

**ESTELA MARA BENSIMON**  
**CURRICULUM VITA**

**OFFICE**

Professor of Higher Education  
Co-Director, Center for Urban Education  
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**EDUCATION**

- 1984 Ed.D. Higher Education, Teachers College, Columbia University, New York, New York
- 1971 M.A. Student Personnel Services, Montclair State University, Upper Montclair, New Jersey
- 1970 B.A. Spanish, Montclair State College University, Upper Montclair, New Jersey

**HONORS**

- 1980-1983 Title VII Fellow
- 1999 Visiting Scholar, Sociology Dept., Universidad Autonoma Metropolitana, Mexico City
- 2001 Selected as an exemplar of USC's Values and featured in USC's video, "*Decade of Distinction*"
- 2002 Fulbright Scholar, Universidad Nacional Autonoma de Mexico, Centro de Estudios Sobre la Universidad, México City
- 2007 ASHE, ASHE Distinguished Service Award
- 2009 USC Mellon Awards; Excellence in Mentoring
- 2010 Recipient of the University of WI System's 2010 Outstanding Women of Color in Education Award

## PROFESSIONAL EXPERIENCE

2000-Present	<u>Co-Director</u> , Center for Urban Education, University of Southern California, Rossier School of Education
1996-2000	<u>Associate Dean</u> , Rossier School of Education, University of Southern California
1995-Present	<u>Professor</u> , Educational Policy and Administration, Rossier School of Education, University of Southern California
1992-1995	<u>Senior Research Associate</u> , Center for the Study of Higher Education, and <u>Associate Professor</u> , College of Education, The Pennsylvania State University
1989-1992	<u>Research Associate</u> , Center for the Study of Higher Education, and <u>Assistant Professor</u> , College of Education, The Pennsylvania State University
1986 to 1989	<u>Assistant Director</u> and <u>Research Associate</u> , Institutional Leadership Project, National Center for Postsecondary Governance and Finance, and <u>Adjunct Assistant Professor</u> Teachers College Columbia University
April 1985 to December 1985	<u>Assistant to the President</u> , Montclair State University
January 1984 to March 1985	<u>Staff Associate</u> , Center for the Study of Community Colleges, <u>Visiting Lecturer</u> , Higher Education Specialization, University of California, Los Angeles, California
June 1983 to December 1983	<u>Project Manager (Long-term Consultant)</u> , Urban Community College Transfer Opportunities Program, The Ford Foundation, New York, New York
1978 to 1980	<u>Coordinator of Bilingual Programs</u> , New Jersey Department of Higher Education, Trenton, New Jersey
1975 to 1978	<u>Director of Education</u> , Puerto Rican Congress of New Jersey, Trenton.
1973 to 1975	<u>Program Director</u> , Aspira, Inc. of New Jersey, Newark.
1971 to 1973	<u>Academic Counselor</u> , Livingston College, Rutgers University, New Brunswick.

1970 to 1971            Teacher, Broadway Junior High School, Newark.

## **PROFESSIONAL AFFILIATIONS**

Institute on the Future of Higher Education. A 15-member national think tank co-directed by Alan Guskin and Mary Marcy, (2000-2005).

Association of American Colleges and Universities, Board of Directors, 2000-2003.

Educational Testing Service (ETS), Visiting Panel on Research, 1994- 1997; re-appointed in 1997-2000.

American Educational Research Association, Elected Vice President. Division J- Postsecondary Education—1992-1994; Awards Committee 1991; Program Committee; Program Vice Chair

American Association for Higher Education, Board of Directors—1986-1990

Association for the Study of Higher Education, Elected, Board of Directors—1982-1984

Association for the Study of Higher Education, Elected, President—2005-2006

## **PUBLICATIONS**

### **Books and Monographs**

Ward K. & Bensimon, E.M. (2002). “Engendering Socialization.” In Aleman, A. & Wrenn, C. (eds.). Encyclopedia of Women in Higher Education. ABC-CLIO.

Bensimon, E.M. , Ward, K., & Sanders, K. (2000). Working with Junior Faculty: The Role of Department Chairs. MA: Anker Publishers.

Tierney, W.G., Bensimon, E.M.. (1996). Promotion and Tenure: Community and socialization in academe. Albany, NY: SUNY Press

Bensimon, E.M. (Ed.). (1994). Multicultural teaching and learning: Strategies for change in higher education. University Park, PA: National Center for Postsecondary Teaching, Learning, and Assessment.

Bensimon, E.M., & A. Neumann. (1993). Redesigning collegiate leadership: Teams and Teamwork in higher education. Baltimore, MD: Johns Hopkins University Press.

Glazer, J., E.M. Bensimon, & B. Townsend (Ed.). (1993). ASHE Reader: Women in higher education. Nedham Heights, MA: Ginn Press.

Bensimon, E.M., A. Neumann & R. Birnbaum. (1989). Making sense of administrative Leadership: The “L” word in higher education. ASHE-ERIC Higher Education Report No. 1. Washington, DC: Association for the Study of

higher Education. (Refereed proposal competition and refereed manuscript review process.) (Chapter on "Leadership and Higher Education," reprinted in the ASHE Reader in Organization and Governance in Higher Education).

Bensimon, E.M. (1989) Five approaches to think about: Lessons learned from experienced presidents. In Bensimon, E.M., M. Gade, & J. Kauffman, On Assuming a College or University Presidency. Washington, DC: American Association for Higher Education.

### **Journal Articles**

Contreras, F. E., Malcom, L. E., & Bensimon, E. M. (2008). An equity-based accountability framework for Hispanic Serving Institutions. In M. Gasman, B. Baez & C. Turner (Eds.), *Interdisciplinary approaches to understanding Minority Serving Institutions*. Albany, N.Y.: SUNY Press.

Harris III, F., & Bensimon, E. M. (2008). The Equity Scorecard: A collaborative approach to assessing and responding to racial/ethnic disparities in student outcomes. In S. R. Harper & L. D. Patton (Eds.), *New directions for student services: Responding to the realities of race* San Francisco: Jossey-Bass.

Bensimon, E. M. (2007). The underestimated significance of practitioner knowledge in the scholarship of student success. *The Review of Higher Education*, 30(4), 441-469.

Bensimon, E. M., Dowd, A. C., Alford, H., & Trapp, F. (2007). *Missing 87: A study of the "transfer gap" and "choice gap"*. Long Beach and Los Angeles: Long Beach City College and the Center for Urban Education, University of Southern California.

Bensimon, E. M., Harris III, F., & Rueda, R. (2007). The meditational means of enacting equity-mindedness among community college practitioners. *Diversity Research*, 7(1,2), 14-15.

Bensimon, E. M., Rueda, R., Dowd, A. C., & Harris III, F. (2007). Accountability, equity, and practitioner learning and change. *Metropolitan*, 18(3), 28-45.

Bensimon, E. M. (2006). Learning equity-mindedness: Equality in educational outcomes. *The Academic Workplace*, 1(17), 2-21.

Bensimon, E. M., Hao, L., & Bustillos, L. T. (2006). Measuring the state of equity in higher education. In P. Gándara, G. Orfield & C. Horn (Eds.), *Leveraging promise and expanding opportunity in higher education*. Albany: SUNY Press.

Dowd, A. C., Bensimon, E. M., & Gabbard, G. (2006). Transfer access self-assessment inventory: For community colleges Retrieved May 5, 2008, from [www.jackkentcookefoundation.org](http://www.jackkentcookefoundation.org) [links: Grants and RFPs/Community College Transfer Initiative/2006 National Forum]

Dowd, A. C., Bensimon, E. M., Gabbard, G., Singleton, S., Macias, E., Dee, J., et al. (2006). Transfer access to elite colleges and universities in the United States: Threading the needle of the American dream Retrieved May 5, 2008, from [www.jackkentcookefoundation.org](http://www.jackkentcookefoundation.org) [links: Grants and RFPs/Community College Transfer Initiative/CCTI Research Report/Executive Summary]

Pak, J., Bensimon, E. M., Malcom, L., Marquez, A., & Park, D. (2006). *The life histories of ten individuals who crossed the border between community colleges and selective four-year colleges*. Los Angeles, CA: University of Southern California.

