

## Curriculum Vita

### REBECCA M. BUSTAMANTE, PhD

4704 Winchester Lane, Bryan, TX, 77802  
[rebustamal@gmail.com](mailto:rebustamal@gmail.com) Cell: (832) 618-7238

#### EDUCATION

PhD University of San Diego, Leadership Studies

Dissertation: "Essential features of cultural proficiency in American international schools in Latin America: A Delphi study."

MA San Jose State University, Linguistics & Language Development

BA University of Wisconsin-Madison, Communication

**Additional Graduate Coursework:** Human Resource Management (University of California-Berkeley); International Studies (American University, Washington, D.C.); International Educational Policy (Pontifícia Universidade Católica do Rio de Janeiro -PUC, Brazil).

**Additional Certification:** California Multiple-Subjects Bilingual Cross-cultural (BCLAD).

**RESEARCH AREAS:** Culturally responsive and socially responsible educational leadership development; Organizational cultural competence in educational contexts; Higher education equity and access of students from underrepresented groups; International education; Faculty mentoring and development; Qualitative and Mixed Methods Research.

#### REFEREED JOURNAL PUBLICATIONS

Jones, B., **Bustamante, R.M.**, Gray, P., & Brooks, B. (under review). White principals and African American readers in rural schools: Perceptions of culturally relevant practices. *Journal of School Leadership*.

Keen, J., & **Bustamante, R.M.** (2017). Preparing for diversity: Program evaluation of an accredited teacher certification program in Texas. *Texas Forum of Teacher Education*.

Wiley, K., Polnick, B, **Bustamante, R.M.**, & Ballenger, J. (2017). African American women superintendents in Texas: An exploration of challenges and supports. *Journal of School Administration Research and Development*, 2(1), 18-24. Retrievable online from [www.jsard.org](http://www.jsard.org).

Wilson, R., Moore, G. W., **Bustamante, R.M.**, & Slate, J. R. (2017). Difference in disciplinary consequences and reasons for disciplinary consequence assignment as a function of grade

- span configuration by student economic status. *Journal of Ethical Educational Leadership*, 4(1), 1-24. Retrievable online from <http://www.cojeel.org>
- Bustamante, R.M.**, Skidmore, S.T., Jones, B.A., Nelson, J.A. (2016). Preservice teacher assessment: Evaluation of the psychometric properties of a cultural competence instrument. *The Teacher Educator*, 51(4), doi: 10.1080/08878730.2016.1186767
- Holzweiss, P. C., **Bustamante, R.M.**, & Fuller, M. B. (2016). Institutional cultures of assessment: A qualitative study of administrator perspectives. *Journal of Assessment and Institutional Effectiveness*, 6(1), 1-27.
- Fuller, M.B., Skidmore, S.T., **Bustamante, R.M.**, Holzweiss, M. (2016). Empirically exploring cultures of assessment in higher education: Results from the Administrators' Survey of Assessment Culture. *Review of Higher Education*, 39(3), 395-429.
- Wilson, A.D., Henriksen, R.C., **Bustamante, R.M.**, & Irby, B. (2016). Successful Black men from absent-father homes and their resilient single mothers: A phenomenological study. *Journal of Multicultural Counseling and Development*, 44, 189-208. doi: 10.1002/jmcd.12046
- Vijil, V., Combs, J.P., **Bustamante, R.M.** (2016). Barriers to pursuing STEM-related careers: Perceptions of Hispanic girls enrolled in advanced high school STEM courses. *School Leadership Review*, 11(2), 66-76.
- McAlister-Shields, L., & **Bustamante, R.M.** (2015). Higher education as a human right: Comparing early college approaches to university access for racial minority students in Costa Rica and the United States. *Current Issues in Education*, 18(1), 1-12
- Riley, R., **Bustamante, R.M.**, & Edmonson, S.E. (2015). Intercultural competence and student engagement of U.S. community college students: A mixed methods study. *Community College Journal of Research and Practice*. doi: 10.1080/10668926.2014.961588
- Jones, B.E., Hwang, E., **Bustamante, R.M.** (2015). African American female professors' strategies for successful attainment of tenure and promotion at predominately White institutions: It can happen. *Education, Citizenship, and Social Justice Journal*. doi: 10.1177/1746197915583934
- Fernandez, R., **Bustamante, R.M.**, Combs, J.P., Martinez-Garcia, C. (2015) Career experiences of Latino/a secondary principals in suburban school districts. *International Journal of Educational Leadership Preparation*, 10(1), 60-77.
- Nelson, J., **Bustamante, R.M.**, Sawyer, C., & Sloan, E. (2015). Cultural competence and strength-based school counselor training: A collective case study. *Journal of Multicultural Counseling and Development*, 43, 221-235.

- Kohler, E., Onwuegbuzie, A.J., Combs, J., **Bustamante, R.M.**, Edmonson, S.E. (2015). School size and incidents of violence among Texas middle schools. *Journal of Educational Issues*, 1(1). doi: 10.5296/jei.v1i1.7656
- Fuller, M.B., Henderson, S., **Bustamante, R.M.** (2014). Assessment leaders' perspectives of institutional cultures of assessment: A Delphi study. *Assessment and Evaluation in Higher Education*. doi: 10.1080/02602938.2014.917369
- Horton, R., **Bustamante, R.M.**, Edmonson, S.L., Slate, J.R. (2014). Music and student performance: A conceptual analysis of the literature. *The Online Journal of New Horizons in Education*, 4(2). Retrievable from <http://www.tojned.net/pdf/v04i02/v04i02-04.pdf>
- Nelson, J.A., **Bustamante, R.M.**, & Watts, R. (2013). Professional school counselors as cultural consultants. *Journal of Professional Counseling: Practice, Theory, & Research*, 40, 45-59.
- Horton, R., **Bustamante, R.M.**, Edmonson, S.L., Slate, J.R. (2013). Student ethnicity and high school music course enrollments: Reading and math differences. *International Journal of Psychology Research*, 8(2), 1-19.
- Wells, P., Combs, J.P., **Bustamante, R.M.** (2013). Team performance pay and motivation theory: A mixed methods study. *The Journal of Research in Education*, 2, 116-125.
- Frels, R., Onwuegbuzie, A.J., **Bustamante, R.M.**, Garza, Y., Leggett, E., Nelson, J.A., Nichter, M. (2013). Purposes and approaches of selected mentors in school-based mentoring: A collective case study. *Psychology in the Schools*, 50(6), 618-633.
- Wells, P., Combs, J.P., **Bustamante, R.M.** (2012). Teacher professionalism and team performance pay: A mixed methods study. *Administrative Issues Journal: Education, Practice, and Research*. doi:10.5929/2012.2.2.8
- Bustamante, R. M.**, Nelson, J. A., Henriksen, R. C., & Monakes, S. (2011). Intercultural couples: Coping with culture-related stressors. *The Family Journal*, 19(2), 154-164.
- Borg, S., Combs, J. P., Onwuegbuzie, A. J., **Bustamante, R. M.** (2011). Hispanic student access to advanced placement courses. *Enrollment Management Journal*, 5(3), 12-37.
- Bustamante, R. M.**, & Combs, J. P. (2011). Research courses in educational leadership programs: Importance of relevance in an era of accountability. *International Journal of Education Policy and Leadership*, 6(3). Retrievable from <http://www.ijepl.org>
- Bustamante, R. M.**, Combs, J. P., Nelson, J. A., & Edmonson, S. L. (2010). What educators need to know about implementing a 1-to-1 computing program: A mixed methods study, *School Leadership Review*, 6(1), 95-112.

