

KATRINA E. BULKLEY

Curriculum Vitae

Teachers College
Office of the Dean
TC 1005

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EDUCATION

- 1999 Ph.D. Administration and Policy Analysis
Stanford University School of Education, Stanford, CA
- 1995 Master of Arts, Political Science (American Politics and Public Policy)
University of North Carolina at Chapel Hill, Chapel Hill, NC
- 1992 Bachelor of Arts with Honors in Government
Wesleyan University, Middletown, CT

PROFESSIONAL DEVELOPMENT

- 2024 Certificate in Performance Leadership (in progress, anticipated completion in April)
Cornell University, Ithaca, NY
- 2023 AIR LEADs: Leadership with Evidence, Analytics, and Data
Association for Institutional Research, Tallahassee, FL

FACULTY AND PROFESSIONAL APPOINTMENTS

Professor of Educational Leadership, Department of Educational Leadership, Montclair State University College of Education and Human Services/College for Education and Engaged Learning. 2012-present.

Doctoral Faculty, Ph.D. in Teacher Education and Teacher Development. 2014-present.

Associate Professor of Educational Leadership, Montclair State University, 2005-2012.

Visiting Lecturer, Universidad Torcuato di Tella, Área de Educación. Buenos Aires, Argentina. 2011-2012.

Assistant Professor of Education Policy, Department of Educational Theory, Policy, and Administration. Rutgers University Graduate School of Education. 1999-2005.

Teacher-Counselor Intern, Edwin Gould Academy, Chestnut Ridge, New York. Worked with adolescents placed in residential treatment facility by New York City family and juvenile courts. 1992-1993.

LEADERSHIP EXPERIENCE

Ball State University, Muncie, IN

Ball State University is a Carnegie R2 institution that serves approximately 20,000 undergraduate and graduate students. 35% of undergraduate students are first-generation and 95% qualify for financial aid.

Dean, Teachers College
July 2024-present.

Administrative, academic, and community leader of college with 59 full-time tenure-line faculty members and 85 full-time non-tenure line faculty. Collectively, in Fall 2024, the college enrolled 1,389 undergraduate and 3,963 graduate students.

Montclair State University, Montclair, NJ

Montclair State University is a Carnegie R2, federally designated Hispanic Serving Institution that serves approximately 22,000 undergraduate and graduate students.

University Innovation Fellow, Office of the President (direct report to President)
July 2023-June 2024.

Leveraged scholarly and administrative experiences, campus-wide relationships, and strategic analysis to enhance Montclair State University by Provided integrative leadership of key cross-functional initiatives. Core accomplishments included:

- Co-led successful university application to be one of the inaugural higher education institutions to receive the Carnegie Classification in Leadership for Public Purpose.
- Developed campus-wide framework for student success and an evidence-informed plan for using both academic and cocurricular data from different sources and across multiple platforms in service of undergraduate student success.

Interim Dean, College of Education and Human Services (CEHS). July 2021-June 2023.
Interim Dean, College for Education and Engaged Learning (CEEL). July 2023.

Administrative, academic, and community leader of college with 107 full-time tenure-line faculty members, 13 additional full-time instructional staff, and 148 university and revenue-funded staff members. Collectively, in Fall 2022, the college enrolled 2,252 undergraduate and 1,907 graduate students. Housed within CEHS were also multiple large revenue-generating centers including the *Center for Autism and Early Childhood Mental Health*, the *Center for Research and Evaluation in Education and Human Services*, and the *Ben Samuels Children's Center*. Accomplishments:

- Led the development of two new academic colleges (College for Education and Engaged Learning and College for Community Health).
- Started and supported efforts to improve the college climate and culture through targeted initiatives aimed at diversity, equity, inclusion, and belonging.
- Furthered student success and student voice to improve student academic and career outcomes and sense of belonging.
- Initiated and furthered efforts to increase public impact and elevate university profile, including through generation of philanthropic resources to support college, programs, and students.

Chair, Department of Educational Leadership. 2019-2021.

Served as inaugural chair of new academic department with large and complex graduate programs in both K-12 and higher education administration and leadership offered in on-campus, off-site, and online (both synchronous and asynchronous) modalities. Oversaw all aspects of departmental work including hiring, curriculum, scheduling, budget, and student concerns. Specific accomplishments:

- Initiated and oversaw redesign of courses for highly successful online M.A. in Educational Leadership with an eye towards academic rigor, applied experiences, explicit attention to social justice and equity, an engaging student experience, and consistency across instructors.
- Participated in recruiting, hiring, and mentoring a diverse group of faculty members and staff who are excellent scholars, teachers, and administrators and deeply committed to students and community partners.
- Led the initial design of the Newark Montclair Leadership Pipeline Program, collaborating closely with colleagues in the university and Newark Board of Education to develop program aligned with the strengths and needs of Newark families and communities and focusing on recruitment and development of leaders of color with strong ties to Newark.

