

## **CURRICULUM VITAE**

### **Susan Moore Johnson**

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## **EDUCATION**

Harvard University, Graduate School of Education  
Ed.D (1981) Administration, Planning, and Social Policy

Harvard University, Graduate School of Education  
M.A.T. in English (1969)

Mount Holyoke College  
A.B. (1967)  
*Magna Cum Laude* in English Literature

## **TEACHING AND ADMINISTRATION**

### **Harvard Graduate School of Education**

2007- Co-chair Public Education Leadership Project  
(with Harvard Business School)  
1993-99 Academic Dean  
1991- Professor  
1990- Faculty Member, Programs in Professional Education  
1988-91 Associate Professor  
1984-88 Assistant Professor  
1982-84 Lecturer on Education  
1983-87 Director, Field Experience Program  
1982-83 Director, Boston-Harvard School Development Project

### **Bush Principals' Leadership Program, University of Minnesota**

1986-94 Core Faculty Member

### **Brookline High School, Brookline, MA**

1972-76 House Teacher (Assistant Housemaster)  
1967-76 Teacher of English, Grades 9-12

## RESEARCH

- 2000- Principal Investigator  
Project on the Next Generation of Teachers  
Harvard Graduate School of Education  
Projects funded by various foundations
- 1989-95 Principal Investigator  
The New Superintendents Study  
National Center for Educational Leadership  
Harvard Graduate School of Education
- 1985-88 Principal Investigator  
The School as a Workplace  
Harvard Graduate School of Education  
Funded by the Spencer Foundation
- 1983-85 Principal Investigator  
Teacher Unions, School Staffing and Reform  
Harvard Graduate School of Education  
Funded by the National Institute of Education
- 1982-83 Research Associate  
The Harvard Principals' Center
- 1979-81 Research Assistant  
Institute for Educational Policy Studies  
Harvard Graduate School of Education  
Research on Teacher Unions  
Funded by the Ford Foundation
- 1977 Consulting Researcher on Declining Enrollments  
Massachusetts Department of Education

## PUBLICATIONS

### *Books*

*Redesigning Teacher Pay: A System for the Next Generation of Educators*, with John P. Papay. Washington, D.C.: Economic Policy Institute, 2009.

*Managing School Districts for High Performance: Cases in Public Education Leadership*, edited with Childress, S., Elmore, R.F. & Grossman, A.S., 2007. Cambridge, MA: Harvard Education Press.

*Finders and Keepers: Helping New Teachers Survive and Thrive in Our Schools*, with The Project on the Next Generation of Teachers. San Francisco: Jossey-Bass, March 2004.

*Leading to Change: The Challenge of the New Superintendency*. San Francisco: Jossey-Bass, 1996.

*Teachers at Work: Achieving Success in Our Schools*. New York: Basic Books, 1990.

*Teacher Unions in Schools*. Philadelphia: Temple University Press, 1984.

### *Published Articles*

“Midcareer Entrants to Teaching: Who They Are and How They May, or May Not, Change Teaching,” with William Marinell, *Educational Policy*, forthcoming.

“The Potential of Peer Review, with Sarah Fiarman, *Educational Leadership*, (70)3 November, 2012, 20-25.

“How Context Matters in High-need Schools: The Effects of Teachers’ Working Conditions on their Professional Satisfaction and their Students’ Achievement” with Matthew A. Kraft and John P. Papay *Teachers College Record*. Volume 114, October, 2012, 1-39.

“Having it Both Ways: Building the Capacity of Individual Teachers in Their Schools” *Harvard Educational Review* volume 82:1 (Spring 2012), pp. 107-122.

"Is PAR a Good Investment? Understanding the Costs and Benefits of Teacher Peer Assistance and Review Programs." with John P. Papay *Education Policy*, (26)5, 696-729.

“Delivering on the Promise of Public Schooling” *Voices in Urban Education*, Providence RI: Annenberg Institute for School Reform. No. 31, 20-27.

“Teach For America Teachers: How long do they teach? Why do they leave?” with Morgaen L. Donaldson, *Phi Delta Kappan*, (September, 2011).

“The Price of Misassignment: The Role of Teaching Assignments in Teach For America Teachers' Exit from Low-Income Schools and the Teaching Profession,” with Morgaen L. Donaldson, *Educational Evaluation and Policy Analysis*, 32(2), 299-323, June 2010

“Once a Teacher, Always a Teacher?” *Harvard Education Letter*, May/June 2010, p. 6

“Merit pay for a new generation.” With J. P. Papay. *Educational Leadership*, May 2010.

“Union Leaders and the Generational Divide: Bridging Differences on the Way to Reform.” Commentary, *Education Week*, March 9, 2010.

“Expecting too much of merit pay?” with Papay, J.P. *The School Administrator*, March, 2010.

“Leading the Local: Teachers Union Presidents Chart Their Own Course,” with Donaldson, M. L., Munger, M.S., Papay, J.P., Qazilbash, E.K. *Peabody Journal of Education*, 2009.