Pena, E. V., Bensimon, E. M., & Colyar, J. (2006). Contextual problem defining: Learning to think and act. *Liberal Education*, 92(2), 48-55.

Bauman, G. L., Bustillos, L. T., & Bensimon, E. M. (2005). Achieving Equitable Educational Outcomes with All Students: The Institution's Roles and Responsibilities. *Association of American Colleges and Universities*.

Bensimon, E. M. (2005). Closing the achievement gap in higher education: An organizational learning perspective. In A. Kezar (Ed.), *Organizational learning in higher education* (Vol. 131). San Francisco: Jossey-Bass.

Bensimon, E. M. (2005). *Equality as a Fact, Equality as a Result: A Matter of Institutional Accountability*. Washington, DC.: American Council on Education.

Bensimon, E. M. (2004). "The Diversity Scorecard: A Learning Approach to Institutional Change." *Change*, January/February 2004.

Bensimon, E. M., Polkinghorne, D.E., Bauman, G. & Vallejo, E. (2004). "Doing Research that Makes a Difference." *The Journal of Higher Education* 75(1), 104-126.

Bensimon, E. M. & Marshall, C. (2003). "Like it or not: Feminist Critical Policy Analysis Matters." *The Journal of Higher Education*, 74,(3), 337-349.

Patriquin, L., Bensimon, E.M., Polkinghorne, D.E., Bauman, G. , Gonzales-Bleza, M. Oliverez, P. M. & Soto, M. "Post-Tenure Review: The Disparity Between Intent and Implementation." *The Review of Higher Education*. 26(3), 275-297.

Bensimon, E. M. (2002). Viewing the Presidency: Perceptual Congruence Between Presidents and Leaders on their campuses. In Hugo Cardiel Casanova (ed.). *Nuevas Politicas de la Educacion Superior*. Spain: Netbiblo.

Frank, G., Fishman, M., Crowley, C., Blair, B., Murphy, S. T., Montoya, J. A., Hickey, M. P., Brancaccio, M. V., & Bensimon, E. M. (2001) The "New Stories/New Cultures" After School Enrichment Program: A Direct Cultural Intervention. *American Journal of Occupational Therapy*, 55(5), 501-517

O'Neil, H.F. ,Jr. , Bensimon, E. M., Diamond, M. A., & Moore, M. R. (1999). "Designing and implementing an academic scorecard." *Change*, 31,(6), 32-41.

Bensimon, E. M., & O'Neil, H. F., Jr. (1998). "Collaborative effort to measure faculty work." *Liberal Education*, 8(4), 22-31.

Bensimon, E. M. & Soto, M. (1997). "Can we rebuild civic life without a multiracial university?" Invited article for Gamson, Z. & Kiang, P. (Eds.) "Higher Education and Rebuilding Civic Life." *Change*. 29(1), 42-44.

- Bensimon, E. M. (1995). "Total Quality Management in the Academy: A Rebellious Reading". Harvard Educational Review, 65(4), 593-611
- Bensimon, E.M. (1994). "Bilingual cash machines, multicultural campuses and communities of difference." Innovations in Higher Education, 19, (1), 23-32.
- Neumann, A., & Bensimon, E.M. (February, 1993). "Administrative teams & teamwork." Bulletin, 45(6), 3-6.
- Bensimon, E. M., & Tierney, W. J. "Shaping the vision for a multicultural campus: Strategies for administrators." (Winter 1992/1993) College Board Review, No. 166, 4-30.
- Bensimon, E. M. (1993). "New presidents' initial actions: Transactional and transformational leadership." Journal for Higher Education Management, 8(2), 5-17.
- Bensimon, E.M. (1992). "Lesbian existence and the challenge to normative constructions of the academy." Journal of Education, 174(3), 98-113.
- Bensimon, E.M. (1991). "The social processes through which faculty shape the image of a new president." Journal of Higher Education, 62(6), 637-660.
- Bensimon, E.M. (1991). "How college presidents use their administrative groups: "Real" and "illusory" teams." Journal for Higher Education Management, 7(1), 35-51.
- Bensimon, E.M. (1991). (1989). "A feminist reinterpretation of presidents' definition of leadership." Peabody Journal of Education, 66(3), 143-156. (Also reprinted in ASHE Series Reader, Women in Higher Education~ A Feminist Perspective.)
- Neumann, A., & Bensimon, E.M. (1990). "Constructing the presidency: College presidents' images of their leadership roles, a comparative study." Journal of Higher Education 61(6),678-701.
- Bensimon, E.M. (1990). "Viewing the presidency: Perceptual congruence between presidents and leaders on their campuses." Leadership Quarterly, 1(2),71-90 (Reprinted in In Casanova, Hugo (Ed.). Nuevas Politicas de la Educacion Superior. Serie Universidad Contemporanea, Spain: Netbiblo-Riseu).
- Bensimon, E.M. (1989). "The meaning of 'good presidential leadership': A frame analysis." Review of Higher Education, 12, 107-23. (Also reprinted in ASHE Reader in Organization and Governance in Higher Education).
- Birnbaum, R., Bensimon, E. M., & Neumann, A. (1989). "Leadership in higher education: A multi-dimensional approach to research." Review of Higher Education 12, 101-105.
- Bensimon, E. M. (1984). "A literature review of selected aspects of community college governance." Community College Review, 12(2), 54-61.

## Chapters in Books

- Harris, F., Bensimon, E.M., & Bishop, R. (2010) "The Equity Scorecard: A Process for Building Institutional Capacity to Educate Young Men of Color." In Edley, C. and Ruiz de Velasco, J. (eds.). Changing Places: How Communities Will Improve the Health of Boys of Color (36 pages).
- Bensimon, E.M., Dowd, A. C., Daniels, J.E., & Walden, D. (2010, December). "Long-Term Partners for Serving Los Angeles' African American and Latino Students: USC's Center for Urban Education and Los Angeles Southwest College." In USC's College Bound: Strategies for Access and Success for Low-Income Students (pp. 34-45). Los Angeles, California: USC Office of Government and Civic Engagement
- Ward K. & Bensimon, E.M. (2002). "Engendering Socialization." In Aleman, A. & Wrenn, C. (eds.). Encyclopedia of Women in Higher Education. ABC-CLIO.
- Tierney, W. G. & Bensimon, E. M. (2000). (En) gender(ing) socialization. In Glazer-Raymo, J., Townsend, B.K., & Ropers-Huliman, B. (Eds.) Women in Higher Education: A Feminist Perspective, ASHE Reader Series, Nedham Heights, MA: Ginn Press.
- Mollis, M. & Bensimon, E. M. (1999). "Crisis, Calidad y Evaluacion de la Educacion Superior desde una perspectiva comparada: Argentina y Estados Unidos." In H. Casanova Cardiel & Roberto Rodriguez Gomez (Eds.).
- Bensimon, E.M. & C. Marshall. (1997). "Policy Analysis for Postsecondary Education: Feminist and Critical Perspectives." [In C. Marshall (Ed.) & Associates, Feminist Critical Policy Analysis II: A Perspective from Post-Secondary Education. London: The Falmer Press.] (Reprinted in Glazer-Raymo, J. Townsend, B. K., Ropers-Huliman, B. (Eds.) (2000) Women in Higher Education: A Feminist Perspective, ASHE Reader Series.
- Tierney, W.B. & E.M Bensimon. (1996). "Supporting Diversity Through Campus Culture." In R.J. Menges, M. Weimer (Eds.) & Associates, Teaching on solid ground: Using scholarship to improve practice. San Francisco: Jossey-Bass Publishers.
- Bensimon, E. M. (1996). "Faculty Identity: Essential? Imposed? Or Constructed? In Integrating Research on Faculty: Seeking New Ways to Communicate about the Academic Life of Faculty. Washington, D.C.: National Center for Education Statistics.
- Sanders, K., Ward, K., & Bensimon, E. M. (1996). "The Department Chair's Role in Working with Junior Faculty." The Department Chair, 7-8.
- Bensimon, E. M. (1994). Understanding administrative work. In A. M. Cohen, F. B. Brawer (Eds.), & Associates, Managing community colleges: A handbook for effective practice. San Francisco: Jossey-Bass Publishers.