***Graduate Program Coordinator, Educational Leadership
Department of Counseling and Educational Leadership. 2018-2019.***

Served as first faculty program coordinator for M.A. in Educational Leadership and programs that grant students New Jersey certification as Principal, Supervisor, and Director of School Counseling Services. Collaborated on redefining roles and responsibilities between faculty GPC and Educational Leadership Program Administrator.

Chair, Institutional Review Board (IRB). 2013-2019.

Asked by provost to join board as chair: led IRB meetings; recruited and trained new IRB members; oversaw discussion and decision-making around IRB submissions including developing a collaborative board culture focused on a more developmental approach to working with principal investigators and student researchers towards the goal of high quality and ethical research strategies; worked closely with IRB staff and members and university leaders, faculty, and staff to identify opportunities for improvement and recalibrate identification of submissions that required full board review; aided with adoption and implementation of e-IRB system (Cayuse); and shifted focus of board membership towards a better reflection of the expertise needed to review submitted proposals.

UNIVERSITY SERVICE

Montclair State University – University Level

- Institutional Research Analyst Search Committee, Member 2024
- Presidential Search Committee, Member 2020-21
- University Institutional Review Board (IRB), Chair 2013-2019; alternate member 2019-2020
- University Graduate Council, Elected Member 2012-2013, ex-officio Member (as IRB chair) 2013-2019

- University Institutional Repository Advisory Committee, Member 2017-2021
- University Task Force for Middle States Commission on Higher Education accreditation, Council on University Effectiveness and the Collaborative Implementation Project, Standard 7: Governance, Member 2015-2017
- University Sabbatical Review Committee, Elected Member 2014-2015
- Program Committee, Provost's Series on University Teaching and Learning, Member 2009-2010
- University Strategic Planning Steering Committee, College of Education and Human Services Representative, 2008-2009

Montclair State University – College, Department, and Program Levels

- Departmental Personnel Advisory Committee (DPAC), Department of Counseling and Educational Leadership, Chair 2010-2011, 2012-2013, 2015-2016, Member, 2008-2011, 2012-2015
- Educational Leadership Program Administrator Search Committee, Chair, 2019
- Educational Leadership Faculty Search Committees: Chair 2013-2014, 2014-2015, Member 2005-2008, 2012-2013
- Admissions reviewer, Ed.D. in Teacher Education and Teacher Development, 2010-11, 2015-2021
- College of Education and Human Services Grants Coordinator Search Committee, Chair 2007, Member 2014
- College of Education and Human Services Doctoral Council, Chair 2008-2009, Member 2006-2011
- College of Education and Human Services Advisory Group on Faculty Scholarship, Chair 2007-2008, Member 2008-2011
- College of Education and Human Services Research Committee, Member 2005- 2008
- College of Education and Human Services Assessment Committee, Member 2005-2006

Rutgers University

- Graduate School of Education Academic and Scholastic Standing Committee, Member 2003-2005
- Ph.D. in Education, Concentration in Policy, Admissions Coordinator 2002-2005
- Graduate School of Education Ad Hoc Committee on Qualitative Methods, Ph.D. in Education, Member 2001-2005
- Livingston College Fellow, Rutgers University, 2000-2005
- Graduate School of Education Rules of Procedure Committee, Member 2000- 2002
- Hubert Humphrey Fellowship Program, Advisor 2000-2001

HONORS AND AWARDS

Nominee, Spencer Foundation Mentoring Award. 2020. Nominated by junior colleague at Montclair State University with letters of support from Montclair Dean Tamara Lucas, three additional Montclair faculty, and others at Michigan State University, Tulane University, and California State Polytechnic University.

Recognition of "Public Presence" in education policy by inclusion in the "RHSU Edu-Scholar Public Presence Rankings" published by *Education Week* in 2013, 2014, 2015, and 2016.

Rutgers University Graduate School of Education Alumni Association Outstanding Faculty Teaching Award, 2004.

