis of State Capacity to Implement the Massachusetts Education Reform Act of 1993  
Funded by the Massachusetts Education Reform Review Commission, January, 2001-June, 2001  
Awarded \$65,000 to analyze the capacity of the Commonwealth of Massachusetts to implement education reform.
- ***Principal Investigator*** (with Stephen G. Sireci) – STEMTEC Evaluation (sub-contract with the STEMEd Institute, University of Massachusetts Amherst)  
Funded by the Science, Technology, Engineering and Math Teacher Education Collaborative (STEMTEC), September, 2000 – August, 2005  
Awarded \$405,000 to evaluate the STEMTEC initiative, a five year, five million dollar program funded by the National Science Foundation (NSF) to improve science and math teaching as a means for increasing the number and quality of science and math teachers.
- ***Principal Investigator*** - Understanding Organizational Behavior from the Undergraduate Perspective  
A Faculty Research Grant funded by the Office of Research Affairs at the University of Massachusetts Amherst, December, 1999 to November, 2000  
Awarded \$3,100 to continue study of how undergraduate students understand and map organizational cues as the basis for interacting with the organizational environments at colleges and universities.
- ***Principal Investigator*** (with Jeffrey F. Milem) - Study of Community Service Outcomes (SOCISO)  
Funded by the General Board of Higher Education and Ministry of the United Methodist Church and the Vanderbilt University Research Council; January, 1996 to May, 1997.  
Responsible for co-directing a \$9,000 grant investigating the impact of community service involvement on undergraduate educational outcomes at ten colleges.

- **Principal Investigator** - The Status of Private Junior Colleges Project  
Funded by the General Board of Higher Education and Ministry of the United Methodist Church; December, 1996 to June, 1998.  
Responsible for directing a two-year funded study (\$5,600) of the current viability, future status, and organizational functioning processes for seven private junior colleges.

---

### Research Presentations

*Laying the Foundation for Resilient Higher Education Systems in Post-conflict Environments: the Case of Afghanistan*  
(with Uzma Anzar, Michael Blundell, Jamil Mir & Kevin McNamera)  
Comparative and International Education Society  
San Francisco, April, 2019

*13 Years of Higher Education Development in Afghanistan*  
(with David Evans, Mujtaba Hedayet, Javid Mussawy, Hassan Aslami Michael Blundell, & Jamil Mir)  
Comparative and International Education Society  
San Francisco, April, 2019

*Analysis of the Development of Three Dimensions of University Autonomy in Afghanistan*  
(with Ghulam Ahmadi and Liliana Mickel)  
Association for the Study of Higher Education  
Tampa, FL November, 2018

*Leading Change in Higher Education for Disadvantaged Youth: Lessons Learned from Latin America & Afghanistan*  
(with Ana Florez, James Hahn, and Lawrence Goldman)  
International Congress for School Effectiveness and Improvement  
Singapore, January, 2018

*Multiple Dimensions of Quality Assurance in South and Central Asia*  
(with Gerardo Blanco Ramirez, H.M. Jahirul Haque, Larissa Chekmareva, Sadaf Latafat, and Javid Mussawy)

*A Values Framework for Higher Education Development*  
Comparative and International Education Society  
Atlanta, Georgia, March, 2017  
ADA University  
Baku, Azerbaijan, January 2017

*The Promise and Problems of Higher Education in Fragile Regions*  
University of Bristol  
Bristol, UK, December, 2016



*Afghanistan Higher Education: An Ecological Approach to Capacity Development*

(with Hanni Thoma)

Society for Research into Higher Education

Newport, Wales, UK, December, 2016

*The Worldwide Universities Network and Higher Education Research*

University of Leeds

Leeds, UK, December, 2016

*Toward Quality Higher Education in Afghanistan: Lessons Learned from a Decade of Support to Individuals, Institutions, and Systems*

(with David, R. Evans, Larry Goldman, Hassan Aslami, and Razia Karim)

Comparative and International Education Society

Washington, DC, March, 2015

*Overview of Higher Education Retention Models: Adapting vs. Adopting*

University de Los Andes

Bogota, Colombia, May, 2012

*Undergraduate Student Retention in Chile*

(with Alicia Remaley and Javier Campos)

Comparative and International Education Society

San Juan, PR, April, 2012

*American Accreditation of Institutions of Higher Learning in the Global South: From Quality to Postcolonial Critique*

(with Gerardo Blanco Ramirez )

Comparative and International Education Society

San Juan, PR, April, 2012

*The Role of Graduate Education in Fragile Contexts*

(with M. Javad Ahmadi )

Comparative and International Education Society

San Juan, PR, April, 2012

*Enhancing Undergraduate Student Retention in Chilean Universities*

Southeastern Council of Latin American Studies

Gainesville, FL, March, 2012

*Beyond Birnbaum: How Colleges Work 20 Years Later*

(with Kate Hudson)

Association for the Study of Higher Education

Charlotte, NC, November, 2011

*The Role of Higher Education in Promoting Stability in Afghanistan*  
Comparative and International Education Society  
Montreal, May, 2011

*The Promise and Problems of Higher Education in Fragile Regions*  
(with Kate Hudson)  
Comparative and International Education Society  
Montreal, May, 2011

*Multi-layered Cross-cultural Challenges: The Case of a New American For-profit College in the Philippines*  
(with Benita J. Barnes & Gerardo Blanco Ramirez)  
Association for the Study of Higher Education  
Indianapolis, IN, November 2010

