

BOARD OF REGENTS  
BRIEFING PAPER

**Agenda Item Title: Request to Continue PERS retirees**

**BACKGROUND & POLICY CONTEXT OF ISSUE:**

On August 19, 2004, the Board approved UNLV's request for rehiring PERS retirees Michael Robison and Pamela Salazar due to their unique qualifications. Dr. Robison was hired through a search process where there were two qualified applicants; one took a position with another department. Dr. Salazar was hired after the initial search produced no acceptable candidates and the search was reopened at which time she was hired. Such hires are permitted, with Board approval, under legislation passed during the 2001 Legislature. The law (NRS 286.523) requires this action to be subject to review every two years. Both individuals work in the PK12 Education Leadership program. Dr. Robison was hired to cover masters level endorsement/degree courses to meet the shortage of CCSD Administrators and to allow full time tenure-track faculty to cover expanding doctoral level courses. Dr. Salazar was also hired to cover masters level endorsement/degree programs to meet the shortage of CCSD administrators and to provide professional development outreach activities for school leaders in Nevada. Both their background experiences as CCSD administrators continues to be essential to the successful implementation of the PK12 Education Leadership program. The shortage of qualified candidates is due to the rapid growth and fewer individuals willing to leave PK12 administration for higher education positions. These positions have been prioritized in the UNLV Strategic Plan.

**SPECIFIC ACTIONS BEING RECOMMENDED OR REQUESTED:**

UNLV recommends that the Board reaffirm the action they took in August of 2004; this action would allow two PERS retirees—Michael Robison and Pamela Salazar—to continue their work at UNLV. The action is necessary because state law requires a review of this decision every two years.

**IMPETUS (WHY NOW?):**

State law (NRS 286.523) requires the Board to review this decision every two years; the Board took action in August 2004. Action now will allow the individuals to continue to work at UNLV and continue to draw their PERS retirement.

**BULLET POINTS TO SUPPORT REQUEST/RECOMMENDATION:**

- Both individuals work with CCSD to ensure successful implementation at the masters level PK12 Educational Leadership program.
- Both individuals are uniquely well qualified for their position; their experience as school district administrators is enormously helpful in implementation of successful programs through the Department of Educational Leadership

**POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:**

- Both individuals currently are retired through PERS.

**ALTERNATIVE(S) TO WHAT IS BEING REQUESTED/RECOMMENDED:**

If the request were denied, the individuals would be required to either resign their positions at UNLV or discontinue their withdrawals from PERS. This could require the Department to search for other individuals to fill these critical roles.

**COMPLIANCE WITH BOARD POLICY:**

- Consistent With Current Board Policy: Title #\_\_\_\_ Chapter #\_\_\_\_ Section #\_\_\_\_
- Amends Current Board Policy: Title #\_\_\_\_ Chapter #\_\_\_\_ Section #\_\_\_\_
- Amends Current Procedures & Guidelines Manual: Chapter #\_\_\_\_ Section #\_\_\_\_
- Other: \_\_\_\_\_
- Fiscal Impact: Yes\_\_\_\_ No\_\_\_\_  
Explain: \_\_\_\_\_

# NEVADA SYSTEM OF HIGHER EDUCATION REQUEST FOR REHIRE OF P.E.R.S. RETIREE

Requesting Institution: UNLV Department: Educational Leadership

Name of Proposed PERS Rehiree: Michael S. Robison

### COMPLETE FOR CLASSIFIED POSITIONS ONLY:

Class Title: \_\_\_\_\_

Class Code: \_\_\_\_\_ Grade: \_\_\_\_\_

Position Number: \_\_\_\_\_ Number of Current Vacancies for Class: \_\_\_\_\_

### COMPLETE FOR PROFESSIONAL POSITIONS ONLY:

Job Title: Professor - in - Residence

Position Number: 3962

### COMPLETE FOR ALL POSITIONS:

Number of currently qualified & available applicants for vacancy: N/A - Rehire

Length of time position vacancy has been open: N/A - Rehire

Fully describe the recruiting efforts that have been undertaken to date: N/A Rehire

Justification for Request: To reaffirm the action the Board took in ~~February 2005~~ <sup>August 2004</sup> to allow Michael S. Robison to continue his work at UNLV. Dr. Robison was hired to cover masters level endorsement/degree courses to meet the shortage of CCSD Administrators and to allow full time tenure-track faculty to cover expanding doctoral level courses. His background experience as a CCSD administrator continues to be essential to the successful implementation of the PK12 Education Leadership program. The shortage of qualified candidates is due to the rapid growth and fewer individuals willing to leave PK12 administration for higher education positions.