MEDIA COVERAGE

Los Angeles Times

Politico

Education Week

Associated Press

NJ.com

WBEZ (Chicago Public Radio)

WHYY (Philadelphia Public Radio)

St. Petersburg Times

CQ Researcher

Newark Star Ledger

Pittsburgh Post-Gazette

Trenton Times

Philadelphia Public School Notebook

NJ Spotlight

Catalyst for Cleveland Schools

KPLU News (Seattle)

ColorLines Magazine

Crain's Business

Education Daily

Dollars and Sense

Rutgers Focus

The 74 Million

TEACHING AND MENTORSHIP

COURSES TAUGHT

Montclair State University

Effective Leadership in a Diverse Society (online course developer)
School and Community Relations (online course developer)
Action Research/Using Research for School Improvement
Administrative Aspects of Management and Supervision/Leading the Learning Organization
Systems Analysis/Organizational Change
Qualitative Methods for Educational Research I (doctoral methods course)
Supervised Field Experience in Administration and Supervision
Schools as a Context for Teacher Learning (Ph.D. course)

Rutgers University

Educational Planning and Policy Development/Policy Analysis
Educational Change: Theory and Practice
Qualitative Research Methods in Education I and II (doctoral methods courses – co-designed new courses and sequence)

DISSERTATION COMMITTEES CHAIRED

Montclair State University

Kate Meza Fernandez. (Co-Chair with Monica Taylor.) Transcultural experiences of becoming a teacher educator: Using self-study to understand the identity development of a sojourner doctoral student in the U.S. Ph.D. in Teacher Education and Teacher Development. 2024.

Douglas Walker. Reconsidering professional development and its impact on teacher learning: An examination of teacher motivation in a self-directed model of teacher professional development. Ph.D. in Teacher Education and Teacher Development. 2021.

Andrew Matteo. Using video to reframe the teacher evaluation process as a professional learning experience: An action research study. Ph.D. in Teacher Education and Teacher Development. 2020.

Caroline Murray (in progress). Proposal approved.

DISSERTATION COMMITTEES

Montclair State University

Melissa Susnosky (in progress)

José Celis. Healing that leads to action: Restorative justice, school leadership, and institutional change. Ph.D. in Teacher Education and Teacher Development. 2023.

Necole Jadick. Gendered leadership and patriarchy: A healing feminist autoethnography. Ph.D. in Teacher Education and Teacher Development. 2023.

LaChan Hannon. You don't know my story – Engaging black parents with culturally responsive school practices. Ph.D. in Teacher Education and Teacher Development. 2020.

Florita Cotto. Culturally relevant pedagogy: The views of Latinx students inform teacher professional development on critical consciousness. Ph.D. in Teacher Education and Teacher Development. 2019.

Elliott Harrington. The counseling experiences of women who have placed a child for adoption. Ph.D. in Counselor Education. 2018.

Kevin Schafer. Helping students achieve their goals: The experience of working with students with mental health concerns in a residence hall. Ph.D. in Counselor Education. 2016.

Tulane University

Danica Brown. Does high “school choice” matter for college? A mixed-methods study of diverse public & private schooling options, college enrollment and college culture of charter schools. Ph.D. in Sociology-City, Culture, and Community. 2022.

Rutgers University–New Brunswick, School of Public Health

Jennifer Turner. Using a multiple-case study design to evaluate the implementation of the Healthy Schools Program at select New Jersey charter school. Doctor of Public Health. 2019.

Columbia University

Samuel Abrams. 521 Fifth Avenue: The corporate makeover of education and its limits. Ph.D. in Politics and Education, Teachers College. 2018.

University of North Carolina at Chapel Hill

Danielle Allen. A site of resistance and/or reclamation? The role of the Black Church in the charter school movement. Ph.D. in Education: Policy, Leadership, and School Improvement. 2017.

Ontario Institute for Studies in Education (OISE), University of Toronto

Jennifer Elliott. *The Business of Schooling: Marketing in Canadian Independent Schools*. Ph.D. in Leadership, Higher and Adult Education. 2014, External Examiner.

Rutgers University-Newark

Joanna Cichon Maulbeck. *Understanding the factors that shape low-income immigrant student experience: A case study of an urban preschool*. Ph.D. in Urban Systems. 2014.

University of Illinois at Chicago

Marlon Cummings. The influence of privatization on the cost-effectiveness of delivering school district support services. Ph.D. in Policy Studies in Urban Education. 2013.

Rutgers University-New Brunswick, Graduate School of Education

Kevin Doyle. Why and how do parents decide to send their children to the inter-district school choice program at the magnet program for math and science. Ed.D. in Educational Leadership. 2017.