*Improving Higher Education through User-Inspired Research: Findings from Multi-National Needs Assessments*  
Intercultural Management Congress  
Lodz, Poland, November 2009

*How Universities Work: Understanding Higher Education Management in Northwest China*  
(with Kate Hudson)  
Association for the Study of Higher Education  
Vancouver, BC, November 2009

*Higher Education Leadership in a Global Context*  
Education City, Qatar Foundation  
Doha, Qatar, May, 2009

*The Paradoxical Dilemmas of Organized Anarchy: An Overview*  
(with Daniel Saunders)  
Association for the Study of Higher Education  
Jacksonville, FL, November 2008

*Architecture of International AID to Educators: Global Policies and Issues*  
(with Ash Hartwell)  
American University of Cairo  
Cairo, Egypt, April 2008

*Institutional Development in Faculties of Education and Teacher Training Institutions in Afghanistan*  
(with Michael V. Blundell)  
Comparative International Education Society  
New York, NY, March 2008

*The Eroding Effects of Market Forces on Faculty Work in Science and Engineering*

(with Pilar Mendoza and Aaron Kuntz)

American Educational Research Association

New York, NY, March 2008

*Searching for the “Art of Leadership”: Understanding Educational Leadership in Northwest China*

(with Matthew Militello)

American Educational Research Association

New York, NY, March 2008

*Educational Leadership Development: A Needs Assessment in Northwest China*

(with Matt Militello and Xiao Zhou)

International Conference on Universities’ Quality Development

Xiamen, People’s Republic of China, October 2006

*Leadership Strategies in Academic Departments*

International Conference on Universities’ Quality Development

Xiamen, People’s Republic of China, October 2006

*Management Trends in American Higher Education*

Center for Higher Education

Hiroshima, Japan, February 2006

*Academic Capitalism in Higher Education*

(Symposium Paper)

Association for the Study of Higher Education

Philadelphia, PA, November 2005

*Towards A Model of Inclusive Excellence & Change in Post-Secondary Institutions*

(with Damon Williams)

Association of American Colleges and Universities National Conference

Nashville, TN, October 2004

*Race and the Metropolitan Origins of Postsecondary Access to Four Year Colleges: The Case of Greater Boston.*

(with Suzanne Smith & Stephen Coelen)

The Civil Rights Project

Cambridge, MA, September 2004

*Patenting Productivity and Intellectual Property Policies at Research I Universities: An Exploratory Comparative Study*

(with Pilar Mendoza)

Association for the Study of Higher Education

Portland, OR, November 2003

*Assessing How Diversity Affects Students' Interest in Social Change*

(with Gary D. Malaney)

American College Personnel Association

Minneapolis, MN, April 2003

*Use of the SAT for Comparison of Disparate State High School High Stakes Tests*

(Invited presentation with Stephen P. Coelen)

The College Board – New England Regional Meeting

Boston, MA, February 2003

*The Influence of the Organizational Structures of Colleges and Universities on College Student Learning*

(Symposium Paper)

Association for the Study of Higher Education

Sacramento, CA, November 2002

*Student Engagement with Diversity and Community: Effects on Democratic Outcomes*

(with Ximena Zuniga and Elizabeth A. Williams)

Association for the Study of Higher Education

Sacramento, CA, November 2002

*Enduring Organizational Dilemmas in Higher Education*

(with Jeffrey F. Milem and Robert L. Crowson)

Association for the Study of Higher Education

Sacramento, CA, November 2002

*Bridges and Barriers: The Impact of High Stakes Testing on College Access*

(with Stephen P. Coelen)

Association for the Study of Higher Education

Sacramento, CA, November 2002

*Diversity Among Equals: The Status of Affirmative Admissions in New England*

(with Preston Green)

National Association of College Admissions Counselors

Salt Lake City, September 2002

*Assessing How Diversity Affects Students' Attitudes, Beliefs, and Interest in Social Change*

(with Gary D. Malaney)

Association for Institutional Research Annual Forum

Toronto, June 2002

*Diversity Among Equals: The Status of Affirmative Admissions in New England*

(with Stephen P. Coelen)

Association for Institutional Research Annual Forum

Toronto, June 2002

*Diversity Among Equals: Educational Opportunity and the State of Affirmative Admissions in New England*

(Invited presentation with Stephen P. Coelen)

New England Association of College Admissions Counselors

Fairfield, CT, May 2002

*Differing Perspectives on Education Reform: Administrator and Teacher Perceptions of the Massachusetts Education Reform Act*

(with Kathryn A. McDermott)

American Educational Research Association

New Orleans, LA, April 2002

*Assessing the Impact of STEMTEC on Organizational Culture*

(with Sharon Cadman Slater and Stephen G. Sireci)

Pathways to Change Conference, National Science Foundation

Arlington, VA, April 2002

*The Impact of Education Policies on Student Achievement and the Higher Education Pipeline*

(with Blenda Wilson and Stephen P. Coelen)

The College Board – New England Regional Meeting

Boston, MA, February 2002

*Diversity Among Equals: Educational Opportunity And The State Of Affirmative Admissions In New England*

(Invited presentation)

Riesman-Lynton Higher Education Group, Boston College

Chestnut Hill, MA, February 2002

*Campus & State Leaders' Perceptions of the Policy Environment for Postsecondary Educational Access in New England*

Association for the Study of Higher Education

Richmond, VA, November 2002

*Organizational Habitus in American Higher Education*

(Symposium Paper)