Bensimon, E. M. (1993). The development of culturally responsive faculty. In M. Weimer (Ed.), Faculty as teachers~ Taking stock of what we know. University Park, PA: The National Center on Postsecondary Teaching, Learning and Assessment.

Bensimon, E. M. (1991). The presidency and leadership: Alternatives to charisma In J. A. Sturnick, C. Tisinger, & J. Milley (Ms.), Women at the helm: pathfinding presidents at American colleges and universities. Lanhorn, MD: University Press Associates.

Bensimon, E. M. (1990). The new president and understanding the campus as a culture. In W. G. Tierney (Ed.), Assessing academic climates and cultures. New Directions for Institutional Research 68. San Francisco: Jossey-Bass.

### **Book Reviews and Commentaries**

Bensimon, E. M. (1991). Can the community college presidency find meaning in ‘mystique’? A Review of Leadership in transition The community college presidency, George B. Vaughan. New York: American Council on Education/MacMillan Publishing Company. 1989; in Community/Junior College Quarterly of Research and Practice.

### **Other Publications**

Bensimon, E. M. & Polkinghorne, D. (2003). Why Equity Matters: Implications for a Democracy. Los Angeles, CA: Center for Urban Education, University of Southern California.

Bensimon, E. M. & Polkinghorne, D. (2003). “The Accountability Side of Equity.” Diversity Digest, 7(1,2).

Bensimon, E. M. (Ed.), (1989). Quality in the academy: Proceedings from a national symposium. Baltimore, MD: National Center for Postsecondary Governance and Finance.

Bensimon, E. M. (1979). Bilingual higher education in New Jersey: The state of the art. In R. M. Cotayo (Ed.), Bilingual higher education: Foundations, policy, and practice, pp. 5-10. Trenton, NJ: New Jersey Department of Higher Education.

### **Television**

Guest speaker Author. Author, 1-hour interview on multicultural curricular change, taped for the Public Broadcast Systems’ (PBS) Adult Learning Service, July 1993.

### **Radio**

Radio interview with Larry Marino on Promotion and Tenure: Community and socialization in academe.

### **Technical Reports**

(2009). Bensimon, E.M., Dowd, A.C., & Malcom, L.E. Benchmarking the Success of Latino and Latina Students in STEM to Achieve National Graduation Goals at The University of Southern California in Los Angeles, California

(2008) Report to the President of Los Angeles Southwest College: California Benchmarking



- (2008) Project; Report to the President of Rio Hondo College: California Benchmarking Project.
- (2008) Report to the President of Long Beach City College: California Benchmarking Project.
- (2007). Bensimon, E. M. and Dowd, A. C. (July 2007). Final Report The “Missing 87”: A study of “transfer-ready” community college students who do not transfer. Presented to The William and Flora Hewlett Foundation
- (2007). Bensimon, E.M., Dowd, A. C., Trapp, F. and Alford, H. (November, 2007). The 'Missing 87': A Study of the 'Transfer Gap' and 'Choice Gap'. A collaborative report of Long Beach City College and CUE, 77 pp.
- 2007). Bensimon, E.M., Dowd, A.C., Harris III, F.H., and Bustillos, L. (June, 2007). Expanding Equity for All to the San Joaquin Valley Community Colleges, Report to the Walter S. Johnson Foundation.
- (2007). Lumina Foundation for Education Final Narrative Report November 2006 (Phase I) Equity for All: Institutional Responsibility for Student Success.
- (2007). Lumina Foundation for Education Final Narrative Report Equity for All: Institutional Responsibility for Student Success (Phase II)
- (2007). Bensimon, E. M., Dowd, A. C., Trapp, F., & Alford, H. (November, 2007). *The 'Missing 87': A Study of the 'Transfer Gap' and 'Choice Gap'*. (77 pages.) Long Beach and Los Angeles: Long Beach City College and the University of Southern California’s Center for Urban Education.
- (2006). Gabbard, G., Singleton, S., Macias, E., Dee, J., Bensimon, E. M., Dowd, A. C., et al. *Practices supporting transfer of low-income community college transfer students to selective institutions: Case study findings*. (107 pages.) Boston and Los Angeles: University of Massachusetts Boston and University of Southern California.
- Bensimon, E.M., W.G. Tierney & R. Rhoads. (1996). Final Report for the Project on Organizational Structures, National Center for Postsecondary Teaching, Learning, and Assessment, OERI.
- Bensimon, E. M., W.G. Tierney, & K. Ward. (1993). The tenure track faculty study. Report prepared for the Commission for Women, The Pennsylvania State University.
- Bensimon, E. M. (1988). Challenge grant statewide assessment report on Union County College Project Alliances. Report prepared for the New Jersey Department of Higher Education.
- Bensimon, E. M. (1985). The Brooklyn College Academy. Interim and final evaluation reports submitted to the Academy for Educational Development, New York, NY.
- Bensimon, E. M. (1983). A report on three multi-campus systems of higher education in Puerto Rico. Report prepared for The Ford Foundation.

Bensimon, E. M. (1981). Patterns of minority group participation in higher education. Review of the literature prepared for the Institute of Urban and Minority Education, Teachers College, Columbia University.

Bensimon, W. M (1979). Assessment instrument for bilingual and ESL teacher education programs. Trenton, NJ: New Jersey Department of Higher Education.

## CONFERENCE AND PROFESSIONAL PRESENTATIONS

### Invited Addresses and Workshops

- (2010, November). Presenter of session, “Advocating for Educational Equity and Postsecondary Student success” at the 2010 ASHE Conference in Indianapolis, Indiana
- (2010, November). Bensimon, E.M., & Dowd, A.C. Presenters of session, “What Has Race got to Do With It? Negotiating Social Contexts and Identity Among Emerging Scientists” at the 2010 ASHE Conference in Indianapolis, Indiana
- (2010, November). Steering Committee Participant for "Which Way America? Immigrant Integration and Immigrant Policy Reform."
- (2010, November). Delivered Keynote Address on Equity and Practitioner Influence during the UW System’s Compass Institute in Madison, Wisconsin
- (2010, November). Presenter, “How Can Research Help Us Build Faculty Diversity? What Do We Still Need To Learn?” at Keeping Our Faculties of Color in St. Paul, Minnesota
- (2010, September). Presentation to Administrative Council of California State University Dominguez Hills in Carson, California
- (2010, August). Bensimon, E.M., & Dowd, A.C. Presentation, “Preliminary Meeting With Governing Board” at Contra Costa Community College District
- (2010, June). Presenter at the 2010 Massachusetts Department of Higher Education Presidents' and Chancellors' Retreat in Boston, Massachusetts
- (2010, June). Presenter, “The CUE Equity Model and Critical Approaches to State Policy: Lessons from our work” at ASHE Institute on Critical Policy Research and Analysis 2010 in Denver, Colorado
- (2010, May). Bensimon, E.M., & Dowd, A.C. Delivered Keynote Address for Promoting Successful Transfer Students Workshop at Whittier College in Whittier, California
- (2010, May). Bensimon, E.M., & McPherson, M. Presenters, “Preserving Equity in Tough Times” at the WICHE Commission Meeting at Portland State University in Portland, Oregon
- (2010, May). Addressed System Provost from the Pennsylvania State System of Higher Education (PASSHE) at West Chester University in West Chester, Pennsylvania
- (2010, May). Presenter of “Critical Theoretical Approaches to Research in Higher Education” at 2010 AERA in Denver, Colorado
- (2010, May). Bensimon, E.M., & Dowd, A.C. Speakers “‘Mixed Methods’ to Transdisciplinary Research: Navigating Boundaries to Increase Equity in STEM Fields for Students of Color” at 2010 AERA in Denver, Colorado
- (2010, April). Presenter of “Strategies for Achieving Equity and Excellence in Educational Outcomes” at the Enhancing Diversity Seminar Series in College Station, Texas.