Kristen Kugelman. A street-level perspective: New Jersey educators make sense of the anti-bullying bill of rights. Ed.D. in Educational Leadership. 2015.

Winner – Rutgers Graduate School of Education Dissertation Award. 2016.

Robin Diamond. The experiences of academically struggling Asian-American women in higher education. Ed.D. in Social and Philosophical Foundations of Education. 2007.

Joanna Lynch. Teacher motivations for the integration of service learning in high schools and their effects on design and practice. Ed.D. in Social and Philosophical Foundations of Education. 2007.

Christopher Manno. Teacher leadership in mathematics and science: Subject content knowledge and the improvement of instruction. Ed.D. in Educational Administration and Supervision. 2006.

Nancy Gigante. Teacher leadership in context: Its relationship with social, material, and human resources in schools implementing reform. Ed.D. in Educational Administration and Supervision. 2006.

Debra Ackerman. "The learning never stops:" Lessons from military child development centers for teacher professional development. Ph.D. in Education. 2006.

M. Cecilia Martinez. Sources of school leadership: Their influence on school capacity, teaching, and learning. Ph.D. in Education. 2006.

Heather Casey. Making room for the middle: Understanding effective middle school teachers and their work with struggling readers and writers. Ph.D. in Education. 2006.

Melinda Mangin. Leadership and instructional improvement: The enactment of formal teacher leadership roles. Ph.D. in Education. 2005.

Carolyn Hogan. A case study of the relationship between teacher's perception, classroom experience, and retention of nontraditional college students. Ed.D. in Social and Philosophical Foundations of Education. 2004.

Edward J. Doolan. Systemic change and standards-based reform: An historical policy analysis of educational policy formation in New Jersey. Ed.D. in Educational Administration and Supervision. Rutgers University. 2004.

Jennifer Fisler. Leadership, social capital and resources: Promoting teacher learning in a professional development school. Ed.D. in Educational Statistics and Measurement. 2002.

Janet Razze. The influence of New Jersey policy, standards and assessment on elementary science teaching. Ed.D. in Educational Administration and Supervision. 2001.

MASTER'S THESIS COMMITTEES

Montclair State University

Kornoelje, Joanne. Environmental Studies
Nepomuceno, Suzanne. Early Childhood and Elementary Education
Giles, Evelyn, Early Childhood and Elementary Education
Folkes, Mary-Ann, Early Childhood and Elementary Education
Cavaleri, Jessica. Early Childhood and Elementary Education
Neubauer, Carolyn. Early Childhood and Elementary Education
Perillo, Christin. Early Childhood and Elementary Education

PROFESSIONAL SERVICE AND ENGAGEMENT

National Service

Member (2016-17)/Chair (2017-2019), Publications Committee, *Politics of Education Association*.

Mentor, University Council on Educational Administration, *Barbara L. Jackson Scholars Program*. 2014-2016. Mentees: Danielle Allen (University of North Carolina at Chapel Hill), Aditi Rajendran (University of Washington).

Academic Advisor, *Spencer Education Journalism Fellowship at the Columbia University School of Journalism*. Advisee: Sara Mosle. 2015-2016.

Executive Committee Member, *Districts in Research and Reform (AERA SIG)*. 2015-2018.

Mentor, *William L. Boyd National Education Politics Workshop*, co-sponsored by the Politics of Education Association and the University Council for Educational Administration. 2008, 2013, 2015, 2016, 2018-21. Co-Chair of Boyd Workshop, 2009-2011.

Advisory Board Member for the *2015 International School Choice and Reform Conference*.

Invited Participant. *Disciplined Dialogue Project Meeting on Charter Schools*. Spencer Foundation. Scottsdale, AZ. January 7-10, 2014.

Executive Committee Member, *Division L Executive Committee*, American Educational Research Association, 2010-2012.

Co-Organizer, *Conference on Diverse Provider Models*. November 21-22, 2008.

Conference held at Teachers College, Columbia University.

Nominations Committee Co-Chair, Politics of Education Association. 2007-2008.

Expert Reviewer, General Accounting Office, U.S. Government. 2002. *External reviewer for GAO Report, "Public Schools: Insufficient Research to Determine Effectiveness of Selected Private Education Companies."*

Newsletter Editor, American Educational Research Association (Division L). 002. Chair, Charter School Research and Evaluation Special Interest Group, American Educational Research Association – 2000-2002.

Organizer, *Educational Issues in Charter Schools Conference*. November 12-13, 2001.