Association for the Study of Higher Education

Richmond, VA, November 2002

*Assessing Students' Transition from A Community College to a University*

(with Gary D. Malaney)

National Association of Student Personnel Administrators – Region I

Springfield, MA, November 2001

*Diversity Among Equals: Educational Opportunity and the State of Affirmative Admissions in New England*

(Invited presentation with Blenda Wilson and Stephen P. Coelen)

The College Board Forum

Denver, CO, October 2001

*Diversity Among Equals: Educational Opportunity and the State of Affirmative Admissions in New England*

(with Blenda Wilson and Stephen P. Coelen)

Educating All of One Nation Conference, American Council on Education

Cincinnati, OH, October 2002

*Diversity Among Equals: Educational Opportunity and the State of Affirmative Admissions in New England*

(Invited presentation with Stephen P. Coelen)

Diversity Among Equals Conference, Nellie Mae Education Foundation

Boston, MA, October 2001

*Charting Educational Pathways* (with Stephen P. Coelen)

Nellie Mae Education Foundation Meeting

Dedham, MA, July 2001

*Charting Educational Pathways: Shifts in Educational Access and Attainment in New England*

(with Maria Vita Calkins)

New England Educational Research Organization

Portsmouth, NH, April 2001

*Students' Sense of Community in Residence Halls, Academic Integration and First-Year Persistence*

(with Rebecca Klock)

New England Educational Research Organization

Portsmouth, NH, April 2001

*The Effects of Student Engagement with Diversity on Socio-cognitive and Behavioral Outcomes*

(with Ximena Zuniga, Meg Kluge and Elizabeth Williams)

American Educational Research Association

Seattle, WA, April 2001

*Organizational Environments, Empowerment, and Teacher Career Satisfaction in Urban Schools* (with Scott L. Bauer)

American Educational Research Association

Seattle, WA, April 2001

*The Effects of Recent Policy Changes on the Educational Pathways of Under-represented Populations* (Symposium with Kathryn A. McDermott, Preston C. Green, Stephen L. Sireci, Mary L. Zanetti, and Jeffrey F. Milem)  
American Educational Research Association  
Seattle, WA, April 2001

*Assessing Students' Transition from A Community College to a University*  
(with Gary D. Malaney)  
National Association of Student Personnel Administrators  
Seattle, WA, March 2001

*Cultivating Student Engagement with Diversity and Community*  
(with Ximena Zuniga, Tania Mitchell, Susie Minton and Elizabeth Williams)  
American College Personnel Association  
Boston, MA, March 2001

*Recent and Anticipated Changes in Postsecondary Admissions: A Survey of New England Colleges and Universities* (with Mary L. Zanetti and Kathryn A. McDermott)  
The College Board: New England Regional Meeting  
Boston, MA, February 2001

*Aspects of the College Experience as Indicators of Class-Based Differences in Students' Habits: A Study of First Year University Students* (with Michael Paulsen and Jeffrey F. Milem)  
Association for the Study of Higher Education  
Sacramento, CA, November 2000

*Navigating the Organizational Environment: A Study of First-Year University Students*  
Association for the Study of Higher Education  
Sacramento, CA, November 2000

*Recent and Anticipated Changes in Postsecondary Admissions: A Survey of New England Colleges and Universities* (with Stephen G. Sireci and Mary L. Zanetti)  
Northeastern Educational Research Association  
Ellenville, NY, October 2000

*Looking from the Inside Out: External Pressures and Internal Change at Private Junior Colleges*  
American Educational Research Association  
New Orleans, LA, April 2000

*The Impact of Community Service Involvement on Three Measures of Undergraduate Self-Concept*  
(with Jeffrey F. Milem)  
Association for the Study of Higher Education  
San Antonio, TX, November 1999

*The Impact of Organizational Behavior at Colleges on Student Satisfaction*

Association for the Study of Higher Education

Miami, FL, November 1998

*The Development of an Operational Definition of "Habitus" as a Multi-Dimensional Construct*

(with Jeffrey F. Milem)

Association for the Study of Higher Education

Miami, FL, November 1998

*Students Learning to Serve: Exploring the Relationship Between Church-Relatedness and Student Outcomes*

United Methodist Institute for Higher Education

Nashville, TN, June 1998

*Promoting Undergraduate Self-Concept: Differences Between Historically Black and Predominantly White Colleges* (with Jeffrey F. Milem)

American Educational Research Association

San Diego, CA, April 1998

Outstanding Dissertation of the Year Award Presentation:

*The Relationship Between Organizational Behavior at Colleges and Student Outcomes: Generating a Quantitatively Grounded Theory*

Association for the Study of Higher Education

Albuquerque, NM, November 1997

*How Disciplinary Consensus Affect New Faculty* (John M. Braxton)

Association for the Study of Higher Education

Albuquerque, NM, November 1997

*The Role of Student Involvement and Perceptions of Integration in a Causal Model of Student Persistence* (with Jeffrey F. Milem)

Association for the Study of Higher Education

Albuquerque, NM, November 1997

*Faculty Time Allocation: A Longitudinal Study of Change* (with Jeffrey F. Milem and Eric L. Dey)

Association for the Study of Higher Education

Albuquerque, NM, November 1997

*Evolving Research at Historically Black Colleges and Universities*

(with Jeffrey F. Milem)