- Bustamante, R. M.**, Slate, J. R., Edmonson, S. E., Combs, J. P., Moore, G., Onwuegbuzie, A. J. (2010). College-readiness for English language learners and students with special needs. *International Journal of Educational Leadership Preparation*, 5(4). Available from <http://ijelp.expressacademic.org>
- Combs, J. P., **Bustamante, R. M.**, & Onwuegbuzie, A. J. (2010). An interactive model for facilitating development of literature reviews. *International Journal of Multiple Research Approaches*, 4(2), 159-182. doi:10.5172/mra.2010.4.2.159
- Combs, J. P., Slate, J. R., Moore, G. W., **Bustamante, R. M.**, Onwuegbuzie, A. J., & Edmonson, S. (2010). Gender differences in college preparedness: A statewide study. *The Urban Review*, 42(7), 441-457. doi:10.1007/s11256-009-0138-x
- Moore, G., Slate, J. R., Edmonson, S., Combs, J. P., **Bustamante, R. M.**, & Onwuegbuzie, A. J. (2010). High school students and their lack of preparedness for college: A statewide study. *Education and Urban Society*, 42(7), 817-838.
- Bustamante, R. M.**, Nelson, J. A., Onwuegbuzie, A. J. (2009). Assessing school-wide cultural competence: Implications for school leadership preparation. *Educational Administration Quarterly*, 45(5), 793-827. [Note: 6% acceptance rate]
- Onwuegbuzie, A. J., **Bustamante, R. M.**, Nelson, J. A. (2009). Mixed research as a tool for developing quantitative instruments. *Journal of Mixed Methods Research*, 4(1), 56-78. doi:10.1177/1558689809355805 [Note: Cited as one of the most downloaded articles in 2010.]
- Nelson, J. A., & **Bustamante, R. M.** (2009). Preparing professional school counselors as collaborators in culturally competent school administration. *International Journal of Educational Leadership Preparation*, 4(1). Retrievable from <http://ijelp.expressacademic.org>
- Craft, K., Slate, J. R., & **Bustamante, R. M.** (2009). Elementary school mission statements of exemplary and academically unacceptable campuses in Texas. *International Journal of Educational Leadership Preparation*, 4(4). Retrievable from <http://ijelp.expressacademic.org>
- Moore, G., & **Bustamante, R. M.** (2008). The parent facilitator: Involving the parents of Hispanic English language learners. *TEPSA Journal*, 5(1), 10-13.
- Nelson, J., **Bustamante, R.M.**, Wilson, E.D., & Onwuegbuzie, A. J. (2008). The School-wide Cultural Competence Observation Checklist (SCCOC): An exploratory factor analysis. *Professional School Counseling Journal*, 20(4), 20-32.
- Bustamante, R. M.**, & Combs, J. P. (2007). Challenges in assessing aspiring school principals. *ASCD PAL Network Newsletter*, 11(4), 2-4.

- Combs, J. P., **Bustamante, R. M.**, & Wilson, E.D. (2007). Research skills for effective school leadership: School administrator perceptions. In L. K. Le Masters & R. Papa (Eds.), *At the tipping point: Navigating the course of the preparation of educational administrators* (pp. 310-318). Lancaster, PA: Proactive.
- Combs, J. P., & **Bustamante, R. M.** (2007). Riding the waves of personnel change. *Instructional Leader*, 20(4), 1-12.
- Henriksen, R. C., Watts, R. E., & **Bustamante, R.M.** (2007). The Multiple Heritage Couple Questionnaire. *The Family Journal*, 15(4), 405-408.
- Combs, J. P., & **Bustamante, R.M.** (2007). The boiled frog: Burnout and strategies for resiliency. *Principal Leadership*, 8(2), 7-8.
- Reed, D., **Bustamante, R.M.**, Parker, C. H., Robles-Pina, R., & Harris, A. J. (2007). A course model for developing culturally proficient leaders. *Journal of Education and Human Development*, 1(2). Available from <http://www.scientificjournals.net>.
- Bustamante, R.M.**, & Combs, J.P. (2007). Challenges in assessing aspiring school principals. *ASCD Performance Assessment for Leadership Network Newsletter*, 11(4), 2-4.
- Bustamante, R.M.**, & Combs, J.P. (2006). How culturally competent is your school? *The Texas Study*, 16(1), 32-34.
- Bustamante, R.M.** (2006). The culture audit: A leadership tool for assessment and strategic planning in diverse schools and colleges. *International Journal of Educational Leadership Preparation*, 1(2). Available from <http://ijelp.expressacademic.org>
- Bustamante, R. M.** (2006). La auditoría cultural: Una herramienta de liderazgo para la evaluación y la planeación estratégica en colegios y universidades multiculturales. [The culture audit: A leadership tool for assessment and strategic planning in diverse schools and colleges.] *International Journal of Educational Leadership Preparation*, 2(1). Available from <http://ijelp.expressacademic.org>
- Bustamante, R.M.** (2006). Auditoria cultural: Aéreas de enfoco. [The “cultural audit”: Areas of focus in Portuguese]. *International Journal of Educational Leadership Preparation*, 2(1). Available from <http://ijelp.expressacademic.org>
- Bustamante, R.M.**, & Yang, Ling-Ling (2006). Using culture audits to examine diversity in schools. (Translated, adapted, and rewritten in Mandarin Chinese). *International Journal of Educational Leadership Preparation*, 2(1). Available from <http://ijelp.expressacademic.org>
- Bustamante, R M.**, Polnick, B., & Irby, B.J. (2006). Developing instructional leaders: taking research to the field. *Supervision and Instructional Leadership*, 5(2), 4-5.

**Bustamante, R M.** (2005). Essential elements of cultural proficiency in American international schools in Latin America: A Delphi Study. Unpublished doctoral dissertation, University of San Diego, San Diego, CA.

## BOOKS

**Bustamante, R.M.** (Ed.) (2013). *Collection of case studies in higher education leadership*. Dubuque, Iowa: Kendall Hunt Publishers.

## BOOK CHAPTERS (Peer Reviewed)

Nelson, J.A., & **Bustamante, R.M.** (in press). How culturally competent is your school? In L. Wines & J.A. Nelson, Eds., *School counselors as practitioners: Building on theory, standards, and experience for optimal performance*. New York, NY: Routledge.

**Bustamante, R.M.** (2017). Understanding campus cultures. In P. Holzweiss & K. Peck-Parrot (Eds.), *Careers in student affairs: A holistic guide to professional development in higher education* (pp. 25-44). Washington, D.C: NASPA Publications.

Jones, B., **Bustamante, R.M.**, & Nelson, J. (2016). Cultural competence preparation: Pre-service teachers' perceptions of their needs. Kristina Lowell (Ed.) *Cultural Competence: Elements, developments and emerging trends* (pp. 1-19). New York: Nova Science Publishers, Inc.

Nelson, J.A., Jones, B.E., **Bustamante, R.M.**, (2016). Cultural competence preparation: Pre-service teachers' perceptions of their needs. In K. Lowell (Ed.), *Cultural competence: Elements, developments and emerging trends* (pp. 5-25). Fort Lauderdale, Florida: Nova Publishers

**Bustamante, R.M.** (2014). Focusing the global lens: Experiences of U.S. educational leaders in Costa Rica. In S. Harris and J. Mixon (Eds.), *Building cultural community through global educational leadership* (pp. 47-58). Ypsilanti, MI: National Council for Professors of Educational Administration (NCPEA) Press

Saenz, K., & **Bustamante, R.M.** (2014). A Comparison of university curricular approaches in Costa Rica and the United States. In S. Harris and J. Mixon (Eds.), *Building cultural community through global educational leadership* (pp. 22-34). Ypsilanti, MI: National Council for Professors of Educational Administration (NCPEA) Press

Jackson, H., LaSalle, H.J., & **Bustamante, R.M.** (2013). Revealing the hidden curriculum in SAT entrance exams: Considerations for educational leaders. In S. Harris & S.E. Edmonson (Eds.), *Critical social justice issues for educators today* (pp. 232-243). Ypsilanti, MI: National Council for Professors of Educational Administration (NCPEA) Press

**Bustamante, R. M.**, Brown, G., & Irby, B. (2010). Advocating for English language learners: Teacher leadership in rural Texas schools. In A. Jackson & K. Shaft (Eds.), *Rural*



*education for the twenty-first century: Identity, place, and community in a globalizing world* (pp. 232-252). Pittsburgh, PA: Pennsylvania State University Press.