“New Teachers’ Experiences of Mentoring: The Good, The Bad, and the Inequity,” with Kardos, S.M. *Journal of Educational Change*, forthcoming, 2009. Published on line November, 2008.

“Angling for Access, Bartering for Change: How Second-stage Teachers Experience Differentiated Roles in Schools,” with M.L. Donaldson, C.L. Kirkpatrick, W.H. Marinell, J.L. Steele, and S.A. Szczesiul. *Teachers College Record*, 2008.

“Overcoming the Obstacles to Leadership,” with M.L. Donaldson, *Educational Leadership*, 65 (1).

“On Their Own and Presumed Expert: New Teachers’ Experiences with their Colleagues,” with S.M. Kardos, *Teachers College Record*, 109(12), 2007.

“New Teachers’ Experiences of Hiring: Late, Rushed and Information-Poor,” with E. Liu, *Educational Administration Quarterly*, 42(3), 324-360, August, 2006.

“Why New Teachers Stay,” with the Project on the Next Generation of Teacher, *American Educator*, Summer 2006.

“Bridging the Generation Gap,” with S.M. Kardos. *Educational Leadership*, 62(8), 8-14, May 2005.

“Life in the Fast Track: How States Seek to Balance Incentives and Quality in Alternative Teacher Certification Programs,” with S.E. Birkeland and H.G. Peske, *Educational Policy*, 19(1), 63-89, January and March 2005.

“New Teachers and the Massachusetts Signing Bonus: The Limits of Inducements,” with E. Liu and H. G. Peske, *Educational Evaluation and Policy Analysis*, Fall 2004.

“The Support Gap: New Teachers’ Early Experiences in High-income and Low-income Schools,” with S.M. Kardos, D. Kauffman, E. Liu, and M.L. Donaldson, *Education Policy Analysis Archives*, 12 (10), October 29, 2004.

“Pursuing a ‘Sense of Success’: New Teachers Explain their Career Decisions,” with S.E. Birkeland, *American Educational Research Journal*, 40(3), 581-617, Fall 2003.

“The Schools that Teachers Choose,” with S.E. Birkeland, *Educational Leadership*, May 2003.

“What Keeps New Teachers in the Swim?” with S.E. Birkeland, *Journal of Staff Development*, Fall 2002.

“‘Lost at Sea’: Without a Curriculum, Navigating Instruction Can be Tough—Especially for New Teachers,” with D. Kauffman, *American Educator*, Summer, 2002.

“Keeping New Teachers in Mind,” with S.M. Kardos, *Educational Leadership*, March 2002.

“‘Lost at Sea’: New Teachers’ Experiences with Curriculum and Assessment,” with D. Kauffman, S.M. Kardos, E. Liu, and H.G. Peske, *Teachers College Record*, March, 2002.

“The Next Generation of Teachers,” with H.G. Peske, S.M. Kardos, E. Liu, and D. Kauffman, *Phi Delta Kappan*, 83(4), 304-311, December 2001.

“Retaining the Next Generation of Teachers: The Impact of School-based Support,” with S.E. Birkeland, S.M. Kardos, D. Kauffman, E. Liu, and

H.G. Peske, *The Harvard Education Letter*, July-August, 2001.

“Counting on Colleagues: New Teachers Encounter the Professional Cultures of Their Schools,” with S.M. Kardos, H.G. Peske, D. Kauffman, and E. Liu, *Educational Administration Quarterly*, April, 2001.

“Can Professional Certification for Teachers Reshape Teaching as a Career?” *Phi Delta Kappan*, January, 2001.

“Teaching’s Next Generation,” Commentary, *Education Week*, June 7, 2000.

“Can Professional Certification for Teachers Reshape Teaching as a Career? Implementing Change in the U.S.,” *Unicorn* (Australian College of Education), March, 2000.

“‘Bonus’ Teachers Left Wanting Mentors, Not Money,” *The Boston Sunday Globe*, February 20, 2000.

“The Write Stuff: A Study of Productive Scholars in Educational Administration,” with M. Tschannen-Moran, W. Firestone, and W. K. Hoy, *Educational Administration Quarterly*, Winter, 2000

“‘Sometimes Bureaucracy Has Its Charms’: Teachers’ Working Conditions in Deregulated Schools,” with J. Landman, *Teachers College Record*, February, 2000.

"How Can We Attract Strong and Committed Teachers?" *The Boston Globe*, July 10, 1998.

“Telling All Sides of the Truth: How Superintendents Prepare the Way for Leadership,” *Educational Leadership*, April 1998.

"Turnover in the Superintendency: A Hazard to Leadership and Reform," Commentary, *Education Week*, March 13, 1996.

"Lessons from Victoria," with S. Fuhrman, *Phi Delta Kappan*, 75(10), June 1994.

“Vision in the Superintendency,” *The School Administrator*, January, 1993.

"Making Schools Work for Teachers," *The Harvard Education Letter*, November/December, 1990.

"Pursuing Professional Reform in Cincinnati," *Phi Delta Kappan*, June, 1988.