- \*(2010, April 18). Keynote speech/presenter, “Preserving Equity in Tough Times” at the 2010 Western Interstate Commission for Higher Education (WICHE)
- (2010, April). Bensimon, E.M., Dowd, A.C., & Bordoloi, L. Presenters of BESST during a concurrent session at the 2010 Access 2 Success Meeting in Baltimore, Maryland
- (2009, November). Bensimon, E.M., & Dowd, A.C. Presidential session "Building a Foundation for Conducting Equity-Based Research and Critical Policy Analysis: Emerging Findings from the ASHE Institutes" for the 2009 ASHE Conference in Vancouver, Canada
- (2009, November). Bensimon, E.M., & Dowd, A.C. Presenters, “Formulating Equity in State Transfer Policy: An Analysis of Seven States” and/or Paper Session “Promoting or Impeding Equity Through Policy and Institutional Practice?” for the 2009 ASHE Conference in Vancouver, Canada
- (2009, April). Author of paper “Performance Funding for Practitioner Inquiry in California: A Model for Statewide Accountability” presented at session “Whither State Performance Funding for Higher Education: A Symposium on Its Current and Future Status” at 2009 AERA in San Diego, California
- (2009, March). Bensimon, E.M., & Dowd, A.C. Speakers “Making Policy Matter: Why have accountability and assessment policies failed to close the equity gaps in higher education?” at PACE Seminar in Sacramento, California
- (2008, November). Presidential Session: Strategies to Achieve Equity Without Affirmative Action at the ASHE Conference in Jacksonville, Florida
- (2008, November). ASHE Symposia: When Does (and Doesn't) “2+2” Equal Four? Examining Variations in the “New Math” of Transfer Access From Community Colleges to the Baccalaureate. Jacksonville Florida
- (2008 November). ASHE Symposia: Researching the Realities of Race on Campus: Constructing an Agenda to Explore Racialized Trends and Outcomes among Students. Jacksonville, FL
- (2008, October). TRPI Conference: Moving Toward Equity at the Community College in Long Beach California
- (2008, May). Assessment Tools for Creating Organizational Learning and Change. The Retention 2008 Conference an International Conference on Student Retention, San Diego, CA
- (2008, November). ASHE Symposia: When Does (and Doesn't) “2+2” Equal Four? Examining Variations in the “New Math” of Transfer Access From Community Colleges to the Baccalaureate. Jacksonville Florida
- (2008, March). Bensimon, E. M., & Dowd, A. C. “The Missing ‘87’”: A study of transfer eligible students who do not transfer. American Educational Research Association, New York City, NY.
- 2008, April). Immigrant Integration and the American Future: Lessons From and For California, a conference hosted by the University of Southern California. at the Davidson Conference Center(University of Southern California).

- (2008, October). USC Davidson Conference Center: CPED Carnegie Project on the Education Doctorate and Inquiry I.
- (2008). Invited Keynote Speaker at the University of Penn State: Discuss Diversity Scorecard with Faculty members and administrators.
- (2008, August). Keynote Speaker at the 2008 Professional Development Day at Los Angeles Southwest College.
- (2007). Keynote Speaker: Challenges, Opportunities, and Data Resource Needs in Higher Education Research Presidential Ontario.
- (2007, November). Accountability in theory and practice: Are data and money viable levers of institutional change? Presentation at ASHE meeting, Louisville, KY.
- (2007, November). The Mediation Means of Enacting Equity-Mindedness among Community College Practitioners Estela Mara Bensimon, Frank Harris III and Robert Rueda. ASHE Louisville, KY.
- (2007, November). Funds of Knowledge: An Alternative Approach to Studying Minority Students' Success in Higher Education. Judy Marquez Kiyama/University of Arizona Estela Bensimon/University of Southern California Alicia Dowd/University of Southern California Cecilia Rios Aguilar/University of Arizona Luis Moll/University of Arizona. ASHE, Louisville, KY.
- (2007, October). Keynote speaker at Cornell University and Teagle Foundation Symposium, Credit Suisse, NYC.
- (2006). Improving Institutional Effectiveness for Underserved Students Western Interstate Commission for Higher Education, Speaker at Invited Meeting
- (2006). NASPA International Assessment and Retention Conference; Plenary Speaker, "Grading Higher Education on Assessment: 'A' for Data Availability; 'D' for Data Use; June 17, 2006; Phoenix, Arizona
- (2006). Keynote Address at Rio Hondo CC Convocation, August 25, 2006
- (2006). Keynote Address at Long Beach City College College Day, August 18, 2006
- (2006). "The Underestimated Significance of Practitioner Knowledge in Studies of Student Success" ASHE Presidential Address
- (2006). Invited Keynote Address, "Taking Responsibility for Student Success", UC Berkeley's Dale Tillery Summer Institute for Community College Leadership and Innovation, July 31, 2006, Berkeley, California
- (2005). AERA April 11-15 Montreal, Canada Demography and Democracy in the Era of Accountability
- (2005). "Reviewing Access and Retention in California Higher Education" panel presentation at the California Chicano-Latino Intersegmental Convocation - 2005 February 7 San Francisco.

- (2005). Bensimon, E.M. (February 7, 2005) "Measuring Equity in Educational Outcomes" panel presentation at the Chicano/Latino Intersegmental Convocation - San Francisco.
- (2005). AAHE, Beyond Diversity: Developing a Scorecard for Equity, concurrent session, March 19, 2005, Atlanta, Georgia
- (2005). ASHE, November 2005, Advancing Research on Higher Education and the Public Good, Discussant.
- (2005). ASHE, November 2005, Discussant, Transforming Organizations: Enhancing Worklife for Women Faculty.
- (2005). CIES 2005 49th Annual Conference - March 23, 2005, Stanford University. "Mexico's Estimulos Programs: Scholarship Gone Wild - Symposium presentation with Imanol Ordorika.
- (2005). WICHE Northwest Academic Forum Pacific Northwest National Laboratory Richland, Washington April 22-23, 2005. "The Equity Scorecard."
- (2005). Speaker at The Education Trust Loews Annapolis Hotel EIGHTH ANNUAL STATE ACADEMIC LEADERS K-16 TEAMS INSTITUTE July 24 - 26, 2005 Annapolis, Maryland
- (2005). ASHE, 30th Annual Conference, November 17, 2005, "When the Student is the Teacher: How Professors Engage with Students to Improve Practices" research symposium B7
- (2005). ASHE, 30th Annual Conference, November 18, 2005, Minority Serving Institutions: New Research, New Challenges. Research Symposium Paper (with Lindsey Malcom, PhD student).
- (2004). Inclusive Excellence Meeting: General Education and Assessment: Generating Commitment, Value & Evidence Hilton Long Beach Disaggregating Data About Diverse Student Populations April 4, 2004 Long Beach, California
- (2004). Measuring the State of Equity in Higher Education ASHE Annual Meeting November 2004 Kansas City, MO Bensimon, E; Hao, L; Bustillos, L
- (2004). Moderate Hispanic Caucus Forum San Diego April 1, 2004
- (2004). University of Wisconsin October 18-19, 2004 Best Practices in Closing the Achievement Gap – breakout session
- (2004). National Learning Communities Conference, AACU Seattle May 20, 2004 "organizing for the Success of All Students: A Planning Process that Fosters Collaboration and Success"
- (2004). Bensimon, E. M., Hao, L. and Bustillos, L.T. Measuring the State of Equity in Higher Education, Public Policy Forum held at Association for the Study of Higher Education, 11/4/04. ASHE is considered the primary professional association for scholars of higher education.
- (2204). Bensimon, E. M., Hao, L. and Bustillos, L.T. Measuring the State of Equity in Higher Education, Public Policy Forum held at Association for the Study of Higher Education, 11/4/04. ASHE is considered the primary professional association for scholars of higher education.