Combs, J. P., **Bustamante, R.M.**, & Onwuegbuzie, A. J. (2010). A mixed methods approach to conducting literature reviews for stress and coping researchers: An interactive literature review process framework. In K. M. T. Collins, A. J. Onwuegbuzie, & Q. G. Jiao (Eds.), *Toward a broader understanding of stress and coping: Mixed methods approaches*. The Research on Stress and Coping in Education Series (Vol. 5, pp. 213-241). Charlotte, NC: Information Age Publishing.

Nelson, J., & **Bustamante, R.M.** (2008). The School-wide Cultural Competence Observation Checklist for professional school counselors: An assessment tool for leading culturally and linguistically diverse schools. In G. Walz, J. Bleuer, & R. Yep (Eds.), *Compelling counseling interventions: Celebrating VISTAS' fifth anniversary* (pp. 211-220). Ann Arbor, MI: Counseling Outfitters.

#### **PUBLISHED CASES** (Editorial Review)

**Bustamante, R.M.** (2013). Cultural audits to assess campus wide cultural responsiveness. In R.M. Bustamante (Ed.), *Collection of case studies in higher education leadership*, pp. 105-109. Dubuque, Iowa: Kendall Hunt

**Bustamante, R.M.** (2013). Motivating complacent university faculty in changing times. In R.M. Bustamante (Ed.), *Collection of case studies in higher education leadership*, pp.7-11. Dubuque, Iowa: Kendall Hunt

**Bustamante, R.M.** (2013). Who's at the rewards banquet? Recruiting and retaining diverse faculty. In R.M. Bustamante (Ed.), *Collection of case studies in higher education leadership*, pp.75-79. Dubuque, Iowa: Kendall Hunt

Sandles, S., & **Bustamante, R.M.** (2013). Dependency overrides and student financial aid status. In R.M. Bustamante (Ed.), *Collection of case studies in higher education leadership*, pp. 97-101. Dubuque, Iowa: Kendall Hunt

Holmes, M., & **Bustamante, R.M.** (2013). Challenges of sustaining a university honors program. In R.M. Bustamante (Ed.), *Collection of case studies in higher education leadership*, pp. 83-89. Dubuque, Iowa: Kendall Hunt

#### **COMPETITIVE GRANTS**

Koether, S., & **Bustamante, R.M.** (2017). Fund for Positive Engagement (FPE). Submitted to Campus Compact. \$5,000. Not granted.

Edmonson, S.E., & **Bustamante, R.M.** (2014). *PULSE Grant* for developing special education leaders. Submitted to the Institute for Education Sciences (IES), U.S. Department of Education. Not granted.

Fuller, M. B., **Bustamante, R.M.**, & Skidmore, S. T. (2012/2013). *Exploring cultures of evidence and assessment in higher education* [Grant], Submitted to the Institute for Education Sciences (IES), U.S. Department of Education. \$1,600,000. Not granted.

Fuller, M.E., Skidmore, S.T., & **Bustamante, R.M.** (2012). *Determining cultures of assessment in higher education* [Grant]. Institute for Educational Sciences (IES) Grant, U.S. Department of Education. \$250,000. Not granted.

Fuller, M. B., Skidmore, S. T, **Bustamante, R.M.** (2012) *The Survey of Assessment Culture for the Center for the Study of Assessment Culture*. 2012 Spencer Foundation Grant - \$500,000. Not granted.

**Bustamante, R.M.** (2009, January). *Using virtual learning environments to develop global social responsibility in educational leaders*. Technology Innovation and Management (TIM) grants, Sam Houston State University. \$7,500. Granted.

**Bustamante, R.M.**, & Taube, S. (2008, October). *Examining secondary principal support for English language learners*. Sam Houston State University Faculty Research Grant. \$5,000. Granted.

**Bustamante, R.M.**, & Nelson, J. A. (2008, February). *Pilot study: Conducting culture audits in Texas middle schools*. Sam Houston State University Faculty Research Grant \$5,000. Not granted.

**Bustamante, R.M.** (2007, February). *Research presentation grant*. Sam Houston State University, Department of Educational Leadership, \$666. Granted

**Bustamante, R.M.**, & Irby, B. (2006, May). *South American principal exchange grant*. U.S. Department of State, Fulbright Teachers' Exchange Program, \$250,000. Not granted.

#### **PRESENTATIONS (Refereed or Invited)**

McKenzie, W., & **Bustamante, R.M.** (November, 2017).

**Bustamante, R.M.** (2017, October). *Liderazgo culturalmente sensible e inclusivo*. Segundo Conferencia Anual de la Universidad Iberoamericana y Sam Houston State University. Liberia, Costa Rica

**Bustamante, R.M.** (2017, October). *Becoming culturally responsive leaders*. Leadership Over Lunch Series. Leadership Initiatives Department, Sam Houston State University, Huntsville, TX.

**Bustamante, R.M.** (2017, June). *Pulling back the stage curtain on institutional whiteness*. Workshop (refereed) presented at the annual National Conference on Race and Ethnicity in U.S. Higher Education (NCORE) in Fort Worth, TX.



- McAlister-Shields, L., **Bustamante, R.M.**, & Onwuegbuzie, A.T. (2017, April). *College persistence: Sociocultural factors and early college minority students' pursuit of 4-year STEM degrees*. Paper presented at the annual conference of the American Educational Research Association (AERA) in San Antonio, TX.
- Eaton, P.W., **Bustamante, R.M.**, Ates, B., & Berg, H. (2017, April). *Tracing faculty privilege(s): Be(com)ing through dialogic cartographic narratives*. Paper presented at the annual conference of the American Educational Research Association (AERA) in San Antonio, TX.
- Fuller, M.F., Skidmore, S.T., **Bustamante, R.M.**, & Matirosyan, N. (2017, April). *Faculty perceptions of cultures of assessment*. Roundtable presented at the annual conference of the American Educational Research Association (AERA) in San Antonio, TX.
- Matirosyan, N., **Bustamante, R.M.**, & Saxon, P. (2017, March). *Academic and social support services for international students: Current practices*. Fourth annual Global Universality of Global Education Issues Conference, Sam Houston State University Woodlands Center, The Woodlands, Texas.
- Combs, J.P., & **Bustamante, R.M.** (2017, February). *Selecting and focusing your research topic*. Workshop presented at the annual meeting of the Southwest Educational Research Association (SERA).
- Bustamante, R.M.** (2016, November). *Integrating cultural competence and responsiveness with inclusive leadership education*. Paper presented at the annual international conference of the International Leadership Association (ILA) in Atlanta, GA.
- Bustamante, R.M.** (2016, November). *Becoming inclusive leadership educators through critical reflection and dialogue*. Paper presented at the annual international conference of the International Leadership Association (ILA) in Atlanta, GA.
- Bustamante, R.M.**, Holzweiss, P., & Fuller, M. (2016, April). *Administrators' descriptions of cultures of assessment*. Poster presentation at the annual conference of the American Educational Research Association (AERA) in Washington, D.C.
- Wiley, K., Polnick, B., Ballenger, J., & **Bustamante, R.M.** (2016, April). *African American female superintendents in Texas*. Paper presented at the annual conference of the American Educational Research Association (AERA) in Washington, D.C.
- Bustamante, R.M.** (2016, February). *How culturally responsive and inclusive is your campus?* Workshop presented at the SHSU 12th Annual Diversity Leadership Conference.
- Bustamante, R.M.**, & Eaton, P.W. (2016, February). *Whiteness and campus leadership: Opportunities for critical self-reflection*. Workshop presented at the SHSU 12th Annual Diversity Leadership Conference.