"Can Schools Be Reformed at the Bargaining Table?" *Teachers College Record*, Winter, 1987.

"Conflict and Compatibility in Visions of Reform," with N. C.W. Nelson, *Education Policy*, Winter, 1987.

"Teaching Reform in an Active Voice," with N. C.W. Nelson, *Phi Delta Kappan*, April, 1987.

"Incentives for Teachers: What Motivates, What Matters," *Educational Administration Quarterly*, 22(3), 54-79, 1986.

*Teacher Unions, School Staffing, and Reform*, with N.C.W. Nelson and J. Potter, Harvard University, December, 1985.

"Merit Pay for Teachers: A Poor Prescription for Reform," *Harvard Educational Review*, May, 1984.

"The Pros and Cons of Merit Pay," *Phi Delta Kappa*, April, 1984.

"Teacher Unions in Schools: Authority and Accommodation," *Harvard Educational Review*, August, 1983.

"Seniority and Schools," *Phi Delta Kappan*, December, 1982.

"Performance-Based Staff Layoffs in the Public Schools: Implementation and Outcomes," *Harvard Educational Review*, Spring, 1980.

#### *Chapters, Monographs, Reports, and Web Sites*

*Teacher to Teacher: Realizing the Potential of Peer Assistance and Review*, with J.P. Papay, S.F. Fiarman, M.S. Munger, & E.K. Qazilbash. Washington, D.C.: Center for American Progress, May 2010.

Afterword. In J. Goldstein. *Peer Review and Teacher Leadership*. New York: Teachers College Press, 2010.

Foreword. S.R. Stoelinger and M.M. Mangin. *Examining Effective Teacher Leadership: A Case Study Approach*. New York: Teachers College Press, 2010.

"How Best to Add Value: Strike a Balance Between the Individual and the Organization in School Reform." Briefing Paper. Washington D.C.: Economic Policy Institute, October, 2009.

*A User's Guide to Peer Assistance and Review*, with S.F. Fiarman, M.S. Munger, J.P. Papay, & E.K. Qazilbash. A web site reporting on research in seven school districts: [www.gse.harvard.edu/ngt](http://www.gse.harvard.edu/ngt).

*Leading the Local: Teachers Union Presidents Speak on Change, Challenge*, with M.L. Donaldson, M.S. Munger, J.P. Papay, and E.K. Qazilbash. Washington, D.C.: Education Sector, July 2007

"Is fast-track preparation enough? It depends." In P. Grossman & S. Loeb, Eds. *Taking stock: An examination of alternative certification*. Cambridge, MA: Harvard Education Press, 101-128, 2009

"Building a Human Resource System in the Boston Public Schools," with M.L. Donaldson in S.P. Reville, editor, *A Decade of Urban School Reform: Persistence and Progress in the Boston Public Schools*, Cambridge, MA: Harvard Education Publishing Group, 2007.

"The Effects of Collective Bargaining on Teacher Quality" with M.L. Donaldson in J. Hannaway and A. Rotherham, editors, *Collective Bargaining in Education: Negotiating Change in Today's Schools*. Cambridge, MA: Harvard Education Publishing Group, 2006.

*The Workplace Matters*, Washington, D.C.: National Education Association, 2006.

"School District Leadership in a Time of Accountability" in J. Simmons, editor, *Breaking Through: Transforming Urban School Districts*. New York, NY: Teachers College Press, 2005.

*A Difficult Balance: Incentives and Quality Control in Alternative Certification Programs*, with S.E. Birkeland and H.G. Peske, Cambridge, MA: Project on the Next Generation of Teachers, Harvard Graduate School of Education, September 2005.

"Working in Schools" in S. Fuhrman and M. Lazerson, editors, *The Public Schools*. Oxford England: Oxford University Press, 2005.

"The Prospects for Teaching as a Profession," in *The Social Organization of Schooling*, editors, L.V. Hedges and B. Schneider, Chicago: University of Chicago Press, 2005.

*Who Stays in Teaching and Why: A Review of the Literature on Teacher Retention*, with J.H. Berg and M.L. Donaldson, Cambridge, MA: The Project on the Next Generation of Teachers, Harvard Graduate School of Education, February, 2005.



"Paralysis or Possibility: What Do Teacher Unions Bring?" in R. Henderson and W. Urban, editors, *Teacher Unions and Education Policy: What Do We Know?* Oxford, England: Elsevier Inc., 2005.

"The Power of Collective Action: A Century of Teachers Organizing for Action," with Katherine C. Boles, in V. Richardson, editor, *Handbook of Research on Teaching, 4<sup>th</sup> Edition*. New York: Longman Press, 2001.

"Reform Bargaining and Its Promise for School Improvement," with S.M. Kardos, in T. Loveless, editor, *Conflicting Missions? Teachers' Unions and Educational Reform*. Washington, D.C.: The Brookings Institution, 2000.

"School-based Management for Teachers: Strategies for Reform," with K. C. Boles, in S. A. Mohrman and P. Wohlstetter, editors, *School-based Management: Organizing for High Performance*. San Francisco: Jossey-Bass, 1994.