Council of Presidents, The Black College Fund

Nashville, TN, September 1997



*Changing Patterns of Publication Productivity: Accumulative Advantage or Institutional Isomorphism?* (with Jeffrey F. Milem and Eric L. Dey)  
American Educational Research Association  
Chicago, IL, March 1997

*Understanding the Relationship Between Students' Sense of Community in Campus Residence Halls, Social Integration, and First- Year Persistence*  
Association for the Study of Higher Education  
Memphis, TN, November 1996

*Exploring the Relationship Between Astin's Theory of Involvement and Tinto's Social and Academic Integration* (with Jeffrey F. Milem)  
Association for the Study of Higher Education  
Memphis, TN, November 1996

*Improving First-Year Retention: A Model of Collaboration Between Scholars and Administrators* (with John M. Braxton, Jeffrey F. Milem, Anna V. Shaw Sullivan, Brook Lecky, and Johan Madson)  
National Association of Student Personnel Administrators  
Atlanta, GA, March 1996

*A Modified Model of Student Persistence: Integrating Tinto's Interactionalist Model of Individual Student Departure and Astin's Theory of Involvement* (with Jeffrey F. Milem)  
Association for the Study of Higher Education  
Orlando, FL, November 1995

*Academic and Social Integration at Elite, Private, Research Universities* (Symposium Paper)  
Association for the Study of Higher Education  
Orlando, FL, November 1995

### **Professional Presentations**

*Socially-just Education*  
UNIMINUTO  
Bogota, Colombia, March, 2019

*International Contexts and Development: A Responsive Approach to Enhancing Education*  
Tiradentes University  
Aracaju, Brazil, October, 2018

*Education, Technologies and Innovation to Reduce Inequality*  
(Keynote Address)  
SEMPESq  
Aracaju, Brazil, October, 2018

*Critical Analysis of Rankings of Universities*  
(Keynote Address)

Entre Pares

Puebla, Mexico, September, 2018

*Higher Education Value(s) and Sustainable Development Goals*  
(Keynote Address)

Innovative Education for Sustainability

Bangkok, August, 2018

*Transforming University Learning for Social Justice*  
(with Tara Parker)

Innovative Education for Sustainability

Bangkok, August, 2018

*Strategic Approaches for Implementing National Higher Education Priorities in Afghanistan*  
Afghanistan Ministry of Higher Education

Kabul, July, 2018

*Comprehensive University Internationalization*  
UNIMINUTO

Bogota, Colombia, May, 2018

*Providing Safe Learning Spaces and Equitable University to Job Market Transition in Post-Conflict Environments: Does Afghanistan Have Something to Teach Us?* (with Uzma Anzar and Shane Hammond)

Comparative and International Education Society

Mexico City, March, 2018

*Internationalizing the Graduate Curriculum: South-North Engagement through Short-term Study Tours* (with Felicia Wilczenski & Gerardo Blanco Ramirez)

Comparative and International Education Society

Mexico City, March, 2018

*Promoting Inclusive Excellence in Higher Education: A Framework for Achieving a More Just and Sustainable Institution* (Keynote Address)

Universidad Congreso Internacional de Educacion Superior

Havana, Cuba, February, 2018

*Action Plans for Engagement with SDGs – Global and Local, Including Fragile Economies*  
(with Max Price, Allan Goodman, Liu Yuanchun, Irene Braam, Anthony Welch, David Barth)

Worldwide Universities Network President's Forum

New York, NY, May, 2017

*SDG Targets and GHEAR: An Aligned Research Agenda*

(with Gerardo Blanco Ramirez)

Worldwide Universities Network Global Higher Education and Research Workshop

Amherst, MA, May, 2017

*Active Learning for Essential Skill Development*

Afghanistan Ministry of Higher Education

Kabul, Afghanistan, November, 2016

*Strategic Leadership for Somali Higher Education*

Somali Research and Education Network

Boroma, Somalia, October, 2016

*Higher Education Development*

Yoruba Elders International Society

Providence, Rhode Island, October, 2016

*International Classroom Symposium*

Worldwide Universities Network Annual General Meeting

Maastricht, Netherlands, April, 2016

*Professional and Leadership Development*

University Support and Workforce Development Program

Kabul, Afghanistan, November 2015

*Strategic Planning for Higher Education*

Pakistan Community College Administrators Program

Amherst, MA, September 2015

*Higher Education Finance*

Pakistan Community College Administrators Program

Amherst, MA, September 2015

*Incentivizing Research*

(with Christine McCormick and Linda Griffin)

Council of Academic Deans from Research Education Institutions

Stowe, VT, September, 2015

*Developing Associate Degree Programs in Afghanistan*

(with Jeff Armstrong and Abdul Rashid Altaf)

Community Colleges for International Development

Las Vegas, NV, February, 2014

*Strategic Partnerships for the Development of Local Knowledge to Inform Higher Education Practice and Policy in Latin America and the Caribbean*

(symposium with Pilar Mendoza, Ryan Wells, Miguel Escala, and Carlos Alberto Casas)

Association for the Study of Higher Education

St. Louis, MO, November 2013

*Strategic Planning for Higher Education*

Al-Azhar University

Gaza, Palestine, August, 2013

*Teacher Education Enhancement Program – Portfolios of Professional Practice*

(with Sharon F. Rallis and Louis Cristillo)