Washington, DC. Conference co-sponsored by the Consortium for Policy Research in Education, the Center for Education Policy Analysis, and the Center on Reinventing Public Education.

National Editorial and Reviewing Service

Editorial Board Member, *Educational Administration Quarterly*. 2020-present

Advisory Board Member, *American Journal of Education*. 2015-present

Member, *Small Grants Review Committee*, Spencer Foundation. 2012-14

Program Section Chair, *American Educational Research Association, Division L*, 2011 Annual Meeting, 2005 Annual Meeting

Article Reviewer

American Educational Research Journal
Educational Administration Quarterly
Educational Evaluation and Policy Analysis
American Journal of Education
Teachers College Record
Educational Policy
Sociology of Education
Journal of Educational Administration
Policy Studies Journal
Peabody Journal of Education
Critical Studies in Education
Journal of School Choice

Journal of Education for Students Placed at Risk
International Journal of Qualitative Studies in Education
Journal of Policy History
Policy Sciences
Journal of Gay and Lesbian Issues in Education
Comparative Education Review
Urban Affairs Review
Public Budgeting & Finance
Berkeley Review of Education

Book Prospectus Reviewer

Teachers College Press; Harvard Education Press; MIT Press

Grant Proposal Reviewer: *Spencer Foundation; National Science Foundation; Smith Richardson Foundation*

Conference Reviewer

American Educational Research Association (Division A, Division L, Charter Schools SIG, School Choice SIG, Politics of Education Association)
University Council for Educational Administration
International Conference on School Choice & Reform
World Education Research Association Focal Meeting

Professional Affiliations

Member, American Educational Research Association

Member, National Research Team. *Education Research Alliance for New Orleans*, Tulane University. 2015-present. <https://reachcentered.org/team/katrina-bulkley>

Fellow, National Education Policy Center (NEPC), University of Colorado at Boulder (formerly Education Policy Project/Education Policy Research Unit/Education and the Public Interest Center, University of Wisconsin-Milwaukee/Arizona State University/University of Colorado at Boulder), 2000-present. <http://nepc.colorado.edu/author/bulkley-katrina>

Member, Scholars Strategy Network (SSN) – New Jersey Chapter. 2014-present. <http://www.scholarsstrategynetwork.org/scholar-profile/986>

Faculty Fellow, Newark Schools Research Collaborative, Rutgers-Newark Institute on Education Law and Policy, 2009-2013.

Faculty Associate, National Center for the Study of Privatization in Education (NCSPE), Teachers College, Columbia University, 2008-present.

Affiliated Researcher, Consortium for Policy Research in Education, University of Pennsylvania, 1999-2009.

Senior Research Associate, Center for Education Policy Analysis, Rutgers University, 1999-2005.

PUBLICATIONS¹ ([Google Scholar Profile](#))

BOOKS

Bulkley, K.E., Marsh, J.A., Strunk, K.O., Harris, D.M., & Hashim, A. (2020). *Challenging the One Best System: The portfolio management model and urban school governance*. Harvard Education Press.

Recipient of the 2022 Award for Best Publication given by the *Districts in Research and Reform Special Interest Group* of the American Educational Research Association.

^{1*} indicates co-author was graduate student at time of paper preparation or presentation

Bulkley, K.E., Henig, J.R. & Levin, H.M. (Eds.). (2010). *Between public and private: Politics, governance, and the new portfolio models for urban school reform*. Harvard Education Press. (Also published in Mandarin Chinese by Peking University Press.)

Recipient of the 2012 Award for Best Book given by the *Districts in Research and Reform Special Interest Group* of the American Educational Research Association.

Reviews in: Teachers College Record; Educational Review; Journal of Urban Affairs; Education Review; and Journal of School Choice.

Bulkley, K.E. & Wohlstetter, P. (Eds.). (2004). *Taking account of charter schools: What's happened and what's next?* Teachers College Press.

EDITED JOURNAL ISSUES

Bulkley, K.E., Olah, L.N. & Blanc, S. (Eds.). (2010). Benchmarks for success? Interim assessments as a strategy for educational improvement. *Peabody Journal of Education*, 85(2).

Bulkley, K.E. & Fusarelli, L. (Eds.). (2007). The politics of privatization in education: The 2007 Yearbook of the Politics of Education Association. *Educational Policy*, 21(1).