### RECOMMENDED BY:

Signature Date 12-22-06  
Vice President/Co-Officer in Charge, Dawn S. Neuman

Signature Date 12-22-06  
President

**TO BE COMPLETED BY NSHE DEPT. OF HUMAN RESOURCES**

Notes on Institution's Recruiting Efforts and Justification for Request:

Candidate meets PERS eligibility requirements:   P   Yes \_\_\_\_\_ No

*30 yrs PERS*

Candidate meets minimum job qualifications: \_\_\_\_\_ Yes \_\_\_\_\_ No

Recommend Approval to Chancellor and Board of Regents:   P   Yes \_\_\_\_\_ No

Signature: *[Handwritten Signature]*  
NSHE Director of Human Resources

Date: 12/28/06

*for reappunation*

Date Approved by Board of Regents: \_\_\_\_\_

Notification made to Public Employees Retirement System of Nevada:  
(Must occur within 10 days of Board approval) Date \_\_\_\_\_

(Added 6/05)

# NEVADA SYSTEM OF HIGHER EDUCATION REQUEST FOR REHIRE OF P.E.R.S. RETIREE

Requesting Institution: UNLV Department: Educational Leadership

Name of Proposed PERS Rehired: Pamela S. Salazar

### COMPLETE FOR CLASSIFIED POSITIONS ONLY:

Class Title: \_\_\_\_\_

Class Code: \_\_\_\_\_ Grade: \_\_\_\_\_

Position Number: \_\_\_\_\_ Number of Current Vacancies for Class: \_\_\_\_\_

### COMPLETE FOR PROFESSIONAL POSITIONS ONLY:

Job Title: Assistant Professor

Position Number: 554

### COMPLETE FOR ALL POSITIONS:

Number of currently qualified & available applicants for vacancy: N/A - Rehire

Length of time position vacancy has been open: N/A - Rehire

Fully describe the recruiting efforts that have been undertaken to date: N/A - Rehire

Justification for Request: To reaffirm the action the Board took in ~~February 2005~~ <sup>August 2004</sup> to allow Pamela S. Salazar to continue her work at UNLV. Dr. Salazar was hired to cover masters level endorsement/degree programs to meet the shortage of CCSD administrators and to provide professional development outreach activities for school leaders in Nevada. Her background experience as a CCSD administrator continues to be essential to the successful implementation of the PK12 Education Leadership program. The shortage of qualified candidates is due to the rapid growth and fewer individuals willing to leave PK12 administration for higher education positions.

### RECOMMENDED BY:

Signature: \_\_\_\_\_ Date: 12-22-06  
Vice President/Co-Officer in Charge, Dawn S. Neuman

Signature: \_\_\_\_\_ Date: 12-22-06  
President

TO BE COMPLETED BY NSHE DEPT. OF HUMAN RESOURCES

Notes on Institution's Recruiting Efforts and Justification for Request:

Candidate meets PERS eligibility requirements: 6 Yes \_\_\_ No \_\_\_  
Candidate meets minimum job qualifications: 6 Yes \_\_\_ No \_\_\_  
Recommend Approval to Chancellor and Board of Regents: 6 Yes \_\_\_ No \_\_\_

Signature [Handwritten Signature]  
NSHE Director of Human Resources

Date 12/28/06

*30 yrs*  
*for Dr. Rajumath*

Date Approved by Board of Regents: \_\_\_\_\_

Notification made to Public Employees Retirement System of Nevada:  
(Must occur within 10 days of Board approval) Date \_\_\_\_\_

(Added 6/05)