- (2004). Reframing Individual Discourses: From Diversity in Access to Equity in Educational Outcomes Bensimon, EM; Castillo, C; Contreras-McGavin, M; Joseph, J; Ozaki, C; Vallejo, E. ASHE, November 2004 Kansas City, MO.
- (2004). Bensimon, E. M., Castillo, C., McGavin-Contrerars, M., Joseph, J., Ozaki, C, Vallejo, E. (November, 2004). Reframing Individual Discourses: From Diversity in Access to Equity in Educational Outcomes. Research Paper presentation at ASHE.
- (2004). "In the Spirit of Brown v. Board of Education", Chair of Major Address at ASHE.
- (2004). Diversity: Beyond Access (Enrollment) to Achievement (Equity in Educational Outcomes) For Historically Underrepresented Students AAHE, San Diego, CA
- (2004). Tomas Rivera Policy Institute Fall Conference: The Present and Coming Crisis: Demography and Education.
- (November, 2003). Bensimon, E.M. Presenter, Plenary Panel. Neoliberalism and the Changing 'Public' Sphere: Universities and Faculty work in Mexico and the United States. Council on International Education. Portland, Oregon.
- (November 2003). Bensimon, E.M. Discussant. Critical Race Theories in Education. Association for the Study of Higher Education, Portland, Oregon.
- (November, 2003). Bensimon, E.M. Panelist, ASHE Presidential Address, Reflections on a Scholarship of Practice. Association for the Study of Higher Education, Portland, Oregon.
- (November 2003). Bensimon, E.M. College Board Forum: The Diversity Scorecard Project: Moving from Access to Accountability, NYC.
- (2003, September), Achieving Equity in Educational Outcomes, Keynote Address, Portland State University, Oregon.
- (2003, September), Overcoming the Researcher/Researched Divide,. Closing Plenary, Portland State University, Oregon.
- (September 2003). Bensimon, E.M. Presenter at the Council for Education Opportunity Meeting, San Diego, CA.
- (June 2003). Bensimon, E.M. Presenter at the American Association for Higher Education's Assessment Conference, Seattle, WA.
- (April 2003). Bensimon, E.M. WASC. Presenter, Diversity: Beyond Access (enrollment) to Achievement (Equity in Educational Outcomes) for Hispanicity Underrepresented Students, Irvine, CA.
- (April 2003). Bensimon, E.M. Presenter, O Equity, Where Art Thou? Division J Panel.
- (March 2003). Bensimon, E.M. Presenter at the American Association for Higher Education, The Diversity Scorecard Approach - Bringing about Equitable and Exceptional Outcomes through Communities of Practice, Situated Learning, and Data Driven Inquiry, Washington, D.C.

- (March 2003). Bensimon, E.M. Presenter at the American Association for Higher Education, Organizing for Learning in a Time of Reduced Resources, Washington, D.C.
- (February 2003). Bensimon, E.M. Presenter at The College Board, Western Division, Using Data to Achieve Equity in Educational Outcomes for Ethnically Diverse Students. Phoenix, AZ.
- (January 2003). Bensimon, E.M. Association of American Colleges and Universities, Presenter. Framing Session, Research that Makes a Difference: Reversing Inequities in Educational Outcomes, Seattle, WA.
- (2002, November), “Knowledge-Based Leadership for Learning Colleges,” three hour workshop/presentation, Community College League of California, Sacramento.
- (2002). Bensimon, E.M. Higher Education Evaluation Systems: The Good, The Bad, and The Ugly (The Mexican Experience), Presented paper, Association for the Study of Higher Education
- (2002). New Perspectives on Organizational Theory in Higher Education, paper presentation, Association for the Study of Higher Education
- (2002). Bensimon and Drummond. Developing a Measurement Architecture for Achieving Equity in Educational Outcomes for Ethnically Diverse Students. AACU Diversity and Learning Conference
- (2002). Bensimon, Drummond, Drummond, and Wieder. Knowledge-Based Leadership for Learning Colleges. Community College League of California
- (2002). Critical Methodological Issues: Refining Higher Education Research, Association for the Study of Higher Education
- (2001). Bensimon, E. M. The Outcomes of Post-Tenure Review Policies from the Perspectives of Administrators and Faculty. AERA, Session 25.53, Division J Symposium.
- (2001). Bensimon, E. M. Using the Academic Scorecard for Institutional Improvement. Association of Institutional Research, San Diego
- (2001). Bensimon, E. M. Conundrums of Legitimacy: Thinking Differently about Research. Association for the Study of Higher Education, Richmond, VA, November 2001
- (2001). Bensimon, E.M., Gallagher, K., and Diamond, M. Academic Scorecard. EAIR Forum, Porto, Portugal
- (2001). Bensimon, E. M. Women, Higher Education and Neo-Liberal Politics: An Application of Critical Feminist Policy Analysis. Association for the Study of Higher Education, Richmond, VA, November 2001
- (2000). Implications of Mixed-Method Research in Education (AERA)
- (2000). Culture of Evidence: The Measures and Rewards of Faculty Performance (AERA)



- (2000). The Academic Scorecard: Measures of Organizational Effectiveness (Bensimon, Ozturk, O'Neil, Diamond) AAHE FORum on Faculty Roles and Rewards
- (2000). UCLA Symposium on Institutional Transformation. Invited interdisciplinary symposium on leadership and organizational change.
- (2000). AACTE. The Present and Future of Faculty accountability (Bensimon, Breneman, Michelli and Taylor)
- (2000). National Association of Deans and Directors of Schools of Social Work. Managing Faculty Differences and Tensions
- (1999, May). Invited Scholar, Universidad Autonoma Metropolitana, Area de la Sociologia de las Universidades (conducted lectures and seminars in Spanish on leadership, organizational change, and the professoriate for faculty in sociology)
- (1999, April). Invited Presenter, Division J Graduate Seminar, Higher Education Policy Research on Inclusion and Diversity: From Theory to Methods to Policy and Implications. Montreal.
- (1997, March). "Taller sobre los docentes y la enseñanza en los Estados Unidos." Co leader of a workshop on faculty and teaching convened at the Universidad Santa Maria la Antigua, Panama City, Panama.
- (1997, February). Chair of the James Irvine Symposium on Merit Based Faculty Compensation convened in Redondo Beach, CA.
- (1996, November). Convened Focus Dialogue as part of a TIAA-CREF grant at the meetings of the Association for the Study of Higher Education.
- (1996, October). "Multicultural Teaching and Learning: Strategies for Change." Keynote Address delivered at the College Student Personnel Services Conference, Indiana University, Bloomington.
- (1996, April). "Blacks and Jews: The Disuniting of a 'Model' Urban Campus." Symposium/Performance presented at the annual meeting of the American Education Research Association, New York
- (1996, March). "Restructuring for Diversity: The New Century Campus." Keynote Address delivered at the annual meeting of the North Central Association of Colleges and Schools, Chicago.
- (1996, March). "Encouraging and Managing Institutional Change." Workshop presented at the Association for Governing Boards, Chicago.
- (1996, January). "New Faculty in Higher Education." Session presented at the American Association for Higher Education.

- (1995, October). "Building Student Affirming Campuses." Presented at the American Council on Education Conference, Kansas City, MO
- (1995, September). "External Influences on Quality Evaluation in Argentine Universities." Presented at the Latin American Studies Association, Washington, D.C.
- (1995, June). "Getting Promotion and Tenure: Strategies for Women and Minorities in the Academy." Session presented at the 8th Annual National Conference on Race & Ethnicity in American Higher Education, Santa Fe, NM.
- (1995, April). "Organizational frameworks and strategies for multicultural campuses." Session presented at the American Education Research Association, San Francisco, CA.
- (1995, March). "Working with Junior Faculty: The Department Chairs Role". Workshop presented at the American Association for Higher Education, Washington, DC.
- (1995, March). "Leadership: The Critical Variable in Changing Institutions and Society" Session presented at the American Association for Higher Education, Washington, DC.
- (1995, March). "So what have we learned about effective undergraduate teaching"? Session presented at the American Association for Higher Education, Washington, DC.
- (1994, November). "(En)gendering the discourse of academic management and leadership." Lecture presented as part of the Feminist Scholars Series co-sponsored by the Center for Women Students and the Contemporary Scholarship on Lesbian and Gay Lives Series, The Pennsylvania State University, University Park, PA.
- (1994, November). Making it in the academy: Junior faculty and the tenure process. Focused dialogue held at the 19th Annual Meeting of the Association for the Study of Higher Education, Tucson, AZ.
- (1994, November). Feminist pedagogy: Authority, expertise and evaluation. Symposium conducted at the 19th Annual Meeting of the Association for the Study of Higher Education, Tucson, AZ.
- (1994, September). How educational opportunity professionals can understand and affect the leadership of America's colleges. Address presented at the 13th Annual conference of The National Council of Educational Opportunity Associations, Washington, D.C.
- (1994, August). Liderazgo y gestion en las universidades. Invited address, Universidad Nacional De La Plata, La Plata, Argentina.
- (1994, June). (with A. Neumann). Collaborative decision making in medical academic centers. A one day workshop for Jefferson Medical Center.