JOURNAL ARTICLES

Bulkley, K.E., Lu, A.,* Meza Fernandez, K.,* & Gerry, A. (2024). Charter authorizing, applications, and the needs of historically marginalized students: A cross state analysis. *Educational Policy*, 38 (2), 287-319. <https://doi.org/10.1177/08959048231153596>

Eisenlohr, A., Kennedy, K., **Bulkley, K.E.**, & Marsh, J.A. (2023 – online first). A tale of two systems: Choice and equity in the District of Columbia's charter schools. *Educational Policy*. <https://doi.org/10.1177/08959048231198816>

Bulkley, K. E., Torres, A. C., Hashim, A. K., Woodward, S.,* Marsh, J. A., Strunk, K. O., & Harris, D. N. (2021). From central office to portfolio manager in three cities: Responding to the principal-agent problem. *American Journal of Education*, 127(4), 597-626.

Marsh, J.A., Allbright, T.,* Brown, D.,* **Bulkley, K.E.**, Strunk, K.O., and Harris, D. (2021). The process and politics of educational governance change in New Orleans, Los Angeles, and Denver. *American Educational Research Journal*, 58(1), 107-159.

Marsh, J.A., Allbright, T.,* **Bulkley, K.**, and Kennedy, K.* (2020). Institutional logics in Los Angeles schools: Do multiple models disrupt the grammar of schooling? *American Journal of Education*, 126 (4), 603-651.

Earlier version of paper (titled "Kaleidoscope of School Options: Differentiating School Missions, Values, and Practices in Los Angeles") was recipient of the Best 2019 AERA Annual Meeting Paper Award by the Organizational Theory Special Interest Group of the American Educational Research Association.

Torres, A.C., **Bulkley, K.E.**, Kim, T.* (2020). Shared leadership for learning in Denver's Portfolio Management Model. *Educational Administration Quarterly*, 56(5), 819-855.

- Torres, A.C., **Bulkley, K.E.**, & McCotter, S.S. (2019). Learning to lead in externally managed and standalone charter schools: How principals perceive their preparation and support. *International Journal of Leadership in Education*, 22(3), 261-278.
- Bulkley, K.E.** & McCotter, S.S. (2017). Learning to lead with data: From espoused theory to theory-in-use. *Leadership and Policy in Schools*, 17(4), 591-617.
- Bulkley, K.E.** & Gottlieb, J.* (2017). Policy images of teachers: How influential actors construct images of teachers. *Teachers College Record*, 119(4), 1-34.
- McCotter, S. M., **Bulkley, K.E.**, & Bankowski, C.* (2016). Another way to go: Multiple pathways to developing inclusive, instructional leaders. *Journal of School Leadership*, 26(4), 633-650.
- Bulkley, K.E.** & Henig, J.R. (2015.) Local politics and portfolio management models: National reform ideas and local control. *Peabody Journal of Education*, 90(1), 53-83.
- Bulkley, K.E.** (2013). Conceptions of equity: How influential actors view a contested concept. *Peabody Journal of Education*, 88(1), 10-21.
- Bulkley, K.E.** & Travers, E. (2013). Variations on a theme: The shift from distinction to commonality in Philadelphia's Diverse Provider Model 2002-2008. *Journal of School Choice*, 7(4), 532-559.
- Bulkley, K.E.** & Burch, P. (2011). The changing nature of private engagement in public education: For-profit and nonprofit organizations and educational reform. *Peabody Journal of Education*, 86(3), 236-251.
- Bulkley, K.E.** (2011). Charter schools: Taking a closer look. *Kappa Delta Pi Record*, 47(3), 110-115.
- Also published as: **Bulkley, K.E.** (2012). Charter schools...Taking a closer look: How charter schools operate, who attends them, how they are distinctive, and how they fare academically. *Education Digest*, 77(5), 58-62.
- Bulkley, K.E.**, Christman, J.B., Goertz, M. & Lawrence, N. (2010). Building with benchmarks: The role of the district in Philadelphia's benchmark assessment system. *Peabody Journal of Education*, 85(2), 186-204.
- Blanc, S., Christman, J.B., Liu, R.,* Mitchell, C.,* Travers, E., & **Bulkley, K.E.** (2010). Learning to learn from data: Benchmarks and instructional communities. *Peabody Journal of Education*, 85(2), 205-225.
- Bulkley, K.E.**, Olah, L.N. & Blanc, S. (2010). Introduction to the special issue on Benchmarks for success? Why study interim assessments as a strategy for educational improvement. *Peabody Journal of Education*, 85(2), 115-124.
- Bulkley, K.E.** (2007). Bringing the private into the public: Changing the rules of the game and new regime politics in Philadelphia public education. *Educational Policy*, 21(1), 155-184.
- Bulkley, K.E.**, & Fusarelli, L.D. (2007). Introduction: The politics of privatization. *Educational Policy*, 21(1), 5-6.
- Bulkley, K.E.** (2005). Understanding the charter school concept in legislation: The cases of Arizona, Michigan, and Georgia. *International Journal of Qualitative Studies in Education*, 18(4), 527-554.