# MICHAEL S. ROBISON

## PROFESSIONAL PREPARATION

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June 1980 to July 1984 U. of Nevada, Las Vegas Las Vegas, NV

*Ed.D., Educational Administration and Higher Education*

Dissertation: The Relationship Between Leadership Style and Stressors  
of Public School Administrators

June 1975 to July 1979 University of Nevada, Reno Reno, NV

*Ed.S., Educational Administration and Supervision*

June 1971 to July 1974 University of Nevada, Reno Reno, NV

*M.Ed., Educational Administration and Supervision*

August 1965 to July 1970 University of Nevada, Reno Reno, NV

B. S., Biology Major

## PROFESSIONAL TRAINING AND DEVELOPMENT

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August 2004 to present University of Nevada, Las Vegas Las Vegas, NV  
*Faculty-in-Residence*

- Responsibilities included teaching of graduate level courses in Educational Leadership along with assisting in the recruitment, and advisement of graduate students.

August 2003 to July 2004 University of Nevada, Las Vegas Las Vegas, NV  
*Visiting Professor*

- As a Visiting Professor I was charged to teach graduate level courses in the Educational Leadership Program. In addition to assist the department with various assigned projects.

July 2001 to August 2003 Clark County School District Las Vegas, NV  
*Southwest Assistant Region Superintendent*

- My primary responsibility was the supervision of 20 to 25 public elementary and secondary schools. This included the staff development and training of all administrative personnel. In addition I was responsible for the hiring, training, supervision and mentoring of principals. Assisting schools in meeting the standards of Nevada Education Reform Act and the No Child Left Behind requirements were areas of concentration.

August 1998 to September 2004 University of Phoenix, Nevada Campus Las Vegas, NV

*College Campus Chair*

- This part-time position involved the recruiting of part-time instructors to teach evening classes in the Master's of Education Programs. Scheduling of faculty and observation and evaluation of part-time faculty were the basic responsibilities. Worked as a liaison with the University and the local school districts to address issues or concerns. Was the liaison to the Nevada Department of Education in reference to maintaining a program that meets state requirements.

September 1996 to July 2001 Clark County School District Las Vegas, NV

*Northwest Area Superintendent*

- Provided guidance and leadership to 25 to 30 public elementary schools. This included the staff development, program improvement, staff supervision and training of all administrative personnel. Provided appropriate supervision and directives to meet the established goals of the Clark County School District and the Site Learning Improvement Teams for all the Northwest Area Schools. Assisting schools in meeting the standards of the Nevada Education Reform Act.

September 1987 to September 1991 Douglas County School District Minden, NV

*Principal, Gene Scarselli Elementary School*

- As Principal in a small district my role was to design, contract, and oversee the construction of this new elementary school. I followed it to completion and then staffed, equipped and opened it as Douglas County's first year-round elementary school. Responsible for the support of the community in order to use a different school calendar. Establishment of school traditions, culture and expectant achievement success were the primary goals while serving as principal.

September 1991 to September 1996 Douglas County School District Minden, NV

*Principal, C.C. Meneley Elementary School*

- My primary responsibility was the supervision of 25 to 30 public elementary school teachers and 1000 K-5 elementary students. This included the staff development and training of all teachers and support staff. The hiring, training, supervision and mentoring of teachers were functions of this position. Improvement of Student Achievement was the primary focus.



UNIVERSITY COURSES TAUGHT

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Graduate

- University of Nevada, Las Vegas
  - Human Resource Management
  - Supervision and Evaluation
  - Public School Finance
  - Administrative Internship
  - Organization and Administration of Schools
- University of Phoenix, Nevada Campus
  - Human Resource Management
  - Public School Finance and Budgeting
  - School Law
  - Administrative Internship
  - Introduction to Graduate Studies
- NOVA Southeastern University
  - Research Activities in Leadership to Shape the Future
  - Research Activities in Leading and Managing Systems

NATIONAL AND STATE PRESENTATIONS

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History, Equity and Adequacy Issues of the Nevada Plan for Financing K-12 Education to new District Superintendents for the Nevada Association of School Administrators – October 2005