- Bustamante, R.M.**, Fuller, M., Holtzweiss, P. (2016, February). *Cultures of assessment: Higher education administrator perspectives*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA) in New Orleans, LA.
- Dickerson, S., & **Bustamante, R.M.** (2016, February). *Veteran academic librarians' lived experiences*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA) in New Orleans, LA.
- Fuller, M., & **Bustamante, R.M.** (2015, June). *Results of the Survey of Cultures of Assessment*. Presentation given at University of Houston's First Annual Assessment Conference.
- Bustamante, R.M.**, Skidmore, S.T., Jones, B.A., Nelson, J.A. (2015, April). *Preservice teacher assessment: Evaluation of the psychometric properties of a cultural competence instrument*. Paper presented at the annual conference of the American Educational Research Association (AERA) in Chicago, IL.
- Bustamante, R.M.**, Nelson, J.A., & Jones, B.A. (2015, February). *What preservice teachers want to learn about teaching diverse students*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA) in San Antonio, TX.
- Wiley, K, Polnick, B., & **Bustamante, R.M.** (2015, February). *African American Female Superintendents in Texas: Barriers and Supports*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA) in San Antonio, TX.
- Fuller, M., Skidmore, S.T., **Bustamante, R.M.** (2015, February). *Instrument development process of the Administrators Survey of Assessment Culture*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA) in San Antonio, TX.
- McAlister-Shields, L., & **Bustamante, R.M.** (2014, November). *A comparison of early college approaches to university access for racial/ethnic minority students in Costa Rica and the United States*. Paper presented at the annual conference of the University Council for Educational Administration (UCEA), Washington, D.C.
- Fuller, M., Skidmore, S., & **Bustamante, R.M.** (2014, November). *Factors influencing institutional cultures of assessment*. Paper presented at the annual conference of the Association of the Study of Higher Education (ASHE), Washington, D.C.
- Bustamante, R.M.** (2014, September). *White folks role in thwarting institutional racism*. Presented at the national conference on Race & Pedagogy at the University of Puget Sound, Tacoma, Washington.

**Bustamante, R.M.** (2014, March). *Women and leadership: Leaning in*. Invited presentation given for undergraduate Learning to Lead Program, sponsored by the Leadership Center at Sam Houston State University, TX.

**Bustamante, R.M.** (2014, February). *Leaders' comparative perceptions on the education of traditionally marginalized racial/ethnic groups in the United States and Costa Rica*. Presented at the Universality of Global Education Issues Conference, Sam Houston State University, Huntsville, Texas.

Jones, B.E., Hwang, E., & **Bustamante, R.M.** (2014, February). *It can happen: African American females' attainment of tenure and promotion at predominately White institutions*. Paper presented at the annual conference of the American Educational Research Association (AERA), Philadelphia, PA.

Bible, D., Edmonson, S.E., **Bustamante, R.M.**, & Johnson, D.D. (2014, February). *Heteronormativity and the hidden curriculum in higher education*. Paper presented at the annual conference of the American Educational Research Association (AERA), Philadelphia, PA.

**Bustamante, R.M.** (2014, February). *Leaders' comparative perceptions of the education of traditionally marginalized racial/ethnic groups in the United States and Costa Rica*. Paper presented at the SHSU Global Education Issues Conference, The Woodlands, Texas.

McAlister-Shields, L., & **Bustamante, R.M.** (2014, February). *A comparison of early college approaches to university access for racial and ethnic minority students in Costa Rica and the United States*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), New Orleans, LA.

Fernandez, R., **Bustamante, R.M.**, Combs, J.P., & Martinez-Garcia, C. (2014, February). *Career experiences of Hispanic secondary principals in suburban school districts*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), New Orleans, LA.

Jones, B.E., Hwang, E., & **Bustamante, R.M.** (2014, February). *Strategies to support successful tenure and promotion of African American female professors at predominately White institutions*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), New Orleans, LA.

Bible, D., Edmonson, S.E., **Bustamante, R.M.**, & Johnson, D.D. (2014, February). *Heteronormativity and hidden curriculum*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), New Orleans, LA.

Stewart, C.B., **Bustamante, R.M.**, & Onwuegbuzie, A.T. (2013, April). *African American teachers and their Latino students: A mixed methods study of perceptions and attitudes about race, ethnicity, and students' academic performance*. Paper presented

at the annual conference of the American Educational Research Association (AERA), San Francisco, CA.

Yacovodonato, P., & **Bustamante, R.M.** (2013, April). *Hispanic middle school students' experiences in transitional bilingual programs: A collective case study*. Paper presented at the annual conference of the American Educational Research Association (AERA), San Francisco, CA.

Vijil, V., Combs, J.P., **Bustamante, R.M.** (2013, April). *Barriers and supports to pursuing STEM-related careers: Perceptions of higher school Hispanic girls*. Paper presented at the annual conference of the American Educational Research Association (AERA), San Francisco, CA.

Stewart, C, **Bustamante, R.M.**, & Onwuegbuzie, A.T. (2013, April). *A case study of racial/ethnic teacher-student incongruence in an urban school*. Paper presented at the annual conference of the American Educational Research Association (AERA), San Francisco, CA.

Fuller, M., **Bustamante, R.M.**, Skidmore, S., Smith, K., & Franklin, S. (2013, February). *Bridging the cultural divide: A panel on engaging faculty and administrative colleagues for evidence-based change*. Presentation given at the Annual A&M Assessment Conference, College Station, TX.

Johnson, C.D., Tung, R.L., Konrad, A.M., Vinnicombe, S., Ferdman, B.M., Blancero, D.M., McKinney, A.P., **Bustamante, R.M.**, & Dawson, B.L. (2012, August). *More than meets the eye: Sharing our personal stories to facilitate a more inclusive AoM*. Professional development session for Diversity and Inclusion Theme Committee, Annual conference of the Academy of Management (AOM), Boston, MA.

Ferdman, B.M., Stamper, C.L., Shore, L., Metz, I., **Bustamante, R.M.**, Ng, E.S., & Tetrick, L.E. (2012, August). *Diversity and inclusion in the Academy: A town hall meeting*. Presentation at the annual conference of the Academy of Management (AOM), Boston, MA.

**Bustamante, R.M.**, & McBride, A.E. (2012, April). *Research on preparing teachers to teach the arts*. Paper presented at the annual conference of the American Educational Research Association (AERA), Vancouver, Canada.

Skidmore, S.T., **Bustamante, R.M.**, Joyner, S., Edmonson, S., & Koledoye, K. (2012, February). *Challenges and opportunities in developing a culture of evidence: A necessary conversation*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), New Orleans, LA.

**Bustamante, R.M.**, & McBride, A.E. (2012, February). *Preparing teachers to teach the arts*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), New Orleans, LA.

- Bustamante, R.M.**, Stewart, C.B., & Onwuegbuzie, A.J. (2012, February). *African American teachers perceptions of their Latino students*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), New Orleans, LA.
- Wells, P., Combs, J.C., & **Bustamante, R.M.** (2012, February). *Team performance pay: A mixed methods study*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), New Orleans, LA.
- Wells, P., Combs, J.C., & **Bustamante, R.M.** (2012, January). *Teacher motivation and performance pay*. Paper presented at the annual conference of the Texas Association of School Administrators (TASA), Austin, TX.
- Riley, R., Edmonson, S., & **Bustamante, R.M.** (2011, April). *Intercultural competence and student engagement in U.S. community colleges*. Paper presented at the annual conference of the American Educational Research Association (AERA), New Orleans, LA.
- Bustamante, R.M.**, Taube, S., & Berg, H. (2011, April). *Exploring secondary school principals' roles in leading schools with Latino English language learners*. Paper presented at the annual conference of the American Educational Research Association (AERA), New Orleans, LA.
- Bustamante, R.M.** (2010, December). *Instructional leadership for English language learner success*. Invited presentation for the Educational Service Center Region 4 Administrator Conference, Houston, TX.
- Bustamante, R.M.**, & Bass, L. (2010, October). *Toward post-racial educational policies: Implications for educational leaders in Brazil and the United States*. Paper presented at the annual conference of the University Council for Educational Administration (UCEA), New Orleans, LA.
- Bustamante, R.M.**, Stewart, C. B., & Wells, P. (2010, October). *International partnerships in school leadership preparation: Experiences and observations of U.S. school leaders in Costa Rica*. Paper presented at the annual conference of the University Council for Educational Administration (UCEA), New Orleans, LA.
- Combs, J.P., Onwuegbuzie, A.T., **Bustamante, R.M.** (2010, October). *Guiding doctoral students of educational leadership in conducting literature reviews using the interactive literature review process (ILRP)*. Paper presented at the annual conference of the University Council for Educational Administration (UCEA), New Orleans, LA.
- Bustamante, R.M.** (2010, October). *School leadership for English language learner success*. Invited speaker at the Region 4 Educational Service Center Bilingual Conference, Houston, TX.