Palestine Ministry of Education

Ramallah, Palestine, March, 2013

*Introduction to Publishing Research*

Kabul Education University

Kabul, Afghanistan, September 2011

*Curriculum Development*

Ministry of Higher education,

Kabul, Afghanistan, September, 2011

*Negotiating Career in Higher Education in Time of Recession*

(with Laura Perna, Jerlando Jackson and Linda Hagedorn Serra)

American Educational Research Association

New Orleans, LA, April 2011

*Higher Education and Fragility*

University of Virginia

Charlottesville, VA, March, 2011

*Higher Education Leadership & Management Studies: A Cross-National Approach*

(with Kate Hudson)

International Leadership Association

Boston, MA, October 2010

*Consultative Workshop on Education and Fragility*

(with Kerstin Tebbe, Alberto Begue, Emily Echessa, Jonathan Miller, Yolande Miller-Grandvaux, Jordan Naidoo, Susy Ndarhutse, Fazle Rabbani, Joel Reyes and Lori Heninger)

Working Group on Education and Fragility, Inter-Agency Network on Education in Emergencies

Addis Ababa, Ethiopia, October, 2010

*Improving Higher Education Through User-Inspired Research: Findings From Multi-National Needs Assessments*

International Conference on Globalization and the Problems of Life-long Learning: Challenges and Opportunities.

Novgorod, Russia, May. 2010

*Re-adjustment and Goal-setting for Re-patriated Faculty Members in Afghanistan*

Kabul Medical University

Kabul, Afghanistan, March 2010

*From the Journal to the Boardroom: The Challenge of “Use Inspired Research” in Intercultural Management*

(Panel Discussion with Richard Maguire, Thomas Massey, Max Hess, Ron Steingard, David Angel, and Lukasz Sulkowski)

Congress of Intercultural Management

Lodz, Poland, November 2009

*Institutional Partnerships, Consortia and Twinning Approaches to Build Capacity* (with Ann Austin and David Chapman)

American University in Cairo

Cairo, Egypt, April, 2009

*Ethics of Leadership*

Elms College

Chicopee, MA, December, 2008

*Collaborative Reflective Assessment*

Enderun Colleges

Manila, Philippines, July, 2008

*Assessment and Quality Programs: Evaluating Students Work across Courses and Programs*

American University in Cairo

Cairo, Egypt, April, 2008

*Creating Collaborative Collegial Communities in Academic Communities*

Academic Leadership Academy

Amherst, MA, February 2008

*Systemic Leadership in Higher Education*

Kabul Education University

Kabul, Afghanistan, August 2007

*Leadership in Community Colleges: From Theory to Practice*

Massachusetts Community College Leadership Academy

Bristol, MA, September 2007

*How to Write a Literature Review and Evaluate Research Articles*

(with Benita J. Barnes)

Massachusetts Community College Leadership Academy

Worcester, MA, November 2006

*Formal Collaboration Between Academic Affairs and Student Affairs on Student Assessment*

(with Gary D. Malaney, Marcia Roe and Elizabeth A. Williams)

American College Personnel Association

Minneapolis, MN, April 2003

*Writing Conference Program Proposals*

(with Gary D. Malaney)

Staff Training Workshop, Office of Residence Life

University of Massachusetts Amherst

Amherst, MA, February 2002

*The Effects of MCAS Testing on Admissions in 2003: A Coming Crisis?*

Chancellor's Council on Community, Diversity and Social Justice

University of Massachusetts Amherst

Amherst, MA, December 2001

*Charting Educational Pathways: A Policy-oriented Research Agenda*

(Invited Seminar)

Center for Educational Assessment and The Research and Evaluation Methods Program

School of Education, University of Massachusetts Amherst

Amherst, MA, November 2001

*What SSAOs Expect from New Professionals: Faculty Response to a NERCHE Report*

(with Gary D. Malaney and Marcia Roe)

National Association of Student Personnel Administrators – Region I

Springfield, MA, November 2001

*Re-Invigorating Organizational Studies in Education: A Pressing Need for the 21st Century*

(with Brian Rowan, Burton Clark, Karen Seashore Louis, and William Foster)

American Educational Research Association

New Orleans, LA, April 2000

*Professionals as Scholars of Tomorrow: A Dialogue on Work/Family Issues in the Academy*

(with Mary Ann Rowan, Marian Claffey, Clifton F. Conrad, Kelly Ward, Jennifer Grant

Haworth)

Association for the Study of Higher Education

San Antonio, TX November 1999

*Creating the Choir - Conversation for Principals*

(with Peggy Kirby, Scott Bauer, and Ira Bogotch)

Weekend workshop in conjunction with the *School Leadership Center of Greater New Orleans*  
New Orleans, LA, March 1999

*Doing the Right Thing: The Ethics of Leadership* (with Marie Ward)

Loyola University Student Leadership Conference

New Orleans, LA, February 1999

*Meta-Analysis* (with John M. Braxton)

American Educational Research Association - Division J Graduate Student Seminar

San Diego, CA, April 1998

*There's Power in Analyzing Organizations*

Loyola University Student Leadership Conference

New Orleans, LA, March 1998

*Organizing for Success: An Overview of Organizational Behavior as an Influence on Student Success at Historically Black Colleges*