Embezzlement and Fraud in Public Schools Presentation the Nevada Law Conference for Public School Administrators – October 2005

“From Superintendent to Sage”, American Association of School Administrators Conference 2004 and 2005

“Effective Use of Instructional Time”, National Association of Year Round Education Conference 1995

“Transition Planning for Implementation of an Alternative School Calendar”, National Association of Year-Round Schools Conference 2000

“Success with Clinical Supervision”, Douglas County Professional Development Center 1987

“Effective Use of Instructional Time”, National Association of Year Round Education Conference 1995

“Conflict Management”, Clark County School District Professional Development course for administrators 1996

“Stress Management for the Classroom Teacher”, Douglas County Professional Development course 1996

“Success with Clinical Supervision”, Clark County School District Leadership Training for future administrators 1995

“Learning Styles”, Douglas County Professional Development course for administrators 1999

“Effective Use of Questioning Strategies” Douglas County Professional Development Center 1990

“Instructional Time”, National Association of Year Round Education Conference 1995

#### PUBLICATIONS FOR EMPLOYER

Principal author the Clark County School District’s Year-Round Principal Handbook, policies and procedures for conversion and implementation of a year round calendar

Principal author of the Clark County School District’s implementation procedures and policies for mandatory Kindergarten, including assessment procedures

Assisted in the writing of the Elements of Quality for the Elementary Division for the Clark County School District

Co-author of course Module for EDA/538 Education Finance and Budgeting, University of Phoenix

Co Author of Course Module for EDA/454 “Human Resource Management”, University of Phoenix

#### CERTIFICATIONS

Professional Nevada Administrative Credential K-12

Professional Nevada Teaching Credential 7-12, Science and History

#### ADDITIONAL PROFESSIONAL ACTIVITIES

Consultant to Kit Carson Elementary School, a Title I School, as required by statute for schools in their third year of “in needs of improvement” designation. Helped write goals and a school improvement plan with the help of a School Support Team to address the achievement deficits. September 2005 to present

Consultant to the Regional Professional Development Program, assigned to work with 2<sup>nd</sup> year “in needs of improvement” designated schools. September 2005

Member Nevada Department of Education State Licensing and Review Team – UNLV Visit - March 2003; Sierra Nevada College visit – August 2004; UNR visit – October 2004

Board member National Association of Year Round Education 1991 to 1999

President Elect – National Association of Year Found Education 1999-2000

President – National Association of year Round Education 2000-2002

Presented to the Nevada State Legislative Committee on Education in reference to year round education statutes - Spring 1988

Presented to the Nevada State Legislative Committee on Education concerning funding for after school and tutorial programs - Spring 2000

Past President – Douglas County Administrators Association

Participant in the writing of the 21<sup>st</sup> Century Grant for tutorial funds for the Clark County School District

Supervised student teaches under the direction of the University of Nevada, Las Vegas, University of Nevada, Reno and the University of Phoenix

Participant in the writing, implementation and supervision of the Title I ESEA Grant for Douglas County School District 1991

Member of the Cooperative Research Committee of the Clark County School District. Review and approve all research proposals involving students, faculty or resources of the school district. (1999 to present)

Member of the UNLV/CCSD Professional Development Schools Ad-hoc Committee 2004-2005.

Consultant to Amargosa Schools, Nye County School District, Pahrump, Nevada. Provided technical assistance to a “Needs Improvement” schools

Consultant to Manse Elementary School, Nye County School District, Pahrump, Nevada. Provided facilitator assistance for school improvement.

Appointed to Nevada Department of Education, list to serve as an External Facilitator to Title I schools in Nevada that are in Need of Improvement as determined by No Child Left Behind standards.

Provided technical assistance to the Clark County School District in identifying and labeling At-Risk Schools.