- Bustamante, R.M.** (2010, September). *Advice from the tenure track*. Invited presentation for the College of Education Rising Stars mentoring program at Sam Houston State University, Huntsville, TX.
- Creighton, T., **Bustamante, R.M.**, & Bizzell, B. E. (2010, August). *Worldwide impact: Whose reading and using your publications?* Presentation at the annual conference of the National Council of Professors of Educational Administration (NCPEA), Washington, D.C.
- Bustamante, R.M.** (2010, August). *Guiding doctoral students through the literature review process*. Roundtable at the annual conference of the National Council of Professors of Educational Administration (NCPEA), Washington, D.C.
- Bustamante, R.M.** (2010, August). *International exchange in educational leadership: Experiences of doctoral students in Costa Rica*. Presentation at the annual conference of the National Council of Professors of Educational Administration (NCPEA), Washington, D.C.
- Bustamante, R.M.**, Combs, J. P., Nelson, J. A., & Edmonson, S. L. (2010, May). *What educators need to know about implementing a 1-to-1 computing program: A mixed methods study*. Paper presented at the annual conference of the American Educational Research Association (AERA), Denver, CO.
- Borg, S., Onwuegbuzie, A. J., Combs, J. P., & **Bustamante, R.M.** (2010, May). *Hispanic student access to Advanced Placement courses*. Paper presented at the annual conference of the American Educational Research Association (AERA), Denver, CO.
- Bustamante, R.M.** (2010, April). *Advice from the tenure track*. Invited panel presentation for the College of Education Rising Stars mentoring program at Sam Houston State University, Huntsville, TX.
- Cullen, M., & Bustamante, R.M.** (2010, February). *Budget practices: A study of the experiences of rural superintendents*. Paper presented at the annual meeting of the Southwestern Educational Research Association (SERA), New Orleans, LA.
- Kraft, K., Slate, J. R., & **Bustamante, R.M.** (2010, February). *Texas elementary school mission statements*. Paper presented at the annual meeting of the Southwestern Educational Research Association (SERA), New Orleans, LA.
- Onwuegbuzie, A. J., Leech, N. L., **Bustamante, R.M.**, Collins, K. M. T., & Combs, J. P. (2010, February). *Qualitative analysis techniques for the review of the literature*. Paper presented at the annual meeting of the Southwestern Educational Research Association (SERA), New Orleans, LA.
- Riha, M., & **Bustamante, R.M.** (2010, February). *Students' experiences with online principal certification programs*. Paper presented at the annual meeting of the Southwestern Educational Research Association (SERA), New Orleans, LA.



- Bustamante, R.M.** (2009, November). *Secondary English language learners: Exploring the principal's role in providing quality instruction*. Paper presented at the annual meeting of the University Council for Educational Administration (UCEA), Anaheim, CA.
- Bustamante, R.M.** (2009, November). Early career perspectives. In G. Jean-Marie (Chair), *Mentoring networks in academe: Multicultural perspectives of early career and senior women faculty*. Symposium conducted at the annual meeting of the University Council for Educational Administration (UCEA), Anaheim, CA.
- Combs, J. P., **Bustamante, R.M.**, & Onwuegbuzie, A. J. (2009, November). *The Interactive Literature Review Process*. Invited presentation for the College of Education Professional Development Series, Sam Houston State University, Huntsville, TX.
- Bustamante, R.M.**, Taube, S., & Berg, H. (2009, October). *Roles of secondary school principals and content area teachers in promoting college readiness for Latino English language learners*. Paper presented at the First Triennial Conference for Latino Education and Immigrant Integration, University of Georgia, Athens, GA.
- Allman, K., **Bustamante, R.M.**, Cullen, M., Dristas, J., Horton, R., Kraft, K., Mauritzon, K., Petty, B., Stewart, C.B., Wells, P. (2009, June). Current education issues in the United States: Examples from the state of Texas. In R. Rodriguez (Chair), *UNIBE University Research Exchange*, San Jose, Costa Rica.
- Bustamante, R.M.**, Nelson, J. A., Onwuegbuzie, A. J. (2009, March). *A leadership tool for assessing school-wide cultural competence*. Paper presented at the annual conference of the American Educational Research Association (AERA), San Diego, CA.
- Combs, J. P., **Bustamante, R.M.**, Onwuegbuzie, A. J. (2009, March). *The Interactive Literature Review Process (ILRP)*. Paper presented at the annual conference of the American Educational Research Association (AERA), San Diego, CA.
- Nelson, J. A., **Bustamante, R.M.**, Onwuegbuzie, A. J. (2009, March). *Mixed research as a tool in developing quantitative instruments*. Paper presented at the annual conference of the American Educational Research Association (AERA), San Diego, CA.
- Bustamante, R.M.**, Viera, C., Brittingham, S., Combs, J. P. (2009, March) *School leader assessment that supports the whole child: Promising practices*. Panel presentation, sponsored by Performance Assessment for Leadership (PAL) Network, the annual meeting of the Association for Supervision and Curriculum Development (ASCD), Orlando, FL.
- Combs, J. P., Onwuegbuzie, A. J., & **Bustamante, R.M.** (2009, February). *Using the Interactive Literature Review Process (ILRP)*. Paper presented at the annual conference of the Southwest Educational Research Association (SERA), San Antonio, TX.

- Combs, J. P., Edmonson, S. L., **Bustamante, R.M.**, & Nelson, J. (2009, January). *What administrators need to know about implementing a 1 to 1 computing program: A mixed methods study*. Invited presentation for the annual mid-winter conference of the Texas Association of School Administrators (TASA), Austin, TX.
- Bustamante, R.M.** (2008, August). *A leadership preparation tool: Assessing organizational cultural competence using culture audits*. Paper presented at the annual meeting of the National Council of University Professors of Educational Administration (NCPEA), San Diego, CA.
- Bustamante, R.M.** (2008, March). In P. Cordeiro (Chair), *Promoting an international knowledge base for leadership: Using the World Café data collection strategy*. Symposium conducted at the annual meeting of the American Educational Research Association (AERA), New York, NY.
- Bustamante, R.M.**, & Combs, J. P. (2008, March). *Research courses in educational leadership programs: Relevance in an era of accountability*. Paper presented at the American Educational Research Association (AERA), New York, NY.
- Bustamante, R.M.** (2008, March). *Using portfolios to assess school leadership*. Paper presented at the Performance Assessment for Leadership (PAL) Network at the annual meeting of the Association for Supervision and Curriculum Development (ASCD), New Orleans, LA.
- Bustamante, R.M.** (2008, March). *Teacher leadership for culturally and linguistically diverse students*. Paper presented at the Southwest Educational Research Association (SERA) annual meeting, New Orleans, LA.
- Bustamante, R.M.** (2007, February). *School-wide leadership for the success of culturally and linguistically diverse students*. Paper presented at the annual conference of the National Association for Bilingual Education (NABE), San Jose, CA.
- Bustamante, R.M.** (2007, March). *Elements of cultural proficiency in U.S.-accredited international schools in Latin America*. Paper presented at annual conference of the American Educational Research Association (AERA) in Chicago, IL.
- Bustamante, R.M.** (2007, November). *Promoting K-12 civic engagement and global citizenry in an era of accountability: Sensible considerations*. Paper presented at the annual meeting of the University Council of Education Administration (UCEA), Alexandria, VA.
- Bustamante, R.M.**, & Combs, J. P. (2007, July). *Making the masters research course relevant for principals*. Presented at the annual conference of the National Council of Professors of Educational Administration (NCPEA), Chicago, IL.
- Bustamante, R.M.** (2007, July). *Principals leading linguistically diverse schools*. Paper presented at the annual conference of the National Council of Professors of Educational Administration (NCPEA), Chicago, IL.