"Teachers and Policy: Implications for Management," in *International Encyclopedia of Education, Second Edition*. Pergamon Press, Oxford, England, 1993.

"Rethinking School Leadership: An Agenda for Research and Reform," with L.G. Bolman, J.T. Murphy, and C.H. Weiss, in P.W. Thurston and P. P. Zoghbiates, editors, *Advances in Educational Administration, Vol. 2*. Greenwich, CT: JAI Press, 1991.

"Teachers, Power and School Change," in W.H. Clune and J.F. Witte, editors, *Choice and Control in American Education*. New York: The Falmer Press, 1990.

"Redesigning Teachers' Work," in R.F. Elmore, editor, *Restructuring Schools: The Next Generation of Educational Reform*. San Francisco: Jossey-Bass, 1990.

"The Promise and Primacy of High School Departments," in M. Mclaughlin, J. Talbert, and N. Bascia, editors, *The Context of Teaching in Secondary Schools: Teachers' Realities*. New York: Teachers College Press, 1990.

"Bargaining for Better Schools: Reshaping Education in the Cincinnati Public Schools," in J. Rosow and R. Zager, editors, *Allies in Educational Reform: How Teachers, Unions, and Administrators Can Join Forces for Better Schools?* San Francisco: Jossey-Bass, 1989.

"Schoolwork and Its Reform," in J. Hannaway and R. Crowson, *The Politics of Reforming School Administration*. New York: The Falmer Press, 1989.

"Conflict and Compatibility in Visions of Reform," with N.C.W. Nelson, in L. Weis, editor, *The Crisis in Teaching*. Albany: SUNY Press, 1988.

"Collective Bargaining," in V. Richardson-Koehler, editor, *Educators' Handbook: A Research Perspective*. New York: Longman Press, 1987.

"Unionism and Collective Bargaining in the Public Schools," in N. Boyan, editor, *The Handbook of Research on Educational Administration*. New York: Longman Press, 1987.

"Performance-Based Staff Layoffs in the Public Schools: Implementation and Outcomes," in J.V. Baldrige and T. Deal, editors, *The Dynamics of Organizational Change in Education*. Berkeley, CA: McCutchan Publishing Corporation, 1983.

*Declining Enrollments in the Public Schools: What It Means and What to Do*. Boston, MA: MA Department of Education, 1979.

### *Teaching Cases*

*Career Pathways, Performance Pay, and Peer-review Promotion in Baltimore City Public Schools*, with G. Marietta and John J-H Kim, March 2013.

*Baltimore City Public Schools: Implementing Bounded Autonomy*, with G. Marietta, Public Education Leadership Project, Harvard Business School Publishing, February, 2012.

*Central Falls High School*, with G. Marietta, Public Education Leadership Project, Harvard Business School Publishing, March, 2012.

*Taking Human Resources Seriously in the Minneapolis Public Schools*, with G. Marietta, Public Education Leadership Project, Harvard Business School Publishing, May 2009.

*Using Data to Improve Instruction at the Mason School*, with T.K. Cheng, April, 2007.

*Compensation Reform at the Denver Public Schools*, with A. Grossman and J. Suesse. Public Education Leadership Project, Harvard Business School Publishing, October, 2004.

### *Book Reviews*

Review of *High School Teaching in Context*, by M. McLaughlin and J. Talbert, *Journal of Educational Change*, Spring, 2001.

Review of *Schoolteachers and Schooling: Ethoses in Conflict*, by E.F. Provenzo, Jr. and G.N. McCloskey, *Teachers College Record*, Winter, 1997.

Review of *Educational Renewal: Better Teachers, Better Schools*, by J. I. Goodlad and *Changing Teachers, Changing Times: Teachers' Work and Culture in the Postmodern Age*, by A. Hargreaves, *American Journal of Education*, Spring, 1995.

Review of *Student Engagement and Achievement in American Secondary Schools*, F.M. Newmann, editor, in *Journal of Curriculum Studies*, Winter, 1993.

Review of *Tangled Hierarchies: Teachers as Professionals and the Management of Schools*, by J.B. Shedd and S.B. Bacharach, *Industrial and Labor Relations Review*, July, 1992.

Review of *Careers in the Classroom*, by S.M. Yee, in *American Journal of Education*, November, 1991.

Review of *Small Victories*, by S.G. Freedman, in *Teachers College Record*, November, 1991.

Review of *The Changing Idea of a Teachers' Union*, by C. Kerchner and D. Mitchell, in *Educational Evaluation and Policy Analysis*, Winter, 1989.

### **CONFERENCE PAPERS**

“The Challenge of Improving Teacher Quality in the United States,” Paper Commissioned for the U.S-China Policy Leaders Dialogue, Boston, MA, April, 2013.

“Ready to Lead: Teachers and Principals Working to Improve High-Poverty, Urban Schools.” With Stefanie K. Reinhorn, Megin Charner – Laird, Matthew A. Kraft, Monica Ng., and John P. Papay. Paper Presented at the Annual Meeting of the American Educational Research Association, April 2012.