Served as a member of the College of Education Strategic Planning Committee for the 2004-2005

Served as chair of the Faculty in Residence Task Force to develop Minimum Performance Expectations, Promotion and Merit procedures for the Department of Educational leadership

#### PROFESSIONAL MEMBERSHIPS

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National Association of Year Round Schools  
National Association of Elementary Principals  
Association for Supervision and Curriculum Development  
Nevada Association of School Administrators  
Clark County Association of School Administrators

#### COMMUNITY ACTIVITIES

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Boy Scouts of America – Boulder Dam Area Council  
Member of Nevada Area Council of Eagle Scouts  
Lions Club member  
Organized and served as President of a Toastmasters Club for self improvement 1986  
Member and Chairman of the Douglas County Parks and Recreation Board 1986-1991  
Member of the Douglas County School District’s Bond Election Committee 1977, 1986, 1990

#### AWARDS RECEIVED

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Four Seasons Award Recipient – National Association of Year Round Schools - 2003  
Who’s Who in American Education  
Nominated as Nevada Teacher of the Year – 1974  
Faculty of the Year, as voted by students – University of Phoenix – 1999  
Outstanding Alumnus – Moapa Valley high School – 2000  
Clark County School District “Hall of Excellence Award” 2003

# VITA

## **Pamela S. Salazar, Ed.D**

Director, Collaborative Principal Preparation Program  
Co-Director, Center for Outreach in School Leadership Development  
Assistant Professor of Educational Leadership  
University of Nevada, Las Vegas • Education Leadership

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### **Education**

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Ed.D. Educational Leadership, UNLV  
*Dissertation: Professional Development of Principals for School Improvement*

M.S. Physics Education, Curriculum and Instruction, UNLV

B.S. Physics/Math, Secondary Education, UNLV

### **Professional Experience**

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*August 2004-present* Assistant Professor, Educational Leadership, College of Education, University of Nevada, Las Vegas, Department of Educational Leadership

*August 2005-present* School Support Team Leader, Nevada Department of Education, Clark County School District, Lynch Elementary School

*August 2002-August 2004* Visiting Professor, Coordinator of Collaborative Principal Preparation Program, Department of Educational Leadership, College of Education, University of Nevada, Las Vegas

*August 2002-August 2004* Principal on Special Assignment, Southern Nevada, Rural Professional Development Program.

*July 1999 – August 2002* Principal, Basic High School, Henderson, Clark County School District, Nevada

*January 1997-June 1999* Assistant Principal, Western High School, Las Vegas, Clark County School District, Nevada

*January 1995-1997* Director for D.O.E. Grant Design and Implementation, Clark County School District-Research & Design Dept., Nevada

*January 1992-1997* Director for Honors Program Summer Institute, UNLV Nevada Institute for Gifted & Talented Juniors

*January 1995-1997* Dean of Students, Green Valley High School, Henderson, Clark County School District, Nevada

*August 1991-1995* Physics, Math, Computer Science Teacher, Department Coordinator, Green Valley High School, Henderson, Clark County School District,

## Nevada

- June 1987-1992* Director for Summer Science Institute, UNLV Nevada Summer Science Institute
- August 1977-1991* Physics, Math, Computer Science Teacher, Department Coordinator  
Basic High School, Henderson, Clark County School District, Nevada
- August 1974-1977* Physical Science, Math Teacher, Woodbury Middle School, Las Vegas,  
Clark County School District, Nevada

## **Publications**

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- Summer 2006* Chapter, *Best Practice in Professional Development*. In F.L. Dembowski & L. Lemasters (Eds), 2006 NCPEA Yearbook: Unbridled spirit: Best Practices in teaching, scholarship, & service for effective educational Administration. NCPEA [National Council of Professors of Educational Administration] Publications.
- Spring 2006* Co-Editor, Special Issue, Journal of School Public Relations, vol. 26, 2, Lanham, MD
- Winter 2005* Book Review, *Moving Upward Together: Creating Strategic Alignment to Sustain Systemic School Improvement by Frances Duffy*. Journal of School Public Relations, vol 26, 1, Lanham, MD
- November 2005* *Connecting Preparation and Induction: Can School Districts and Preparation Programs Partner to Produce the Leaders Schools Need?* (with Cheryl McFadden and Kermit Buckner) NASSP Connections Journal, vol. 7, Reston, Va.
- October 2005 – present* Editorial Board, NASSP Bulletin, Corwin Press, Thousand Oaks, CA
- December 2004 – present* Editor, NASSP Connections Journal, vol. 6, Reston, Va.
- April 2002-December 2004* Co-Editor, NASSP Connections Journal, vol.4, 5, Reston, Va.
- August 2003* Contributing Author, SAGE Handbook, Nevada Department of Education
- December 2001* The Professional Development of Principals for School Improvement. (University of Nevada, Las Vegas, December, 2001)
- September 2000* *Using Accreditation Standards as a Framework for School Improvement* NASCU Quarterly Reporter, Vol.9. No.1.Fall, 2000. p.1,5-6.