- Bustamante, R.M.** (2007, March). *Elements of cultural proficiency in U.S.-accredited international schools in Latin America*. Paper presented at the annual conference of the American Educational Research Association (AERA), Chicago, IL.
- Bustamante, R.M.** (2007, February). *Teacher leadership for the success of culturally and linguistically diverse students*. Paper presented at the annual conference of the National Association for Bilingual Education (NABE), San Jose, CA.
- Combs, J. P., & **Bustamante, R.M.** (2006, August). *Research knowledge for today's administrator*. Paper presented at the annual conference of the National Council of Professors of Educational Administration (NCPEA), Lexington, KY.
- Bustamante, R.M.**, McBride, A., McBride, J., & McBride, M. (2006, June). *Growing up diverse, leading diverse organizations*. Invited presenter at the annual meeting of Americans for the Arts, Milwaukee, WI.
- Bustamante, R.M.** (2006, June). *Cultural proficiency for school leaders*. Invited presenter at SHSU Annual Leadership Institute, Huntsville, TX.
- Reed, D., Parker, C., & **Bustamante, R.M.** (2006, August). *Cultural proficiency for school leaders*. Paper presented at the annual meeting of the National Council of Professors of Educational Administration (NCPEA), Louisville, KY.
- Bustamante, R.M.** (2006, February). *Get Busy! Promoting cultural proficiency at your college or university*. Invited presenter at Diversity Leadership Conference, Sam Houston State University, Huntsville, TX.
- Bustamante, R.M.**, & Hines, M. T. (2006, February) *Unpacking the realities of privilege*. Invited presenters at the Diversity Leadership Conference, Sam Houston State University, Huntsville, TX.
- Bustamante, R.M.**, & Reed, D. (2006, February) *Cut to the chase: Examining stereotypes*. Invited presenters at Diversity Leadership Conference, Sam Houston State University, Huntsville, TX.
- Robles-Pina, R., Reed, D., & **Bustamante, R.M.** (2006, February). *The McKay school safety project*. Paper presented at the annual meeting of the Southwest Educational Research Association (SERA), Austin, TX.
- Robles-Pina, R., Hinajosa, R., & **Bustamante, R.M.** (2006, March). *Influential factors in the achievement of bilingual students in advanced placement programs*. Poster session presented at annual convention of the American Educational Research Association (AERA), San Francisco, CA.

**Bustamante, R.M.** (2004, October) *Developing global leaders*. Paper presented at the Principal's Conference of the Association of American Schools in South America (AASSA), Sao Paulo, Brazil.

**Bustamante, R.M.** (2002, August). *The SACS self-study process for overseas schools*. Professional development seminar presented at the International School of Curitiba, Brazil.

**Bustamante, R.M.** (2000, January). *Project RESPECT: A comprehensive approach to improving school climate*. Professional development seminar presented at the International School of Curitiba, Brazil.

**Bustamante, R.M.** (1999, July). *Culture connections: a workshop on cultural values with Brazilian and North American teachers*. Workshop presented at BRAZTESOL Conference, Curitiba, Brazil.

**Bustamante, R.M.** (1997, April). *Designing business English programs*. Invited keynote speaker at the annual Panama-TESOL Conference, Panama City, Panama.

## **DOCTORAL DISSERTATION ADVISING (GRADUATED STUDENTS)**

### **Chaired or Co-Chaired to Completion (Graduation)**

Malveaux, R. (2017). *Through their lenses: Exploring the underrepresentation of women high school principals*. (Co-Chaired with Pamela Gray)

Craft, H. (2017). *Experiences of U.S. in-service teachers on a study abroad experience in Chile*. (Co-Chaired with Paul Eaton)

Trevino, R. (2016). *Latino superintendents in large urban districts*. (Dissertation Chair)

Porter, R. (2016). *Japanese university administrators' perspectives on Japanese study abroad trends*. (Dissertation Chair)

Lambert, J. (2016). *Experts' definitions of citizenship and democracy and their conceptualization in the Texas social studies curriculum*. (Dissertation Chair)

Wilson, R. (2016). *Differences in disciplinary consequences and the reasons for disciplinary consequences assignment as a function of grade span configuration*. (Co-Chaired with George Moore)

McAlister-Shields, L. (2015). *College persistence: Sociocultural factors and early college minority students' pursuit of 4-year STEM degrees*. (Dissertation Chair)

Jones, B. (2015). *Rural elementary school principals' influence on school cultures that support African American student development in reading*. (Dissertation Chair)

- Dickerson, S. (2015). Emotional Memories of Selected Veteran Academic Librarians: Their Lived Experiences in the 20th Century Academic Library. (Dissertation Chair)
- Richter, R. (2015). Beyond the Gateway: Examining Community College Students' Post-developmental Reading Success (Co-chaired with Susana Skidmore)
- Flores, Juanita (2015). Experiences of tenured Latina faculty members in Tier 1 universities in Texas: A phenomenological study. (Co-chaired with Cynthia Martinez-Garcia)
- Oliveira, M. (2015). The Applicability of the Synergistic Leadership Theory: A Comparative Case Study of Selected Educational Leaders in Institutions of Higher Education in Brazil. (Co-Chaired with Barbara Polnick)
- Wiley, K. (2014). African American female superintendents in Texas: Barriers and supports. (Co-Chaired with Barbara Polnick) [AERA/RWE Dissertation Award Winner]
- LaSalle, H. (2014). An exploration of urban African American males' postsecondary life-pathway choices: Ecological experiences (Dissertation Chair)
- Fernandez, R. (2013). Career advancement experiences of Hispanic secondary principals in suburban school districts: A phenomenological study. (Dissertation Chair)
- Horton, R. (2012). Differences in achievement among Texas high school students as a function of music enrollment. (Co-Chaired with Stacey Edmonson)
- Yacovodonato, P. (2012). Perceptions of academically successful Hispanic middle school students who participated in transitional bilingual programs. (Dissertation Chair)
- Stewart, C.B. (2012). African American teachers' perceptions of their Latino students: A mixed methods study. (Dissertation Chair) [Jack Staggs Dissertation Award Winner].
- Thompson, L. (2011). A six-year analysis of participation and performance rates fir Texas English language learners: Implications of No Child Left Behind. (Co-Chaired with Rebecca Robles-Pina)
- Moriarity, M. (2010). The essential components of coach training for mental health professionals: A Delphi study. (Co-Chaired with Richard Watts)

#### **Methodologist or Committee Member (Graduated)**

- Arrambide, T. (2016). The validity of three instruments in identifying academically gifted Hispanic kindergarten English language learners.
- Hwang, E. (2015). Cross-cultural Experience of Asian international students enrolled in a Tier II university located in the rural community in the United States: A phenomenological study

- Graham, H. (2015). Perceptions of postsecondary education among select African American men from one Texas community.
- Cockrell, C.L.W. (2015). A comparative analysis of academic performance of students attending early childhood programs compared to students who did not attend an early childhood program.
- Moore, K. (2014). Teen mothers' reasons for staying in school.
- Guardiola-Castillo, I. (2014). Teachers' and school counselors' cultural competence in working with newly arrived Latino immigrant students: A mixed methods research study.
- Bible, D. (2013). Out of the academic closet: Heteronormativity, hidden curriculum, and the experience of lesbian and gay students in higher education.
- Haggerty, C. (2012). The relative noncognitive traits of sonographers: A Delphi study.
- Harris, T. (2012). Resiliency among young adult African American males transitioning out of homelessness.
- Petty, B. (2012). Low income African Americans' parental involvement in intermediate schools: Perceptions, practices, and influences
- Sheppard, D. (2012). Perceptions of first-time college community students regarding factors and barriers for success
- West, P. (2012). The relationship between teacher quality variables and secondary teachers' efficacy for teaching urban minority students.
- King, C. (2011). Administrators' and teachers' perceptions of fifth-grade students' experiences in elementary school and intermediate school settings.
- Kohler, E. (2011). School size and incidents of violence among Texas middle schools.
- Monakes, S. (2011). Cultural trends in play therapy with Iranian American children.
- Penning, F. (2011). Public school district superintendents' perceptions of charter schools in Texas.
- Twardowski, C. (2011). Early college students' perceptions regarding factors and obstacles for success.
- Vijil, V. (2011). Experiences of high school Hispanic girls in pursuit of science, technology, engineering, and mathematics-related coursework and careers.
- Wells, P. (2011). Teacher team performance pay and teacher retention: A mixed methods study.