“How Context Matters in High-need Schools: The Effects of Teachers’ Working Conditions on their Professional Satisfaction and their Students’ Achievement” with Matthew A. Kraft and John P. Papay, Paper Presented at the Annual Meeting of the American Educational Research Association, April, 2012.

“Committed to Their Students, But in Need of Support: How Students and Working Conditions Influence Teachers’ Careers in High-poverty, Urban Schools,” with Matthew Kraft (first author), John P. Papay, Megin Charner-Laird, Monica Ng, and Stefanie Reinhorn. Paper Presented at the Annual Meeting of the American Educational Research Association, April, 2012.

“Coming Together Around Instructional Practice: The Use of Teacher Teams in High-Poverty, Urban Schools,” with Megin Charner-Laird (first author), Monica Ng, Matthew A. Kraft, John P. Papay, and Stefanie Reinhorn. Paper Presented at the Annual Meeting of the American Educational Research Association, April, 2012

“How Context Matters in High-need Schools: The Effects of Teachers’ Working Conditions on their Professional Satisfaction and their Students’ Achievement” with Matthew A. Kraft and John P. Papay, Paper Presented at the Annual Meeting of the Association for Public Policy and Management, Washington, D.C., October, 2011.

"Second-Stage Teachers and Coaching: Building School Capacity and a Teaching Career" Paper presented at the annual meeting of the American Educational Research Association, San Diego, April 2009.

Teachers Leading Teachers: The Experiences of Peer Assistance and Review Consulting Teachers," with Sarah Edith Fiarman, Mindy Sick Munger, John P. Papay, & Emily Kalejs Qazilbash. Paper presented at the annual meeting of the American Educational Research Association, San Diego, April 2009,

"Shared Responsibility for Teacher Quality: How Do Principals Respond to Peer Assistance and Review?" with Mindy Sick Munger, Sarah Edith Fiarman, John P. Papay, & Emily Kalejs Qazilbash. Paper presented at the annual meeting of the American Educational Research Association, San Diego, April 2009.

"Beyond Dollars and Cents: The Costs and Benefits of Teacher Peer Assistance and Review," with John P. Papay, Sarah Edith Fiarman, Mindy Sick Munger, & Emily Kalejs Qazilbash. Paper presented at the annual meeting of the American Educational Research Association, San Diego, April 2009.

"Peer Assistance and Review: A Cross-Site Study of Labor-Management

Collaboration Required for Program Success," with Emily Kalejs Qazilbash, Sarah Edith Fiarman, Mindy Sick Munger, & John P. Papay. Paper presented at the annual meeting of the American Educational Research Association, San Diego, April 2009,

"The Challenge of Leading Two Generations within the Teachers Union," with Donaldson, M.L., Munger, M.S., Papay, J.P., and Qazilbash, E.K. Paper presented at the Annual Meeting of the American Educational Research Association, New York City, 2008.

"Building a Human Resource System in the Boston Public Schools," with M. L. Donaldson. Paper presented at Conference: "Research from a Decade of Boston School Reform: Reflections and Aspirations." The Rennie Center and the William and Melinda Gates Foundation, June 2006.

"The Effects of Collective Bargaining on Teacher Quality," with M.L. Donaldson. Paper presented at Teacher Collective Bargaining Conference, The Urban Institute and the Progressive Policy Institute, May, 2005.

"Angling for Access, Bartering for Change," with M.L. Donaldson, C.L. Kirkpatrick, W.H. Marinell, J.L. Steele, and S.A. Szczesiul. Paper presented at the Annual Meeting of the American Educational Research Association, Montreal, Canada, April, 2006.

"Cracking the Mold: How Second-Stage Teachers Experience Their Differentiated Roles," with J.H. Berg, M Charner-Laird, S.E. Fiarman, A. Jones, E.K. Qazilbash. Paper presented at the Annual Meeting of the American Educational Research Association, Montreal, Canada, April, 2005.

"'Hot Shots' and 'Principal's Pets': How colleagues Influence Second-Stage Teachers' Experience of Differentiated Roles," with M.L. Donaldson, C.L. Kirkpatrick, W.H. Marinell, J.L. Steele, S.A. Szczesiul. Paper presented at the Annual Meeting of the American Educational Research Association, Montreal, Canada, April, 2005.

"Fast-Track Alternative Certification Programs: Opportunities and Challenges for Participants and State Officials," with S. E. Birkeland and H. G. Peske. Paper prepared for the Association for Public Policy Analysis and Management Conference, Washington, D.C. November, 2003.

"Pursuing a 'Sense of Success': New Teachers Explain their Career Decisions," with S. E. Birkeland. Paper prepared for the Annual Meeting of the American Educational Research Association, New Orleans, April, 2001.