- Bulkley, K.E.** & Hicks, J.* (2005). Managing community: Professional community in charter schools operated by educational management organizations. *Educational Administration Quarterly*, 41(2), 306-348.
- Bulkley, K.E.** (2005). Losing voice? Educational management organizations and charter schools' educational programs. *Education and Urban Society*, 37(2), 204-234.
- Bulkley, K.E.** (2004). Reinventing an idea: The political construction of charter schools. *Educational Foundations*, 18(1), 5-31.
- Bulkley, K.E.** (2004). Revisiting decision-making and disaggregating charter schools: A comment on Brown, Henig, Lacireno-Paquet and Holyoke. *Social Science Quarterly*, 85(5), 1057-1060.
- Bulkley, K.E.** & Fidler, J.* (2003). A decade of charter schools: From theory to practice. *Educational Policy*, 17(3), 317-342.
- Bulkley, K.E.** (2001). Educational performance and charter school authorizers: The accountability bind. *Education Policy Analysis Archives*, 9(37). Retrieved from <http://epaa.asu.edu/epaa/v9n37.html>
- Camilli, G. & **Bulkley, K.E.** (2001). Critique of 'An evaluation of the Florida A-Plus accountability and school choice program.' *Education Policy Analysis Archives*, 9(7). Retrieved from <http://epaa.asu.edu/epaa/v9n7.html>
- Kirst, M. & **Bulkley, K.E.** (2000). 'New improved' mayors take over city schools. *Phi Delta Kappan*, 81(7), 538-546.
- Bulkley, K.E.** (1999). Charter school authorizers: A new governance mechanism? *Educational Policy*, 13(5), 674-697.
- Bulkley, K.E.** (1999). Interpretations of the charter school concept, or, why does everyone say they like this reform? *Florida ASCD Policy Review*, 7(2), 1-7.

BOOK CHAPTERS

- Bulkley, K.E.** & J.R. Henig. (2019) Charter school governance and politics. In M. Berends, A. Primus, & M.G. Springer (Eds.), *Handbook of research on school choice, 2nd edition*. Routledge, 118-131.
- Bulkley, K.E.** & Hashim, A. (2019) Portfolio Management Models. In M. Berends, A. Primus, & M.G. Springer (Eds.), *Handbook of research on school choice, 2nd edition*. Routledge, 302-316.
- Bifulco, R. & **Bulkley, K.E.** (2015). Charter schools. In H.F. Ladd & M. Goertz (Eds.), *Handbook of research in education finance and policy: Second Edition*. Routledge, 423-443.
- Bulkley, K.E.** (2010). Introduction: Portfolio management models in urban school reform. In K.E. Bulkley, J.R. Henig & H.M. Levin (Eds.), *Between public and private: Politics, governance, and the new portfolio models for urban school reform*. Harvard Education Press, 3-26.
- Bulkley, K.E.**, Gold, E., & Christman, J.B. (2010). One step back, two steps forward: The making and remaking of "radical" reform in Philadelphia. In K.E. Bulkley, J.R. Henig, & H.M. Levin (Eds.), *Between public and private: Politics, governance, and the new portfolio models for urban school reform*. Harvard Education Press, 127-164.

- Henig, J.R. & **Bulkley, K.E.** (2010). Where public meets private: Looking forward. In K.E. Bulkley, J.R. Henig, & H.M. Levin (Eds.), *Between public and private: Politics, governance, and the new portfolio models for urban school reform*. Harvard Education Press, 323-340.
- Bifulco, R. & **Bulkley, K.E.** (2008). Charter schools. In H.F. Ladd & E.B. Fiske (Eds.), *Handbook of research in education finance and policy*. Lawrence Erlbaum, 425-446.
- Bulkley, K.E.** (2004). Balancing act: Educational management organizations and charter school autonomy. In K.E. Bulkley & P. Wohlstetter (Eds.), *Taking account of charter schools: What's happened and what's next?* Teachers College Press, 121- 141.
- Bulkley, K.E.** & Wohlstetter, P. (2004). Introduction. In K.E. Bulkley & P. Wohlstetter (Eds.), *Taking account of charter schools: What's happened and what's next?* Teachers College Press, 1-8.
- Bulkley, K.E.**, Fairman, J.,* & Martinez, M.C.* (2004). The district and test preparation. In W. Firestone, R. Schorr & L. Monfils (Eds.), *The ambiguity of teaching to the test: Standards, assessment, and educational reform*, Lawrence Erlbaum Associates, 113-141.
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POLICY REPORTS