- Wilson, A. (2011). Successful Black males raised in absent father homes and their resilient single mothers: A qualitative study.
- Borg, S. (2010). Hispanic student access to Advanced Placement courses.
- Frels, R. (2010). The experiences and perceptions of selected mentors: The dyadic relationship in school-based mentoring.
- Jones, J. (2010). African Americans' perceptions of their teaching experiences in urban schools primarily consisting of Hispanic students.
- Porcarello, I. (2010). An examination of the administrator leadership styles and student success of first time in college Hispanic students enrolled in community colleges.
- Seils, T. (2010). The influence of a morphology intervention on fluency in adolescents.
- Burnett, E. (2009). Three international student services professionals' perceptions of Middle Eastern male students at a Texas community college following September 11, 2001.
- Robinson, L. (2009). High school students' perceptions of supports for barriers to completion of the Stay in School Truancy Prevention Program.
- Taylor, J. (2009). The teaching experiences of African American women before, during, and after desegregation in the rural South: A narrative inquiry through the lens of resilience and Black feminist theory.
- Willingham, D. (2009). Enhancing community college students' vocabulary acquisition: Literature discussion groups in developmental classes.
- Riley, R. (2007). Student engagement and intercultural competence in the North Harris Montgomery Community College District.

## **ACADEMIC SERVICE**

### **Department**

Assistant Department Chair, 2014-2015  
 Doctoral Director-2011-2012, 2017-Present  
 Proposal Developer for new Higher Education Doctoral Program-2015-2017  
 Facilitator, New Faculty Support Group, 2014-2016  
 Coordinator, Faculty Brown Bag Lunchs (professional development), 2015- 2016  
 Doctoral Student Selection Committees, 2005-present  
 Doctoral Student Interviewing Committees, 2005-present  
 Higher Ed. MA Program Review Committee, 2015-present  
 Higher Ed. MA Applicant Review Committee, 2015-present  
 Dissertation Chair and Committee Member, 2006-present

MA Program, Comprehensive Exam Reviewer, 2005-present  
 Coordinated Doctoral Recruitment-2011-2016  
 Chair, Department Recruitment Committee, 2014-2015  
 Coordinator, International Doctoral Summer Internships in Latin America (Costa Rica/Mexico), 2009-2013  
 Search Committee, Higher Ed Leadership Faculty, Spring 2014, Spring 2015  
 Search Committee, Departmental Administrative Assistants, 2014  
 Search Committee Member, New Department Chair (2014-2015)  
 Search Committee Member, Higher Ed. Faculty Position (2015)  
 Search Committee Member, K-12 Faculty Member (2014)  
 College Teaching Certificate Planning Committee, 2014  
 Coordinator for Doctoral Recruitment, 2012-present  
 Self-Study Teams for Doctoral and Masters Programs, 2013  
 Doctoral Curriculum Review Committee, 2013  
 Search Committee, Counseling Faculty, 2013  
 Member, Strategic Marketing Committee, 2012-2013  
 Co-Editor, Graduate Research Journal (GRJ), 2008-2012  
 Chair, Doctoral Research Committee, 2010-2012  
 Member, Doctoral Council  
 Educational Administration MA Program Revisions  
 Discussant & Participant, Graduate Research Exchange, 2006-2014  
 Chair, Clinical Faculty Search Committee, 2010  
 Faculty Search Committee Chair and Committee Member, 2007-2011  
 Renaissance Committee for restructuring of principal preparation program, 2008-2009  
 Chair, Recruitment Goals Committee, 2007-2008  
 Taskforce to Examine Service for Merit, 2008  
 Masters Theses Advisor, 2008-2011  
 TRIAD ESL Teacher Grant, Student Advisor, 2005-2007  
 Coordinator, Summer Leadership Institute, 2006/2007  
 Instructional Leadership Program Member, 2006-2008  
 Public Relations Committee Chair, 2005-2008  
 Research Methods Courses Task Force, 2005-2007  
 Dept. Professional Development Committee, 2005-2006

### **College**

Chair, Principles of Equity and Inclusion Committee-2013-2014/2016-2017  
 Member, Equity in Action Committee (Diversity), 2016-present  
 Presenter: Faculty Research Breakfast (2017)  
 Presenter: Faculty Teaching Training 5x10 (2017)  
 Lead Facilitator, Faculty Book Talks: *Waking up White: Finding myself in the story of race*  
 Coordinator, Faculty Writing Workshop/Textbook and Academic Authors Association (TAA), 2016  
 COE Strategic Planning Committee, 2016  
 Committee Member, Instructional Load, 2015-2016  
 Advisory Board Member, Center for International Education, 2014-2015  
 Chair, Dispositions and Diversity Proficiencies (DDP) Committee, 2013- 2015

NCATE Committee-Standard 4 (Diversity) committee member, 2013-2015  
 Developer, Leadership Minor Proposal, 2015  
 Assessment Committee member, 2014-2015  
 Chair, COE Faculty Awards Committee, 2013-2014  
 Committee Member, Faculty Evaluation System (FES) Revision Committee (2014-2015)  
 Graduate Faculty Recruitment Committee- 2012-2013  
 Mentor, College Rising Stars Program (for new faculty), 2009-Present  
 Faculty Professional Development Committee, 2010-2012  
 NCATE Standards Committee Chair: Diversity Standard 4, 2008-2010  
 Teacher Excellence Award Committee, 2008, 2009  
 Hispanic Career Forum Representative, 2009-2010  
 College of Education Representative, Research and Sponsored Programs Advisory Committee, 2008

### **University**

Engaged Scholar, Center for Community Engagement, 2016-Present  
 Co-Coordinator, Deliberative Dialogues Faculty/Staff Facilitation Training (August, 2017)  
 American Democracy Project Committee, Difficult Dialogues seminars, 2017  
 Member, University Diversity Committee, 2017  
 Faculty Senator, 2009-2012  
 Faculty Development Leave (sabbatical determination) Selection Committee, 2013-2016  
 Student Grievance Committee (Title IX and SASH), 2013-2016  
 Mentor, McNair Scholar Program for Undergraduate Students  
 Faculty Presenter, SHSU Annual Diversity Leadership Conference, 2006, 2016  
 Alternate Member, University Curriculum Committee, 2014-2015  
 Alternate Member, Graduate Council, 2011, 2013, 2016  
 Faculty Presenter, Women in Leadership, SHSU Leadership Center, 2014  
 Research and Special Projects, Grants Committee Member, 2007-2008  
 Chair, Intercultural Awareness Committee, 2008-2009  
 Underrepresented Minority Faculty Populations Committee, 2006-2010  
 Diversity for Leadership Conference, Faculty Advisor, 2006-2008  
 Committee for University Collaboration with Brazil, 2008-2012