## **Presentations**

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### National Conferences

- February 2006* “A Descriptive Overview of Leadership Factors Associated with NCLB”  
National Association of School Administrators, San Diego, CA
- July 2005* “Challenges of School Public Relations in the Age of NCLB”.  
National Council of Professors of Educational Administration,  
Washington, D.C.
- July 2005* “Reflective Leadership for Creating a Future of Instructional Leaders”  
(with Patti Chance). National Council of Professors of Educational  
Administration, Washington, D.C.

<i>February 2005</i>	"University Outreach for Continuous School Leadership Development"(with Patti Chance). National Association of School Administrators, San Antonio, Texas
<i>February 2005</i>	"Leadership for High-Performing Schools", National Association of Secondary School Principals. San Francisco, California.
<i>February 2005</i>	"How to Survive and Thrive as a New Principal", National Association of Secondary School Principals. San Francisco, California.
<i>February 2004</i>	"Leading School Improvement to Close the Gap", National Association of Secondary School Principals. Orlando, Florida.
<i>February 2004</i>	"Using the ISSLC Standards to Design Professional Development for High School Principals", National Association of School Administrators, San Francisco, California
<i>August 2003</i>	"Professional Development Needs of High School Principals", National Council of Professors of Educational Administration, Sedona, Arizona
<i>February 2003</i>	"Leadership for School Improvement", National Association of Secondary School Principals. San Diego, California.
<i>December 2001</i>	"Developing School Leaders: A District's Grow Your Own Program", (with Kate Kinley), National Staff Development Council, Dallas, Texas.
<u>State/Regional Conferences</u>	
<i>October, 2005</i>	"Leading Inquiry – Using Data to Drive Decisions". Presentation to administrators, Clark County School District.
<i>September, 2005</i>	"What Really Good Principals Do to Support Teaching and Learning". Presentation to administrators, Clark County School District.
<i>September, 2005</i>	"Improving Teacher Growth". Presentation to administrators, Clark County School District.
<i>September, 2005</i>	"Improving Teacher Growth". Presentation to administrators, Washoe County School District.
<i>June, 2005</i>	"Leading High-Performing Schools". Presentation to Nevada administrators, Nevada Institute for School Administrators
<i>April, 2005</i>	"Leading High-Performing Schools". Presentation to administrators, Clark County School District.
<i>March, 2005</i>	"Leading Learning". Presentation to administrators, Clark County School District.
<i>February, 2005</i>	"Making Mojave Great: What it Takes". Presentation to Mohave High School staff, Clark County School District.
<i>January, 2005</i>	"Leading School Improvement: What it Takes". Presentation to administrators, Clark County School District.
<i>October 2004</i>	"From Good to Great Schools". Presentation to assistant principals, Clark County School District.
<i>October 2004</i>	"Building Capacity for School Improvement", Presentation to new principals, Clark County School District.
<i>September 2004</i>	"Now you have a SAGE plan – So What?", Presentation to district administrators, Clark County School District.
<i>August 2004</i>	"Leadership for Learning". Keynote Speaker, Presenter, Nevada Department of Education, Project Improve Summer Institute, Lake Tahoe, NV.
<i>August 2004</i>	"Leading Professional Development". Lyon County Leadership Academy, Lake Tahoe, NV.

*June 2004* “Leadership for Great Schools”. Keynote Speaker, Presenter, Nevada Leadership Institute, Las Vegas, NV.

*April 2004* “Leadership for Making Schools Great”. Keynote Speaker, Montana Association of School Administrators, Butte, Montana.