"Counting on Colleagues: New Teachers' Experiences of Professional Culture," with S. M. Kardos, H. G. Peske, D. Kauffman, and E. Liu. Paper

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

“‘Lost at Sea’: New Teachers’ Experiences with Curriculum and Assessment,” with D. Kauffman, S. M. Kardos, E. Liu, and H. G. Peske. Paper prepared for the Annual Meeting of the American Educational Research Association, New Orleans, April, 2000.

“Envisioning ‘Something Different’: New Teachers’ Conceptions of a Career in Teaching,” with H. G. Peske, E. Liu, D. Kauffman, and S. M. Kardos. Paper prepared for the Annual Meeting of the American Educational Research Association, New Orleans, April, 2000.

“‘Barely Breaking Even’: Incentives, Rewards, and the High Costs of Choosing to Teach,” with E. Liu, S. M. Kardos, D. Kauffman, and H. G. Peske. Paper prepared for the Annual Meeting of the American Educational Research Association, New Orleans, April, 2000.

"Reform Bargaining and its Promise for School Improvement," with S. M. Kardos. Paper prepared for the conference, Teacher Unions and Educational Reform, sponsored by the Program on Education Policy and Governance, Harvard University, September, 1998.

"New Superintendents and School Reform." Paper prepared for the Annual Meeting of the American Educational Research Association, Atlanta, 1993. Distributed as Occasional Paper No. 27 by The National Center for Educational Leadership, Harvard University.

"Vision and the Superintendency." Paper prepared for the Annual Meeting of the American Educational Research Association, Chicago, 1992. Distributed as Occasional Paper No. 26 by The National Center for Educational Leadership, Harvard University.

"Teachers, Working Contexts and Educational Productivity." Paper prepared for the Annual Research Conference of the Association for Public Policy Analysis and Management in Bethesda, MD, October 1991.

"The Study of New Superintendents." Paper prepared for the Annual Meeting of the American Educational Research Association, Boston, 1990.

"Teachers, Power and School Change." Paper prepared for the Conference on Choice and Control in American Education, The LaFollett Institute, University of Wisconsin-Madison, May 1989.

"The Primacy and Potential of High School Departments." Paper prepared for the Conference on Workplace Conditions for Secondary School Teachers, Teacher Context Center, Stanford University, January, 1988.

"On Giving Professional Reform a Chance." Paper prepared for CPRE Policy Forum on New Roles and Responsibility in the Public Schools, Center for Policy Research in Education, November, 1987.

"Schoolwork and Its Reform." Paper prepared for the Annual Meeting of the American Educational Research Association, Washington, D.C., March, 1987.

"Qualitative Methods: On Keeping an Open Mind and a Firm Grip." Paper prepared for the AERA Graduate Student Seminar, San Francisco, CA, April, 1986.

"Collective Bargaining School Staffing and Reform," with N.C.W. Nelson and J. Potter. Paper prepared for the Annual Meeting of the American Educational Research Association, Chicago, IL, April, 1985.

"Merit Pay for Teachers." Paper prepared for National Conference on Merit Pay for Teachers, American Center for Management Development, Sarasota, FL, March, 1984.

"Merit Pay for Teachers: A Poor Prescription for Reform." Paper prepared for the conference "Education, Public Policy, and the Reagan Administration: A National Conference on Education Issues," co-sponsored by the *Harvard Educational Review* and the Bureau of National Affairs, Washington, D.C., November, 1983.

"Collective Bargaining at the School Site: A Varied Picture." Paper prepared for the conference, "Creating Conditions for Effective Teaching," Center for Educational Policy and Management, University of Oregon, July, 1981.

"Implementing Teacher Contracts in the Schools." Paper prepared for the Annual Meeting of the American Educational Research Association, Los Angeles, 1981.

"Collective Bargaining and the Principal." Paper prepared for the Annual Meeting of the American Educational Research Association, Los Angeles, 1981.

#### **INVITED PRESENTATIONS (selected)**

Keynote Address, Can Teacher Evaluation Succeed in Assisting and Assessing Teachers? Education Symposium, University of Massachusetts-Lowell, April, 2013.

Invited Presentation, How Does School Context Influence Teachers' Work and How Do We Know? IES University of Pennsylvania GSE, April, 2013.

Invited Presentation, Ready to Lead, But How? Teachers' Experiences in High-poverty, Urban Schools. Center for Educational Policy Analysis, Stanford University, February, 2013

Invited Presentation: What's Ahead for Teacher Leaders? Mathematics Teacher Retention Symposium, Los Angeles, CA, March, 2012.

Invited Presentation, The Role of Working Conditions for Teachers in High-poverty, Urban Schools. Project on Education and Public Policy, UC Berkeley Graduate School of Education, March, 2012.

Invited Panelist, National Council for Accreditation of Teacher Education, February, 2012.

Workshop on Peer Assistance and Review, National Education Association Foundation, July, 2012

Invited Address on the Context of Teachers' Work, Northwestern University School of Education, March 2011

Invited Presentation, Celebration of Teaching WNET, New York, New York, March, 2011

Invited Presentation, Teacher Turnover in High Need Schools, Berkeley University Civil Rights Roundtable, Washington, DC, March, 2011.