- (1994, June). Conflict and collaboration. Workshop for the Ford Foundation's Urban Partnerships, Richmond, VA
- (1994, April). Making it in the academy: Women and minority junior faculty institute. Workshop presented at the meetings of the American Educational Research Association, New Orleans, LA.
- (1994, April). Affirmative action in action at AERA (Special interest group: Committee for the role and a status of women in research & development). Workshop presented at the meetings of the American Educational Research Association, New Orleans, LA.
- (1994, April). Culture, knowledge and pedagogy: Rethinking higher education programs. Vice Presidential Address presented at the meetings of the American Educational Research Association, New Orleans, LA.
- (1994, March). Redesigning collegiate leadership: Teams and teamwork in higher education. Workshop presented at the American Association for Higher Education, Chicago, IL.
- (1994, February) Organizational culture and multiculturalism in academe. Presented at the National Kellogg Fellows at Lane Community College, Portland, OR.
- 1994, January). Faculty identity: Essential? Imposed? or Constructed? Commissioned paper by AIR, AACU, and NCEC for the forum on Integrating Research on Faculty, Washington, DC.
- (1994, January). (with W. G. Tierney). Lost in translation: Excellence and diversity in higher education. Presented to the faculty at Gettysburg College, Gettysburg, PA.
- (1993, October). (with J. Noonan). A multicultural case study from two perspectives. Special Session sponsored by the National Center on Postsecondary Teaching, Learning, and Assessment. Association of General and Liberal Studies, Memphis, TN.
- (1993, October). (with A. Neumann). Real and illusory teams. Paper presented at the 72nd Annual American Association for Community and Junior Colleges, Phoenix, AZ.
- (1993, October). (with A. Neumann). Redesigning collegiate leadership: Teams and teamwork in higher education. Workshop sponsored by the American Council on Education. Educating One-third of a Nation IV: Making our reality match our rhetoric, Houston, TX.
- (1993, September). Emancipatory knowledges and cultural leadership practices: Frameworks for community building. Convocation address at Buffalo State College, State University of New York.
- (1992, April). (with A. Neumann). Integrated team leadership. 72nd Annual American Association of Community and Junior Colleges, Phoenix, AZ.

- (1992, January). Post-hierarchical leadership: Concepts, strategies, and campus practices. 78th Meeting of the Association of American Colleges, Washington, D. C.
- (1991, December). How faculty and staff development shape organizational change and renewal, Jersey City State College, NJ.
- (1991, October). The gender question in leadership theory. Principals' Center of Long Island, Long Island University, NY.
- (1991, June). Leadership in higher education. Presentation at a meeting of the Association of American Colleges, City College of New York.
- (1991, April). Leadership in higher education. Presentation at a meeting of the Association of American Colleges, Philadelphia, PA.
- (1990, October). Assuming a college or university presidency. Presentation at the Pennsylvania National Identification Program for the Advancement of Women in Higher Education, Hershey, PA.
- (1990, May). The roles of leaders in implementing institutional values. Guest speaker at the Task Force on Institutional Values, Association of Academic Health Centers, Washington, DC.
- (1990, January). Leadership in higher education. Luncheon Speaker, Women of Color, The Pennsylvania State University, University Park, PA.
- (1990, January). How college presidents can strengthen the transfer function of Community colleges. Invited presenter at the 72nd Annual Meeting of the American Council on Education, Washington, DC.
- (1989, November). Making sense of administrative leadership. Address to the Higher Education Colloquium, Atlanta, GA.
- (1989, November). (with Ken Clark & Joseph Kauffman). The presidency and leadership: Alternatives to charisma. Keynote panel at the 29th annual meeting of the American Association of State Colleges and Universities, San Francisco, CA.
- (1988, July). On becoming a college president: Approaches to think about. Presented at the Institute for Educational Management, Graduate School of Education, Harvard University, Cambridge, MA.

## **RESEARCH PAPERS**

- (2002, November), "Evaluation Systems: The Good, The Bad, and The Ugly (The Mexican Experience)", Presented paper, Association for the Study of Higher Education, Sacramento.

- (2002, November), “Doing Research that Makes a Difference” (with Bauman, Georgia and Polkinghorne, Donald) paper for a symposium on Critical Methodological Issues: Refining Higher Education Research, Association for the Study of Higher Education, Sacramento
- (2002, November), New Perspectives on Organizational Theory in Higher Education, (with Bauman, Georgia) paper presentation, Association for the Study of Higher Education, Sacramento.
- (2000, April). “The Culture of Evidence: The Measures and Rewards of Faculty Performance.” Paper presented at the annual meeting of the American Education Research Association, New Orleans.
- (2000, February). Participant in David Breneman (chair) “The Present & Future of Faculty Accountability.” Major forum session, American Association of Colleges for Teacher Education, Chicago.
- (1999, November). “The Effects of Research on the Practices of the ‘Researched’ and ‘Researchers.’” Symposium presentation made at the annual meeting of the Association for the Study of Higher Education, San Antonio.
- (1999, November). “Policies and Practices for Accountability and Productivity: What Differences Do They Make in the Lives of Faculty and Students?” Symposium presentation made at the annual meeting of the Association for the Study of Higher Education, San Antonio.
- (1999, April). Panelist in Karen Seashore Louis (chair) “The State of the Art in Higher Education: Past, Present and Future Considerations.” Invited Division J Symposium held at the annual meeting of the American Education Research Association, Montreal.
- (1999, April). Speaker in “A Conversation with Estela Bensimon and Anna Neumann.” Division J, Graduate Student Committee Fireside Chat held at the annual meeting of the American Education Research Association, Montreal.
- (1999, April). “Re-visioning Schools of Education for the 21<sup>st</sup> Century.” Paper presented at the annual meeting of the American Education Research Association, Montreal.
- (1999, April). “Your Blues Ain’t Like Mine”: Divergent Interpretations of Institutional Change. Paper presented at the annual meeting of the American Education Research Association, Montreal.
- (1999, April). Discussant in Linda Carole Tillman (chair) “Mapping University Assets for Public Scholarship and the Praxis of Community Partnering.” Symposium presented at the annual meeting of the American Education Research Association, Montreal.

- (1998, November). "Intentional Communities: Do They Foster Integration or Separation?" Paper presented at the annual meeting of the Association for the Study of Higher Education, Miami.
- (1998, April). Discussant in Caroline Turner and Samuel Myers (chairs) "Bittersweet Success: Faculty of Color in Academe—Where Do We Go from Here?" Symposium presented at the annual meeting of the American Education Research Association, San Diego.
- (1998, April). Panelist in Catherine Marshall (chair) "Expanding Policy Analysis: Feminist, Critical, and International Perspectives." Symposium presented at the annual meeting of the American Education Research Association, San Diego.
- (1998, April). Chair of "Women and Diversity: The Unfinished Agenda in Higher Education." Division J Vice Presidential Address delivered by J. Glazer at the annual meeting of the American Education Research Association, San Diego.
- (1998, April). Discussant in Adrianna J. Kezar (chair) "Forging Scholarly Identities in Context: Intellectual Struggles in the First Decade of the Professorial Career." Symposium presented at the annual meeting of the American Education Research Association, San Diego.
- (1998, April). "The Whiteness Question in Diversity." Plenary Address at the Association of American Colleges and Universities conference on "Diversity, Learning, and Institutional Change, Redondo Beach, CA.
- (1997, June). Chair, "Research and Resistance in Latino Communities." Papers presented at the Reclaiming Voice Conference, University of Southern California, Los Angeles.
- (1997, April). "Strategies to improve faculty productivity." Paper presented at the annual meeting of the American Education Research Association, Chicago.
- (1997, April). Discussant in the "For Profit Educational Firms: Their Probable Impact on the U.S. Educational System" panel presented at the annual meeting of the American Education Research Association, Chicago.
- (1996, November). Discussant for "Equity Issues." Research papers presented at the annual meeting of the Association for the Study of Higher Education, Albuquerque.
- (1996, November). Presenter in Frances Stage (chair) "Critical Quantitative Analysis: Oxymore or Useful Perspective." Symposium held at the annual meeting of the Association for the Study of Higher Education, Albuquerque.