Black College Fund President's Council

Nashville, TN, September 1997

*Creating Community on Campus: A Comprehensive Approach*

United Methodist Institute for Higher Education

Nashville, TN, June 1995

*Leadership Ethics: Developing Better Leaders*

North Carolina Unit of the National Association for Campus Activities

Asheville, NC, February 1994

*New Place, Same Faces: Tips for New Supervisors with Returning Staff*

Great Lakes Association of College and University Housing Officers

Chicago, IL, November, 1990

---

**Editorial Service**

- Editorial Board – *Equity & Excellence in Education*, 2015 – 2017
- Editorial Board – *Education Research International*, 2012 – 2017
- Editorial Board – *International Journal of Multidisciplinary Perspectives in Higher Education*, 2015 - 2017
- Book Review Editor - *Journal of College Student Retention*, 2000 - 2007
- Consulting Editor - *Research in Higher Education*, 1998 – 2007
- Editorial Board - *Journal of College Student Development*, 2000 - 2003
- Manuscript Reviewer - *Journal of Higher Education*, 1998 – present
- Manuscript Reviewer – *Higher Education*, 2006 - present

- Manuscript Reviewer - *Higher Education Policy*, 2004 – present
- Manuscript Reviewer – *Education Evaluation & Policy Analysis*, 2002
- Book Reviewer – ASHE-ERIC Monograph Series, 2000-2001
- Manuscript Reviewer – National Academy of Sciences - 2001
- Manuscript Reviewer – *Peabody Journal of Education*, 2000-2001
- Manuscript Reviewer - *Journal of College Student Retention* - 1998 – 2000
- Book Reviewer - Allyn & Bacon – 1998, 1999 and 2007
- Book Reviewer – Routledge - 2010

---

### Professional Service

- American Institutes for Research, Advisory Board, 2020 – present
- Boston Opportunity Agenda, Executive Board, 2017 – present
- Advisor, Boston Public Schools, 2019 – present
- Massachusetts Department of Elementary and Secondary Education (DESE) Research Advisory Board
  - Member, 2019 - present
- Fulbright Commission
  - Panel Reviewer, 2018 - present
- Worldwide University Network
  - Chair, Global Higher Education and Research (GHEAR) Steering Committee, 2015 – 2017
- Working Group and Education and Fragility, Inter-Agency Network for Education in Emergencies, 2010 to 2011
- American Educational Research Association, Division J
  - Vice-chair for Organization and Administration, Division J Annual Program Committee, 1999-2000
  - Roundtable Discussant/Chair - 1998
  - Research Paper Session Chair - 1999
  - Annual Conference Proposal Reviewer 1995 to 2000
- Association for the Study of Higher Education
  - Vice-chair for Leadership and Organization, Annual Conference Program Committee, 2005-2006
  - Research Paper Discussant – 1998, 2003, 2005, 2007, 2008, 2010
  - Mentor for Association “Newcomers”, 1998, 1999 Annual Conferences
  - Annual Conference Proposal Reviewer 1996 to 2000, 2003, 2005, 2007 – present
- National Association of Student Personnel Administrators
  - Research Advisory Council, 1999 to 2002
- League of Innovation for Community Colleges
  - Volunteer, 1999 annual conference
- United Methodist Institute for Higher Education, assistant coordinator, 1994 to 1997



---

### Professional Affiliations

- Comparative and International Education Society, 2008 to present
- American College Personnel Association, 1988 to 1994; 1997 to present
- American Education Research Association, 1994 to present
- Association of Institutional Research, 1996 to present
- Association for the Study of Higher Education, 1994 to present
- National Association of Student Personnel Administrators, 1986 to present
- Association for Student Judicial Affairs, 1990 to 1992
- Association of College and University Housing Officers-International 1987 to 1992
- National Association for Campus Activities, 1986 to 1988; 1992 to 1994

---

### Selected Outreach Activities

- Board of Directors, Lawrence University Alumni Association, 2018 – present
- Co-President, Artspace Community Arts Center Board of Directors, 2014-2017
- Amoud University, Somalia – higher education program development, 2013-2014, 2016
- Universidad de los Andes, Colombia – higher education research development, 2012
- Universidad Diego Portales, Chile – educational leadership program development, 2010
- State University of New York Program Accreditation – Chair, 2009
- University of Education (Lahore, Pakistan) – external thesis reviewer, 2009 - 2011
- Chancellor College, University of Malawi – external thesis reviewer, 2006 – 2014
- Massachusetts Community College Leadership Academy, Instructional Team Leader and Planning Board Member, 2003 – 2014
- American University of Cairo –Consultant, 2007- 2009; 2014
- Enderun Colleges, Philippines – organizational needs assessment, 2008
- Xiamen University, China – guest lecturer, 2007
- Changing Academic Profession – International Study, Technical Consultant, 2005 - 2008
- Massachusetts Board of Higher Education Program Accreditation – Team Member and Chair, 2003-04, 2009-2011

---

### Honors and Awards

- Outstanding Journal Article, Honorable Mention, (with Chrystal George Mwange, Shane Hammond, Gereardo Blanco, Suzanne Kommers, Sadaf Latafat & Hanni Thoma) Higher Education Special Interest Group, Comparative and International Education Society, 2020
- Community Leadership Award, 3Point Foundation, 2019
- Outstanding Leadership for Exceptional Commitment to Global Higher Education, Yoruba Elders International Society, 2016
- Commendation for Higher Education Leadership, Governor of Rhode Island, 2016
- Phi Kappa Phi, Distinguished Service Award, University of Massachusetts, 2015-16
- Outstanding Outcomes Assessment Research Award, American College Personnel Association, 2001 (with Jeffrey F. Milem)