Keynote Address, University of Southern CA, Tribute to Teaching Celebration, May, 2011

Keynote Address, American Federation of Teachers, Teacher Evaluation: Why Getting it Right Matters, February, 2011

Invited Address on reforming teacher evaluation. Chicago Community Trust/ Catalyst, October, 2010

Invited Address on Pay Reform, State Senate Presidents Conference, July 2010.

Invited Address on Teacher Evaluation, The Rennie Center, Boston, MA, June, 2010.

Invited Address, The Promise of Peer Assistance and Review. New York State Union of Teachers, Troy NY, February 5, 2010. .

Invited Address, Redesigning Teacher Pay. Economics Policy Institute, Washington, D.C., October 1, 2009.



Mitstifer Lecture, University Council for Educational Administration, Annual Conference, October, 2008, Orlando, FL

Keynote Speaker, National Comprehensive Center on Teacher Quality, What Works Conference, November, 2008, Washington, D.C.

Plenary Address, The Responsive Classrooms Schools Conference, July, 2008, Boston, MA

Invited Address, Professional Development Conference, Rhode Island Department of Education, May 2008, Providence RI.

Invited Speaker, Conference sponsored jointly by Teachers for a New Era, Collaborative for Policy Research in Education, and the Rennie Center, Boston, MA, April 2006, "Supporting and Retaining the Next Generation of Teachers."

Keynote Speaker, New England Educational Research Organization, Annual Conference, April 2006, "Supporting and Retaining the Next Generation of Teachers."

Keynote Speaker, Ohio Association on School Personnel Administrators, Annual Conference, February 2006. "Supporting and Retaining the Next Generation of Teachers."

Featured Speaker, New England Association for Employment in Education, National Conference, November 2005. "Finders and KeeHow Schools can Support and Retain the Next Generation of Teachers."

Keynote Speaker, The Boston Plan for Excellence, May 2005. "The Next Generation of Teachers."

Keynote Speaker, The Boston Higher Ed Partnership, May 2005. "Supporting the Next Generation of Teachers."

Invited Speaker, The Stone Center, Wellesley College, May 2005, "Fostering the Success of New Teachers."

Invited Speaker, The National Education Association, March 2005. "Supporting and Retaining the Next Generation of Teachers."

Invited Speaker, The Center for Strengthening the Teaching Profession, Seattle, WA. March, 2005. "Finders and Keepers: Helping New Teachers Survive and Thrive in Our Schools."

Distinguished Speaker, Second International Summit for Leadership in Education, Boston, MA, November, 2004. "Finders and Keepers: How Schools Can Support and Retain the Next Generation of Teachers."

Keynote Speaker, Annual Conference, National Council of Exceptional Children, Biloxi, MS, Fall 2004. "Supporting the Next Generation of Teachers."

Keynote Speaker, First International Summit on Educational Leadership, University of Pretoria, South Africa, June, 2004, "What Principals Can Do to Attract, Support, and Retain Teachers."

Invited Speaker, Annual Conference, The New Teacher Project, Santa Cruz, CA, March, 2004, "Recruiting and Retaining the Next Generation of Teachers."

Keynote Speaker, Teacher Induction, Education and Support: Novice Teacher Colloquium, University of Texas at Austin, June, 2003. "Recruiting and Retaining the Next Generation of Teachers."

Invited Address, Fordham University, May, 2003, "Supporting and Retaining the Next Generation of Teachers."

Keynote Speaker, Urban Suburban Northwestern Consortium, Chicago, IL, April, 2003, "Induction Programs that Work."

Distinguished Lecture, Association for Supervision and Curriculum Development, San Francisco, February, 2003, "Supporting and Retaining the Next Generation of Teachers."

Invited Address, Teacher, Quality, Retention, and Recruitment Symposium, University of Florida, January, 2003, "Finders and Keepers: The Schools that Retain Teachers."

Invited Address, Fordham University, School Leadership Institute, New York City, June 8, 2002. "The Next Generation of Teachers."

Invited Address, The Ohio Governor's Commission on Teaching Success, May 10, 2002, "Environments for Successful Teaching."

Invited Address, Institute for Learning, National Institute, May 4, 2002, "Improving Schools Through Teacher Leadership."

Keynote Address, Symposium of the National Board for Professional Teaching Standards and Council for Great City Schools, May 3, 2002, "Reshaping Teaching as a Career."

Invited Address, Conference on the Occasion of Charles Bidwell's Retirement, University of Chicago, October 5, 2001, "The Professions in Education."

Invited Address, National Board for Professional Teaching Standards, National Conference, Baltimore, MD, August, 2001, “National Board Certification: Its Promise for the Next Generation of Teachers.”

Invited Address, United States Administrators Association, National Conference, Vancouver, July 2001, “Recruiting and Retaining the Next Generation of Teachers.”

Keynote Address, Mass Insight, Conference on Career Ladders, Newton, MA, May 15, 2001, “Creating Career Ladders for the Next Generation of Teachers.”