- (1996, November). Presenter in Joan Stark (chair) “Curriculum Challenges in 2000.” Symposium held at the annual meeting of the Association for the Study of Higher Education, Albuquerque.
- (1995, September). “Crisis, Calidad y Evaluacion de la Educacion Superior Desde una Perspectiva Comparada: Argentina y Estados Unidos.” (with Marcela Mollis). Paper presented at the annual meeting of the Latin American Studies Association, Washington D.C.
- (1995, April). “Gendered roles/gendered relations: A case study on the role and status of women in education.” Session presented at the American Education Research Association, San Francisco, CA.
- (November, 1993). The intersection of race, gender, class, and sexual identity in the socialization of faculty. Symposium paper presented at the meetings of the Association for the Study of Higher Education, Pittsburgh, PA.
- (November, 1993). (with Patrick Terenzini & Melinda Sewell). Whose interests do ASHE and AERA serve? Focused Dialogue at the meeting of the Association for the Study of Higher Education, Pittsburgh, PA
- (February, 1993). The politics of multicultural curricular change. (with Esther Kingston Mann). Paper presented at the Conference on Enhancing the quality of teaching in colleges and universities, co-sponsored by the University of South Carolina, the South Carolina Commission on Higher Education, and the National Center on Postsecondary Teaching, Learning, and Assessment, Charlotte, SC.
- (February, 1993). The development of culturally responsive faculty. Discussion paper prepared for invitational conference on The Development of College Faculty as Teachers, co-sponsored by the New Jersey Institute for Collegiate Teaching and Learning; The National Center on Postsecondary Teaching, Learning, and Assessment (NCTLA); Henry Chauncey Center, Princeton, NJ.
- (April, 1993). A rebellious reading of TQM. Paper presented at the meetings of the American Educational Research Association, Atlanta, GA.
- (April, 1993). Campus innovation and change: Structural and cultural strategies. Paper presented at the meetings of the American Educational Research Association, Atlanta, GA.
- (November, 1992). Race, ethnicity, and power: Unity college’s assessment program in a different voice. Paper presented at the meetings of the Association for the Study of Higher Education, Minneapolis, MN.

- (April, 1992). Models of curricular change and innovation in higher education: Implications for practice. Paper presented at the meetings of the American Educational Research Association, San Francisco, CA.
- (October, 1991). The higher education curriculum: Incorporating different choices, different perspectives, Focused Dialogue at the Annual Association for the Study of Higher Education, Boston, MA.
- (June, 1992). (with W. G. Tierney). Using critical and feminist theories to understand diversity in academe. Paper presented at the meetings of the National Conference on Racial and Ethnic Relations, San Francisco, CA.
- (February, 1991). Feminist theory and leadership in higher education. Paper presented at the Conference on Ethnography in Education, Philadelphia, PA.
- (November, 1990). The meaning of good presidential leadership: A feminist critique, reinterpretation and reconstruction. Paper presented at a Distinguished Symposium held at the meetings of the Association for the Study of Higher Education, Portland, OR.
- (April, 1990). The social processes through which faculty shape a new president's image. Paper presented at the meetings of the American Educational Research Association, Boston, MA.
- (November, 1990). How college presidents use their administrative groups: 'Real' and 'illusory' teams. Paper presented at the meetings of the Association for the Study of Higher Education, Atlanta, GA.
- (May, 1988). (with Anna Neumann). Understanding how college presidents think: Lessons for institutional researchers and planners. Paper presented at the meetings of the 28th annual forum of the Association for Institutional Research, Phoenix, AZ.
- (November, 1985). The discovery stage of presidential succession. Paper presented at the meetings of the Association for the Study of Higher Education, Baltimore, MD.
- (1985). Transfer attitudes and behaviors among community college students. Paper presented at the meetings of the American Association for Higher Education, Chicago, IL.
- (1984). The community college transfer mission. Paper presented at the meetings of the American Association for Higher Education, Chicago, IL.
- (1984). Inducers and inhibitors of the community college transfer function. Paper presented at the meetings of the Association for the Study of Higher Education and the American Educational Research Association on postsecondary education, San Francisco, CA.



(1980). Bilingual education: The hispanic perspective. Commissioned paper presented at the Black and Hispanic Conference, Princeton, NJ.

### **Current Research Grants and Contracts**

Principle Investigator, University of Wisconsin System Administration – UW III, \$260,000 “Implementation of the CUE Equity Scorecard™ Process” 2010-2012.

Principle Investigator, National College Access Network (NCAN), \$60,000 “Implementation of the CUE Equity Scorecard™ Process” 2010-2012.

Co-Principal Investigator, Ford Foundation, \$500,000 “Education Equity and Post-Secondary Student Success: A CUE and WICHE Partnership for Policy Research and Analysis” (with Alicia Dowd), 2009-2011.

Co-Principal Investigator, Carnegie Corporation of New York, \$50,000 “Discretionary Funding Proposal” 2010-2011.

Co-Principal Investigator, Hewlett Foundation, \$500,000 “Linking Action Planning to Evaluation Through Performance Benchmarking in California’s Basic Skills Initiative” (with Alicia Dowd), 2009-2011.

Principal Investigator, Carnegie Corporation of New York, \$660,000 “Equity Scorecard Leadership Development Program” (with Alicia Dowd), 2009-2011. (Proposed)

### **Previous Research Grants and Contracts**

Co-Principle Investigator, The Ford Foundation, \$535,000 “WI Transfer Study” (with Alicia Dowd), 2008-2010.

Principle Investigator, The Ford Foundation, \$1,391,000 “ASHE Institute for Equity Research Methods and Critical Analysis” 2008-2010.

Co-Principle Investigator, The Ford Foundation, \$250,000 “Increasing Organizational Effectiveness of the Center for Urban Education at USC” (with Alicia Dowd), 2008.

Co-Principle Investigator, NSF, \$667,559 “Hispanic-Serving Community Colleges: An untapped Source for the Latino/a Student STEM Talent Pool” (with Alicia Dowd), 2007-2010.

Co-Principle Investigator, The Hewlett Foundation, \$700,000 “Transfer Funds of Knowledge (California Benchmarking Project)” (with Alicia Dowd), 2007-2009.

Principle Investigator, The Ford Foundation, \$200,000 “ASHE Institute of Equity Research Methods and Critical Policy (Pilot)” 2007-2009.

Co-Principle Investigator, The Ford Foundation, \$200,000 “Contextualized Problem Defining In basic Skills (California Benchmarking Project)” (with Alicia Dowd), 2007-2008.

Co-Principle Investigator, Hewlett Foundation, \$35,000 “Organizational Effectiveness” (with Alicia Dowd), 2007-2008.

Principle Investigator, The Ford Foundation, \$300,000 “Equity Accountability Scorecard: Building Institutional Capacity for a Post Affirmative Action Agenda (Modules)”, 2006-2008 .

Co-Principle Investigator, The William and Flora Hewlett Foundation, \$75,000 “Missing 87: A study of transfer-ready students who did not transfer at Long Beach City Community College”, (with Alicia Dowd), 2006-2007.

Principle Investigator, The Walter S. Johnson Foundation, \$30,000 “Planning grant to explore the expansion of the Equity Scorecard to the San Joaquin Valley Community Colleges”, Fall 2006.

Principle Investigator, University of Wisconsin System, \$198,000 “Implementing the Equity Scorecard in Seven Pilot Campuses”, 2006.

Co- Principle Investigator, Jack Kent Cooke Foundation, Lumina Foundation for Education, and Nellie Mae Education Foundation, “Community College Transfer Initiative” (subcontracted through the University of Massachusetts at Boston), \$250,000, 2005-2006.