- Outstanding Research Paper, National Association of Student Personnel Administrators Annual Meeting, 2001 (with Gary Malaney)
- Annuity Coepris Emerging Professional Award, American College Personnel Association, 2001
- Outstanding Dissertation of the Year Award, Association for the Study of Higher Education, 1997
- Outstanding Service Award, University of New Orleans, 1999
- Outstanding Academic Excellence and Departmental Service Award, Department of Educational Leadership, Vanderbilt University, 1996-97
- University Graduate Fellowship, Vanderbilt University, 1994 to 1997
- Southeast Region's Outstanding Unit Coordinator, National Association for Campus Activities, 1993-94
- Pfeiffer University Outstanding Faculty/Staff Member, 1992-93
- Pfeiffer University Outstanding Faculty/Staff Member, 1993-94
- North Central College Outstanding Faculty/Staff Member, 1991-92
- Lawrence University Campus Life Award, 1986
- Richard Erb Thickens Scholarship, Lawrence University, 1982 to 1986
- Iden Charles Cup for Excellence as a Scholar-Athlete, Lawrence University, 1986
- Gerdes Award in for outstanding work in Anthropology, Lawrence University, 1985

---

### Teaching

#### University of Massachusetts Boston

- CSP 801 – Transnational Counseling
- HIGHED 610 – Administration and Governance in Higher Education

#### University of Massachusetts Amherst

- EDUC 661 – International Higher Education Policy
- EDUC 674 - Leading Higher Education
- EDUC 692D - Proseminar in Higher Education
- EDUC 693D - Policy and Practice of Student Affairs
- EDUC 693J – Integrative Seminar
- EDUC 723 - Organizing Higher Education
- EDUC 778 – Managing Higher Education
- EDUC 791Q – Introduction to Policy Studies
- EDUC 865 – Theories of Educational Leadership

#### University of New Orleans

- EDAD/EDGC 6530 - Student Services in Higher Education
- EDAD 6535 - College Student Development
- EDAD 6615 - Community and Technical Colleges
- EDAD 6930 - Leader Behavior in Educational Administration
- EDAD 6993 - Higher Education Policy Analysis

- EDFR 6700 - Educational Research

---

**Thesis/Dissertation Committee Chair**

**University of Massachusetts**

- Nurul Yaqin, 2020, Increasing Senior High School Students' Mathematical Problem-Solving Skills Through Improving Their Spatial Visualization Skills by Learning and Practicing Three-Dimensional Dynamic Geometry with Cabri 3D.
- Alicia Remaley, 2019, Latina/o College Experiences at a Predominately White Research University.
- Kevin Fleming, 2017, Examining the Influence of Graduate Student Experience on Graduate Alumni Giving Behavior.
- Tony Randall, 2017, Getting It Right: African American Male College/University Presidents & Their Early Cultivation of Self-Efficacy.
- Gerardo Blanco Ramirez, 2013. Quality by Association Across North/South Divides: United States Accreditation of Mexican Institutions of Higher Education.
- Jean Blaise, 2013. The Politics of Educational Inequity Toward Students with Limited English Proficiency in the Age of High Stakes Testing Accountability: A Descriptive Ethnographic Study of Haitian Youth in Boston Public Schools.
- Jen Dolan, 2011. The Intersectionality of Race, Adoption and Parenting: How White Adoptive Parents of Asian Born Children Talk About Race Within the Family.
- Marlene Di Leo, 2011. Reading First/Bay State Reading Initiative: Public vs. Private Implementation-Which Procedures the Best Results?
- George Steven Budd, 2011. Community Colleges and the Pursuit of Larger Grants: Strategies for Success.
- Burton Woolf, 2011. What's So Different about Making a Difference?! Transforming the Discourse of Worklife and Career.
- Kathy Sisneros, 2011. The Forgotten Voices Behind Designated Diversity Initiatives: Perspectives from Students of Color Living in a Multicultural Residential Community.
- Melissa Donohue, 2010. Financial Literacy and Women: Overcoming the Barriers.
- Kate Hudson, 2010. Working Together: The Role of Collaborations in Promoting the Use of Academic Technologies in Higher Education.
- Matt Dibartolomeo, 2010. The Impact of Judges' Consensus on the Accuracy of Anchor-Based Judgmental Estimates of Multiple-Choice Test Item Difficulty: The Case of the NATABOC Examination.