*April 2004* “Instructional Leadership - Leadership Academy”. Keynote Speaker, Presenter, Nevada Department of Education Mega Conference, Lake Tahoe, NV

*March 2004* "Using Data to Monitor School's Progress on Improvement Efforts". Presentation to new principals, Clark County School District.

*March 2004* "Using SAGE for School Improvement Planning". Presentation to new principals, Clark County School District.

*March 2004* "It's Not About You – It's the Students that Count". Lyon County Leadership Academy, Lyon County School District.

*March 2004* "Instructional Strategies to Improve Student Achievement". Presentation to school administrators, Clark County School District.

*February 2004* "Data Driven Decision Making". Presentation to new principals, Clark County School District.

*February 2004* "Leading School Improvement". Presentation to new principals, Clark County School District.

*January 2004* “Data for Improved Student Learning”. Presentation to district administrators, Clark County School District.

*January 2004* “Building Community and Business Partnerships: The Role of the Principal”. Presentation for Public Education Foundation/Washington Mutual Bank to district administrators, Clark County School District.

*January 2004* “Results-based School Improvement”. Presentation to newly appointed assistant principals, Clark County School District.

*January 2004* “Accreditation and School Improvement”. Presentation to district administrators, Lincoln County School District.

*January 2004* “Leadership for Closing the Achievement Gap”. Presentation to district administrators, Lyon County School District.

*December 2003* “Student Achievement Gap Elimination”. Presentation to district administrators, Elko County School District.

*November 2003* “From Good to Great: Improving our Schools”. Presentation to district administrators, Lyon County School District.

*October 2003* “Lead With Data”. Presentation to district administrators, Clark County School District.

*October 2003* “Making Standards Work”. Presentation to district administrators. Clark County School District.

*October 2003* “Supervision for Teacher Growth”. Presentation to district administrators. Clark County School District.

*October 2003* “Using Data for School Improvement”. Presentation to newly appointed elementary school principals. Clark County School District.

*September 2003* “Results-based Professional Development”. Presentation to newly appointed elementary school principals. Clark County School District.

*September 2003* “Analyzing Test Scores: What They Mean and How to Use Them”. Presentation to district administrators. Nye County School District.

*September 2003* “Leadership for Learning”. Presentation to newly appointed administrators. Clark County School District.



*August 2003* “The Role of the Principal in Closing the Achievement Gap”. Presentation to district administrators. Lyon County School District.

*August 2003* “SAGE: Student Achievement Gap Elimination”. Presentation to Nevada Department of Education.

*August 2003* “Northwest Accreditation: A Framework for School Improvement”. Presentation to northern Nevada administrators. Washoe County School District.

*January 1997-2003* CCSD/Nevada Administrative Professional Development Presentations

## **Service**

### University/College/Department

Member, COE Teacher Education Committee  
 Member, COE Profession Development Schools Ad-hoc Committee  
 Co-Director, Center for Outreach in School Leadership Development  
 Member, PK-12 Doctoral Program Revisions Committee  
 Member, PK-12 Master's Program Revisions Committee  
 Member, PK-12 Search Committee for faculty position  
 Member, 30th Anniversary of Doctoral Program Committee  
 Member, Interview Committee for PK-12 Executive Doctorate Program  
 Member, Interview Committee for PK-12 Collaborative Principal Preparation Program  
 Member, Interview Committee for PK-12 Leadership Preparation Program

### National

Member, NCATE UAB Board (October 2005-Present)  
 Member, NCATE SPAS Board (October 2003-Present)  
 Member, NCATE COPPE Board October 2003-Present  
 Co-Chair, NASSP National Task Force on Professional Development of Principals (February 2002-Present)  
 Member, NASSP Representative to Commission on Preparation of School Leaders (March 2001-Present)  
 Member, Northwest Association of Accredited Schools Board of Trustees (December 2003-Present)