Principle Investigator, The Lumina Foundation, “Equity for All” 2004-2006, \$300,000; supplement \$141,000. Summer 2006.

Principle Investigator, The Chancellor’s Office, California Community College, \$300,000. “Equity for All” 2004-2006.

Principle Investigator, The Ford Foundation, \$150,000, “Planning for the Implementation of the Diversity Scorecard in WICHE States” 2004-2005.

Principle Investigator, The Lumina Foundation, \$25,000, planning grant for “Achieving the Dream” 2003-2004.

Principle Investigator, The James Irvine Foundation, \$1,000,000, “Phase II of the Diversity Scorecard” 2002-2004.

Principle Investigator, The James Irvine Foundation, \$800,000. “Designing and Implementing a Diversity Scorecard to Improve Institutional Effectiveness for Underserved Minority Students” 2001-2003.

Principle Investigator, USC Provost Urban Initiative Grant, \$900,000 to establish the Center for Urban Education, 1999-2001.

The James Irvine Foundation. \$700,000. “The Project on Faculty Performance and Compensation”. July 1, 1998-June 30, 2000,

The James Irvine Foundation, “Faculty Rewards and Merit Based Compensation.” February 1997-June 30, 1998, \$100,000.

PEW Charitable Trusts. “Faculty Roles and Rewards in the 21<sup>st</sup> Century.” (with W.G. Tierney), 1995-1997, \$110,000.

Commission for women, tenure track faculty study at Penn State University. (with W. G. Tierney). January 1993-December 1994, \$14,993.

Lilly Endowment, Study of faculty socialization and peer review. (with W. G. Tierney). Starting date, July 1, 1992-1994, \$226,299.

TIAA-CREF, Manual for Department Chairs on Junior Faculty Development. 1993-1995, \$12,000.

Lilly Endowment, Inc., Administrative team models in higher education, (with A. Neumann), 1988-1991, \$89,131.

TIAA-CREF, Administrative team models in higher education, (with A. Neumann), 1988-1991, \$10,000.

TIAA-CREF, How new presidents take charge: Focused dialogues. 1987-1990, \$14,000.

OERI, sub-contract Teachers College and Penn State, Institutional Leadership Project, 1989-1990, \$40,320.

Lilly Endowment, Inc., New college presidents and the process of taking charge. 1987-1988, \$24,516.

The James Irvine Foundation, “Diversity Scorecard, Phase II,” 2002-2004, \$1,000,000.

The James Irvine Foundation, “Designing and Implementing a Diversity Scorecard to Improve Institutional Effectiveness for Underserved Minority Students” 2001-2003, \$800,000.

USC Provost Grant Program. Center for Urban Education, 1999-2001, \$900,000

The James Irvine Foundation. “The Project on Faculty Performance and Compensation. July 1, 1998-June 30, 2000, \$700,000, with Linda Hagedorn.

The James Irvine Foundation, “Faculty Rewards and Merit Based Compensation.” February 1997-June 30, 1998, \$100,000.

PEW Charitable Trusts. “Faculty Roles and Rewards in the 21<sup>st</sup> Century.” (with W.G. Tierney), 1995-1997, \$110,000.

Commission for women, tenure track faculty study at Penn State University. (with W. G. Tierney). January 1993-December 1994, \$14,993.

Lilly Endowment, Study of faculty socialization and peer review. (with W. G. Tierney). Starting date, July 1, 1992-1994, \$226,299.

TIAA-CREF, Manual for Department Chairs on Junior Faculty Development. 1993-1995, \$12,000.

Lilly Endowment, Inc., Administrative team models in higher education, (with A. Neumann), 1988-1991, \$89,131.

TIAA-CREF, Administrative team models in higher education, (with A. Neumann), 1988-1991, \$10,000.

TIAA-CREF, How new presidents take charge: Focused dialogues. 1987-1990, \$14,000.

OERI, sub-contract Teachers College and Penn State, Institutional Leadership Project, 1989-1990, \$40,320.

Lilly Endowment, Inc., New college presidents and the process of taking charge. 1987-1988, \$24,516.

### **Graduate Courses Taught**

Administration in Higher Education

PhD Pro-Seminar for new doctoral students

Administration of Higher, Adult, and Professional Education

Curriculum, Teaching, and Learning in Higher, Adult, and Professional Education

The Politics of Difference: Restructuring the Academy

Organizational Theory

Women's Place in the Academy

The Organization of Higher Education

Leadership in Higher Education

Purposes and Policies in Higher Education

Organization Theory and Higher Education

Issues in Higher Education

### **Service to the Rossier School of Education**

Member, Inquiry Committee, 2008

Member, Faculty Search Committee

Member, Diversity Committee

Member, Promotion and Tenure Task Force Committee

Member, SPT Committee

Member, Faculty Council

Member, EDD Governance Committee

Member, Search Committee for Dean of Education, 1999-Present

Chair, Research and Development Committee, 1995-96

Chaired search committee for assistant professor for the Division of Educational Planning, Policy and Administration (1996)

### **Service to the University of Southern California**

Member, UCAR Arts and Humanities, 2007

Urban Initiative, Core Faculty, 2002-2006

Member, Provost Research Task Force Committee, 2005

Member, Faculty Mentoring Committee, 2000

Member, Diversity Courses Requirement Committee, 2000

“Disengaged Faculty: What can chairs do? Presentation made at the Department Chairs Retreat, 1999.

Member, Minors Planning Committee, summer 1996.

### **OTHER PROFESSIONAL ACTIVITIES**

2005-2006 President, ASHE

(1998, August). “Obtaining Foundation Grants” panelist in USC’s New Faculty Orientation Program, sponsored by the Office of the Provost.

(1998, March). “Principal for a Day” at Holder Elementary School, California.

(1996-present). USC Ambassadors, appointed by the President of the University.

(February 1996) WASC Accreditation Team, Member.

(1989-1991) American Council on Education (ACE), National Transfer Opportunities Program Committee.

(1988-90) American Council on Education (ACE): Member, Advisory Committee for the Cooperative Institutional Research Program.

Association for the Study of Higher Education (ASHE): President, 2005-2006;  
Board of Directors, 1983-85; Chair, Committee on Graduate Students, 1984; Program Review Committee, 1984, 1989, 1990; Session Discussant Chair, 1984, 1985, 1986,

1987, 1990 and 1991; Research Papers Review Committee, 1987, 1988, 1989; Co-Chair, Research Papers Review Committee, 1988; Member, Awards Committee, 1989, 1990; Task Force on Ethnic Participation, 1989, 1990, 1991; Dissertation of the Year Award Committee, 1990, 1991; Chair Focused Dialogues, 1992; Nominations Committee, 1997.

Harvard Graduate School of Education, Member, Advisory Board for the Harvard Seminar for New Presidents, 1990-Present.

St. Thomas University, Advisory Committee, Lilly Endowment Study of Chief Academic Officers.

### **EDITORIAL WORK**

Journal of Higher Education, editorial board (February 2000 to present)

Educational Researcher, journal referee

Review of Higher Education, journal referee, editorial board (1989-92)

Higher Education, editorial board (2003-)

Allyn and Bacon, reviewer

John Hopkins University Press, reviewer

ASHE Reader on Qualitative Research, Editorial Board

ASHE Reader on Minorities in Higher Education. Editorial Board.

Change, manuscript reviewer

Journal for Higher Education Management, Editorial Board, 1992-1999.

Journal of General Education, manuscript reviewer.

Liberal Education, Editorial Board, 1998-

Research in Higher Education, manuscript reviewer.

### **Consulting Work**

Association of American Colleges and Universities, Institute for Sustainable Innovations, Summer 2001.

American Association for Higher Education, Research Associate in the New Pathways II: A National Study of Post-Tenure Review, 1999-2000.

Bloomfield College, Principal Researcher on “Building a Community of Differences at

Bloomfield College” NASPA/Ford Foundation Diversity Project, 1997-1999.

Association of American Colleges and Universities, “Institutional Restructuring and Student Learning,” April 1998.

PEW Charitable Trusts, “Evaluating Academic Departments: Best Practices, Institutional Implications, 1999.