Invited Address, Institute for Education and Social Policy, New York University, April 4, 2001, “Alternative Certification: Can it Yield a High-Quality Teaching Force?”

Keynote Address, Urban/Suburban Northwestern University Consortium, March 8, 2001, “The Next Generation of Teachers: What Happens Once They’re Recruited?”

Keynote Address, Maine Development Foundation Forum, October 20, 2000, “Addressing the Teacher Shortage.”

Invited Address, National Education Association, Executive Committee/Executive Staff Summer Retreat, August, 21, 2000, “Teaching’s Next Generation.”

Keynote Address, National Issues Forum: Professional Teaching Standards, Melbourne, Australia, February 24-25, 2000, “Can Professional Certification Reshape Teaching as a Career?”

Invited Address, Annual Conference, East Asia Regional Council of Overseas Schools, November 1999, “Recruiting and Compensating Teachers in the U.S.”

Distinguished Lecturer, National Conference of the American Association of School Administrators, New Orleans, January 1999, “Leading to Change: The Challenge of the New Superintendency.”

Invited Address, Teachers College, Columbia University, Superintendents Work Conference, July 1998, “Leading to Change.”

The Irving G. Hendrick Endowed Lecture, University of California, Riverside, May 1998, “Leading to Change: The Challenge of the New Superintendency.”

Invited Address, New York State Council of School Superintendents, Summer Institute, July 1996, “Leading to Change.”

Annual Seminar Presentation, Connecticut Association of Urban Superintendents, Bridgeport, CT, October 1996, "Leading to Change."

Invited Address, Incorporated Association of Registered Teachers in Victoria, Melbourne. August, 1993, "The Teachers' Workplace."

Invited Panelist, Institute on Educational Reform, National Conference, National Conference of State Legislators, Harvard University, September, 1993, "Issues of Assessment and Accountability."

Invited Address, MCATE Annual Conference, Simmons College, November, 1989, "Schools That Work for Teachers."

Invited Address, Invitational Conference on Educational Reform, Pace University and Lower Hudson Teacher Center Network, February, 1989, "Shaping Schools for Tomorrow Through Labor Negotiations."

Invited Address, Department of Education, New South Wales, August, 1987, "Merit Pay Policies and Practices in the U.S."

## **AWARDS AND HONORS**

Morningstar Family Teaching Award, Harvard Graduate School of Education, June 2013.

American Association of Colleges of Teacher Educators  
Outstanding Book Award, 2005 for *Finders and Keepers: Helping New Teachers Survive and Thrive in our Schools*.

National Academy of Education, elected 2002

American Educational Research Association Inaugural Fellow, 2009

Senior Scholar Grant  
The Spencer Foundation, 2000-2005

Mentor Grant  
The Spencer Foundation, 1998-2000

Post-doctoral Fellowship  
The National Academy of Education and the Spencer Foundation, 1987-88

## **PROFESSIONAL RESPONSIBILITIES**

Senior Advisory Fellow, National Education Association Foundation, 2012-

National Advisory Board, American Federation of Teachers Innovation Fund, 2009-

National Advisory Board, The Albert Shanker Institute, 2008-

Research Advisory Board, The Research Partnership for New York City Schools, Social Science Research Council, 2007-2009

Research Advisory Board, Teach for America, Washington, D.C., 2003-2010

Board of Directors, National Academy of Education, 2003-2007  
Secretary-Treasurer, National Academy of Education, 2009-

Research Advisory Committee, Center for Collaborative Education, Boston, MA, 2003-

Advisory Board, Collective Bargaining Project, MassInc, Boston, MA., 2003-05

Technical Working Group, RAND, Evaluating Teachers for a New Era, 2003-05

Advisory Board, Teacher Union Reform Network (TURN), 2002-05

Chair, Faculty Committee, AERA/Spencer Dissertation Fellows Program 2001-2003

The Pew Forum on Standards Based Reform, High Standards Contract Project, 1999-2000

Boston Public School Task Force on Human Resource Management, 1999

Co-chair, Advisory Board, Boston-Harvard-Fleet Leadership Development Initiative, 1997-2002

AERA Task Force on Research in Educational Administration, 1997-2000

Advisory Board, The KEYS Project, National Education Association 1996-

Advisory Committee, MacArthur/Spencer Professional Development

Research and Documentation Program, 1995-98

Program Advisory Committee, The Spencer Foundation, 1992-95

Advisory Board, Institute for Educational Leadership  
Teacher, Working Conditions Project, 1987-89

Advisory Board, Doctoral Program in Leadership, College of St. Thomas,  
St. Paul, MN, 1987-89

Steering Committee, Tomorrow's Schools, The Holmes Group, 1986-88

**Editorial board member:**

*Educational Researcher*, 2013-

*Teachers College Record*, 2007-

*Journal of Educational Change*, 2007-

Harvard Education Publishing Group, 2003-2008

*The Harvard Education Letter*, 1993-

*Educational Evaluation and Policy Analysis*, 1989-95, 2010-2012

*Educational Administration Quarterly*, 1993-1999