### State/Regional

Chair, Nevada State Northwest Accreditation Commission (December 2003-Present)  
 Chair, Nevada Project Improve-Chair, Leadership Team, (November 2003-Present)  
 Member, Nevada IDEA Reauthorization RTI Team (June 2005-October 2005)  
 Facilitator, Nevada Coordinating Council Regional Professional Development Program Strategic Planning (January 2005-Present)  
 Conference Director, Nevada Institute for School Administrators, (June 2005)  
 Member, Nevada Project Improve Management Team (November 2003- Present)  
 Coordinator, Nevada Project Improve School Facilitators (August 2004-Present)  
 Member, Nevada State Dept of Ed School Improvement Initiative Task Force (August 2004-Present)  
 Member, Nevada Governor’s Education Advisory Task Force (November 2003-Present)  
 Chair, Nevada Governor's Advisory Board on Administrative Development (November 2003-Present)  
 Member, Nevada Task Force – USDOE High School Planning Initiative (October 2003-Present)  
 Director, Nevada Leadership Institute for School Administrators (June 2003-Present)  
 Facilitator, Nevada Department of Education – SAGE Training (June 2003-Present)

Consultant, Nevada Department of Education – No Child Left Behind/SB1 – Role of School Leaders (January 2003-Present)  
Member, Nevada Commission on Professional Standards – Administrative Certification Task Force (September 2002-Present)  
Member, Center for Accelerating Student Achievement (CASA) UNLV/CCSD Partnership Task Force (September 2002-Present)  
Member, CCSD A+ in Action Steering Committee (September 2002-Present)  
Member, CCSD Administrative Development Advisory Board (September 2002-Present)  
Member, CCSD Mentor Principal Training Coordinator (September 2002-Present)  
Trainer, NASCU Accreditation Professional Development – NV, WA, UT (September 1997-Present)  
UNLV Mentor Principal for Aspiring Principals (September 1997-2001)  
Member, CCSD ELL Response/Audit Team (September 2000-Present)  
Trainer, NASSP Leadership Skills Development Series Trainer (April 1998-Present)  
Coordinator and Presenter, Informational Meetings for principal preparation master's program  
External Facilitator, School Improvement at Robison Middle School  
External Facilitator, School Improvement at Pittman Elementary School  
External Facilitator, School Improvement at Lynch Elementary School  
Chair, Northwest Accreditation Response Team to Durango High School  
Chair, Northwest Accreditation Response Team to Bonanza High School  
Chair, Northwest Accreditation Response Team to CO Bastian High School, Caliente  
Consultant, Regional Professional Development Program Administrator Development

#### Grants and Contracts:

"Center for Outreach in School Leadership Development", FIPSE Grant Program, U.S. Department of Education, 2004, \$468,000, not funded.

"Improving Nevada School Leadership", Wallace SAELP II Grant Program 2004, \$670,000, not funded.

"Leadership for Closing the Achievement Gap", Project Improve Special Education Program, Nevada State Department of Education, \$50,000, funded.

"Needs Improvement Schools – School Improvement Facilitator", Title One, Clark County School District, \$30,000 funded.

"Leadership for Improving Student Learning", Southern Nevada Regional Professional Development Program, \$25,000, funded.

#### Professional Organizations

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National Conference of Professors of Educational Administration  
National Association of Secondary School Administrators  
American Education Research Association  
Association for Supervision and Curriculum Development  
Phi Delta Kappa  
University Council for Educational Administration

#### Current Initiatives

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- Continuing Research on Professional Development and Preparation of Principals for School Improvement in an age of Standards and Accountability
- Writing Chapter 2 in new book for NASSP – The Changing Role of the Principal
- Updating the SAGE Handbook (School Improvement Guide for NCLB) for the Nevada Department of Education
- Designing resources for Nevada Department of Education SAGE website
- Coordinating the Nevada Department of Education Project Improve Initiative
- Writing Grants to support the UNLV Center for Outreach in School Leadership Development – Submitted FIPSE Grant and SAELPII Grant
- Developing *Guidebook for School Improvement and Accreditation* for NASCU-NV
- Developing a new professional development module for the UNLV Center for Outreach in School Leadership Development
- Developing a series of one credit courses at UNLV on school improvement strategies for skill certification
- Developing online seminars on school improvement and accountability
- Developing Administrator Toolkit CD focusing on school improvement and accountability