### **Profession**

-Editorial Board Member, *International Journal of Multiple Research Approaches* (IJMRA), 2017- Present  
 -Co-Editor, *Graduate Research Journal* (GRJ), 2008-2012  
 -Regular Reviewer for: *Education Administration Quarterly*, *Educational Researcher*, *Teachers' College Record*, *Journal of Research in Rural Education*, *Advancing Women in Leadership*, *Teaching and Teacher Education*, *Journal of Research in Leadership Education*, *International Journal of Educational Leadership*, *International Journal of Intercultural Relations*, *Journal of Cross-Cultural Communication Research*, *Journal of Mixed Methods Research*.  
 -University Council for Education Administration (UCEA), Plenary Session Rep. 2010-2012  
 -American Educational Research Association (AERA) Division A: Leadership;

Division J: - Higher Education: Division G: Social Context of Education  
 AERA SIG: Learning & Teaching in Ed. Leadership  
 AERA SIG: Leadership for Social Justice, Member  
 AERA SIG: Mixed Methods Research, Member  
 -International Leadership Association (ILA), Member, Leadership Educators, 2015-2017  
 -Association for the Study of Higher Education (ASHE)-Reviewer-2015; Reviewer 2014;  
 Chair, Leading Through Learning Session (2014)  
 -Academy of Management (AOM), Member, 2011- Present (Divisions: Diversity and  
 Inclusion Committee; Organizational Theory; International Management-IM;  
 Research Methods; Leadership Network)  
 -Academy of Management (AOM), Reviewer (IM, OB, SIM) (2012, Boston, MA)  
 Coordinator, Association for Supervision and Curriculum Development (ASCD),  
 Performance Assessment for Leadership (PAL) Network, 2007-2010  
 -Spanish Language Reviewer/Editor, *International Journal of Educational Leadership  
 Preparation (IJELP)*, 2008-2010  
 -National Council of Professors of Educational Administration (NCPEA)  
 -Society for Intercultural Education Training and Research (SIETAR), 2007-2010  
 -Southwestern Educational Research Association (SERA)-Proposal Reviewer, 2006-present

## FACULTY AND ADMINISTRATOR EXPERIENCE IN HIGHER EDUCATION

<b>Full Professor</b> (tenured)	2017-Present
<b>Associate Professor</b> (tenured)	2011-2017
<b>Assistant Professor</b>	2005-2010
Department of Educational Leadership	
Sam Houston State University	
Huntsville, TX	

<b>Director, Doctoral Program in Educational Leadership</b>	<b>Current</b>
<b>Assistant Department Head/Chair</b>	<b>2014-2015</b>
<b>Director, Doctoral Program in Educational Leadership</b>	<b>2011-2013</b>

<b>Adjunct Professor and Thesis Advisor</b>	1998 - 2002
Graduate Studies, Faculdade de Educação	
Tuiuti University, Curitiba, Brazil	
(Part time while working as a School Principal)	

<b>Full-time Instructor</b>	1996-1997
Business and Academic English Programs	
English Language Institute (ELI)	
University of Miami	
Miami, FL	

## AWARDS/HONORS

- Teaching Excellence Award, College of Education, Sam Houston State University, 2016

- AERA National Mentor Award Nominee, Div. G-Social Context of Education, 2015
- SHSU University-Wide Faculty Mentor Award, Sam Houston State University, 2013
- Research Excellence Award, College of Education, Sam Houston State University, 2010

## **COURSES TAUGHT**

### **Doctoral Level: Educational Leadership and Higher Education Leadership Programs**

Introduction to Research Methods

Introduction to Quantitative Research Methods

Qualitative Research Methods (Face-to-Face Ed. Leadership and online doctoral program in Developmental Education)

Methods of Program Evaluation

Leadership Theory (PK-12 and Higher Education)

Organizational Theory and Behavior (PK-12 and Higher Ed Leadership Programs)

Societal Factors in Educational Leadership

International Doctoral Internship Professor/Coordinator (Costa Rica and Mexico) 2009, 2010, 2011, 2012

Doctoral Internship

### **Masters Level: Educational Administration and Higher Education Administration Programs**

Cultural Proficiency for School Leaders (developed a new core course)

Leadership for Culturally and Linguistically Diverse Students (custom-designed course/online and face-to-face)

Organization and Administration in Schools

Program Evaluation (face-to-face and on-line)

Action Research (face-to-face and on-line)

Psychology of Learning (on-line)

Curriculum Development (on-line)

Supervisor, Practicum in Educational Administration (face-to-face and on-line)

Organization and Governance in Higher Education

History and Organization of Higher Education

Leadership in Higher Education

Practicum in Higher Education Administration

Leading Curriculum Development for English language learners (ELLs) (custom-designed course)

Research Methods for Institutional Improvement (assisted in re-designing course in leader prep)

Introduction to Research Methods

### **Undergraduate Level: Honors Program**

Difficult Dialogues Seminar: Understanding Whiteness (2017)

## **RELEVANT PROFESSIONAL EXPERIENCE**

**Elementary and Middle School Principal  
International School of Curitiba  
Curitiba, Brazil**

1998-2002

Managed all curriculum, instruction, and special programs for students a U.S.-accredited international school serving students in grades PreK-12 from around the world. Supervised and evaluated over 40 teachers and staff; developed professional development programs for teachers and encouraged collaborative working teams; initiated new student services programs to meet individual learning needs (ESL, Special Education, Gifted); maintained effective parent communications; developed curriculum objectives; managed budgets and schedules; led SACS accreditation process; interfaced with Board of Directors to seek ways to best carry out organizational mission.

**Academic Director  
Centro PanUSA-Binational Language and Cultural Center  
Panama City, Panama**

1997-1998

Supervised approximately 45 teachers (on and off-site). Coordinated five different language programs including: in-house adult English conversation classes, off-site Business English programs, children's English classes, and Spanish as a second language programs. Supervised and evaluated teachers and developed teacher professional development and coaching sessions. Reviewed and selected new materials and resources; and managed the instructional budget. Developed new courses and evaluation instruments. Designed customized materials and curriculum to meet the needs of client companies. Administered and marketed various programs offered. Led search process for permanent Academic Director.

**Bilingual Teacher  
Long Beach Unified School District  
Long Beach, CA**

1993-1996

Taught students in a large urban district, who were bilingual in Spanish and English at various grade levels K-5.

**Santa Clara County Schools  
San Jose, CA**

1990-1993

(Worked as a long-term substitute teacher while pursuing MA degree)  
Planned and taught courses for at-risk students in the juvenile justice system, boys' ranch, and alternative schools.

**Santa Clara Unified School District  
Santa Clara, CA**

1990-1993

(Taught many levels from high school to elementary as a substitute teacher, while pursuing full time MA degree at San Jose State University)

**Human Resource Manager  
San Francisco Marriott Hotel**

1989-1990



**San Francisco, CA**

Recruited employees for a new flagship hotel at the Moscone Center; conducted interviews in Spanish and English; designed and led management training seminars and new employee orientations; counseled employees and managers on benefits; and developed a specialized business English language training program for international employees.

**Coordinator/Intercultural Trainer** **1987-1989**  
**Entrepreneurs International**  
**Partners for International Education and Training (PIET)**  
**(U.S. Agency for International Development-USAID, Contractor)**  
**Washington, D.C.**

Custom-designed and coordinated business training programs for entrepreneurs from developing countries in Asia, Africa, the Middle East, and Latin America with the purpose of promoting business partnerships and turnkey operations. PIET was a consortium of the Asia Foundation, Experiment in International Living, AMIDEAST, and the Africa Foundation. During this period, I also conducted cross-cultural seminars on U.S. culture for international students and Fulbright scholars through the Washington International Center (WIC).

**Human Resource Consultant** **1987**  
**CineColombia, S.A.**  
**Bogota, Colombia**

Developed a performance appraisal system for a major cinema theater management company (Cine Colombia, S.A.); designed and implemented a quality circles program; designed an in-house business English curriculum for company executives; conducted management training sessions.

**Human Resource Specialist** **1985-1986**  
**Marriott Hotels and Resorts**  
**Washington, D.C.**

Trained managers in coaching, communication, and interviewing strategies; recruited and interviewed all new employees; and conducted employee orientations. Coordinated staffing and training of a premier hotel in New York City's Times Square.

**References Gladly Available Upon Request**