- Lori Corcoran, 2010. Factors Influencing Transition and Persistence in the First Year for Community College Students with Disabilities.
- Joyce Hampton, 2010. Latino/a Students and Faculty Interaction: Las Voces de Persistencia.
- Cathy Dow-Royer, 2010. Scholarship in Occupational Therapy Faculty: The Interaction of Cultural Forces in Academic Departments.
- Cheryl Sheils, 2010. Latinas in the Pipeline to Baccalaureate-Prepared Nursing: Challenges and Supports in Persistence to Degree and Professional Licensure.
- Lauren Way, 2009. The Impact of Disciplinarity on the Organizational Leadership Styles of Academic Deans.
- Marilyn Micka-Pickunka, 2009. Earning and Learning: The Impact of Paid Work on First-generation Student Persistence.
- Nancy Buffone, 2009. Leadership Continuity: Enhancing the Cycle of Leadership in Academic Departments.
- Susan Lyon, 2009. Women in Engineering: Tell Me What You Need to Succeed.
- Donna Wilson, 2008. Entrepreneurial Decision Making in Community Colleges: The Nexus among External Market Forces, Resource Dependence and Expanding Mission.
- R.J. McGivney, 2008. Adult Student Persistence in Online Education: Developing a Model to Understand the Factors that Affect Adult Student Persistence in a Course
- Kate Douglas, 2008. Rigorously Applying the Scholarship of Teaching and Learning: A community college case study.
- Margaret Smith, 2008. Women's Ways of Drinking: College Women, High-Risk Alcohol Use, and Related Consequences.
- Aaron Kuntz, 2007. Placing Academic Activism: Constraints and Possibilities of Faculty Work.
- Yaniris Fernandez, 2007. Navigating Bridges and Barriers: A Study of the James Baldwin Scholars Program.
- Mounira Morris, 2007. Sisters in the Struggle: Individual and Institutional Factors Affecting the Persistence of Black, Female Doctoral Students at Predominantly White Institutions.
- Ray McCarthy, 2006. Unexpected Transitions and Moving Beyond Cultural Barriers: Successful Strategies of Female Technology Education Teachers.
- Yijie Zhao, 2006. A Case Study of the Impact of Urban Immersion Teacher Preparation and Urban Workplace on the Perceived Self-Efficacy, Persistence and Institutional Commitment of Urban School Teachers.
- Mary Moriarty, 2006. Inclusive Pedagogy for Diverse Learners: Science Instruction, Disability, and the Community College.
- Holly Noun, 2005. The Dynamics of Informed Problem-Solving: An Exploratory Study of Student Attention and Cognition in Clinical Athletic Training.

- Mary Barnum, 2005. Clinical Instructional Strategies in Athletic Training Education.
- Cheryl Braxton, 2005. The Influence of Mentoring in Dyadic Relationships on the Leadership Development of Women College Presidents.
- Kathy Doherty, 2005. Beyond the Accountability-Improvement Debate: A Case Study Analysis of Institutional Response to Assessment.
- Pilar Mendoza, 2005. Academic Capitalism and Doctoral Student Socialization: A Case Study.
- Maria Vita Calkins, 2005. First-Generation College Students: Family Influence and the Road to College.
- Janette Mendez, 2003. How Students Understand Financial Aid: A Qualitative Study of the College Choice Process.
- Elaine Whitlock, 2001. Assessing Changes in Bystander Intervention: The Impact of an Undergraduate Educational Program on Peer Sexual Harassment.

#### **Department, School, and University Service**

---

##### **University of Massachusetts Boston**

- Chair, Academic Continuity Task Force, 2020
- Member, Faculty Staff Union Collective Bargaining Team, 2020
- Member, Chancellor Search Committee, 2019
- Member, Vice Chancellor for Enrollment Management Search Committee, 2019
- Chair, Academic Master Planning Task Force, 2018-19
- Centers and Institutes Review Task Force, 2018-19
- Chair, Vice Chancellor for Athletics and Special Projects Review Committee, 2018-19
- Ex Officio, Member, Suspension and Termination Panel, 2017-2018

##### **University of Massachusetts Amherst**

- Member, Joint Task Force on Strategic Oversight, 2015-2016
- Co-Chair, Strategic Internationalization Committee, 2013-2015
- Faculty Senator, 2010-2014
- Rules Committee, Faculty Senate, 2010-2012
- Co-chair, Ad Hoc Committee on Strategic Oversight, Faculty Senate, 2009-2012
- Member, Academic Priorities Council, Faculty Senate, 2009-2013
- Faculty Associate, Center for International Education, 2006 to present
- Faculty Associate, Center for Educational Assessment, 2004 to present
- Faculty Associate, Center for Public Policy Administration, 2006 to present
- Member, Committee on Process and Policy Review, 2009-2010
- Member, University Advancement Council, 2006-2012
- Chair, Technology Committee, School of Education, 2007-2011
- Member, Chancellor's Task Force on University Reorganization, 2008-09
- Member, NCATE Steering Committee, School of Education, 2007-08

- Member, Search Committee – Dean of School of Education, 2005
- Member, Search Committee – Business Manager, University of Massachusetts Amherst, 2004-2005
- Member, Search Committee – Chair, Department of Student Development and Pupil Personnel Services, School of Education, 2004-2004-2005
- Member, Search Committee – Provost, 2004
- Member, Search Committee – Vice Chancellor for Student Affairs, 2003
- Chair, Joint Task Force on Leadership Development, 2001 - 2003
- Coordinator, Higher Education Doctoral Specialization & Master's Program, 2001-2002
- Policy and Leadership Studies Program Coordinating Committee, 2001-2002
- Higher Education Faculty Search Committee, 2000-2001
- Faculty Associate, Center for Public Policy Administration, 2001-present
- Academic Matters Committee, Department of Educational Policy, Research and Administration, 1999-2002

#### **University of New Orleans**

- Student Life Leadership Cabinet, University of New Orleans, 1998-99
- Alumni Association Teacher of the Year Committee, 1997-99
- Outstanding Dissertation of the Year Committee, College of Education, University of New Orleans, 1997 to 1999

#### **Vanderbilt University**

- Peabody College Committee on Teaching, graduate student representative, 1995-96
- Doctoral student representative, Department of Educational Leadership, Peabody College, 1995-96
- Peabody College Graduate Student Association, chair, 1995 to 1997

#### **Pfeiffer University**

- Pfeiffer University representative to the Stanly County (NC) United Way, 1993-94
- Pfeiffer University Retention Task Force, 1992 to 1994

#### **North Central College**

- North Central College Student Development Committee, 1990-1992