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- Bulkley, K.**, Lu, A.,* Meza Fernandez, K.,* & Gerry, A. (2023). *Charter authorizers, applications, and the needs of historically marginalized students: A cross state analysis*. New Orleans: National Center for Research on Education Access and Choice. Technical report retrieved from: <https://reachcentered.org/uploads/technicalreport/REACH-Bulkley-et-al-Charter-Authorizers-Applications-Tech-Report-2023-01-10.pdf>
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ADDITIONAL PUBLICATIONS

- Menefee-Libey, D., Herrington, C., Choi, K.J.,* Marsh, J., & **Bulkley, K.E.** (2023). Bending Without Breaking - COVID-19 Tests the Resilience of State Education Policymaking Institutions. (EdWorkingPaper: 23-888). Retrieved from Annenberg Institute at Brown University: <https://doi.org/10.26300/rph8-8j04>
- Bulkley, K.E.** (2014). *Does public education improve when urban districts manage a "portfolio" of schools?* Cambridge, MA: Scholars Strategy Network, Harvard University. Retrieved from: <http://www.scholarsstrategynetwork.org/content/does-public-education-improve-when-urban-districts-manage-portfolio-schools>
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- Henig, J.R., **Bulkley, K.E.**, & Levin, H.M. (2010, October 6). Commentary: Can 'portfolio management' save urban schools? *Education Week*. Retrieved from: <http://www.edweek.org/ew/articles/2010/10/06/06henig.h30.html>

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- Bulkley, K.** (1999). *Telling stories: The political construction of charter schools.* (Unpublished doctoral dissertation). Stanford, CA: Stanford University.
- Bulkley, K.** (1995). *The role of schools' racial composition in the educational attainment of African-American students* (Unpublished master's thesis). Chapel Hill, NC: University of North Carolina at Chapel Hill.

PRESENTATIONS

Conference Presentations, Peer-Reviewed

- Lu, A.,* Meza Fernandez, K.,* **Bulkley, K.E.**, and Gerry, A. (2022, April). *Targeted populations: How the social construction of race determines means and ends in charter schools.* Paper presented at the Annual Meeting of the American Educational Research Association in San Diego, CA.
- Menefey-Libey, D., Herrington, C., Choi, K.J.,* Marsh, J.A., and **Bulkley, K.E.** (2022, March). *State policy responses to COVID-19.* Paper presented at the Annual Meeting of the Association for Public Policy Analysis and Management in Austin, Texas.
- Bulkley, K.E.**, Meza Fernandez, K.,* Gerry, A., and Lu, A.* (2021, April). *Educational equity through charter authorizing? A cross state analysis of charter authorizers and applications.* Paper presented at the Annual Meeting of the American Educational Research Association (virtual).

- Eisenlohr, A.,* Kennedy, K.,* **Bulkley, K.E.**, and Marsh, J.A. (2021, April). *A tale of two systems: Choice and equity in the District of Columbia's charter schools*. Paper presented at the Annual Meeting of the American Educational Research Association (virtual).
- Bulkley, K.E.**, Meza Fernandez, K.M.,* Gerry, A., and Lu, A.* (2021, March). *Educational equity through charter authorizing? A cross state analysis of charter authorizers and applications*. Paper presented at the Annual Meeting of the Association for Education Finance and Policy (virtual).
- Marsh, J.A., Allbright, T.,* **Bulkley, K.E.**, and Kennedy, K.* (2019, April). *Kaleidoscope of school options: Differentiating school values and practices in Los Angeles*. Paper presented at the Annual Meeting of the American Educational Research Association in Toronto, Ontario, Canada. (Selected as Best Paper at AERA 2019 for the Organizational Theory Special Interest Group).
- Torres, A.C., **Bulkley, K.E.**, Kim, T.* (2019, April). *Shared leadership for learning in Denver's Portfolio Management Model*. Paper presented at the Annual Meeting of the American Educational Research Association in Toronto, Ontario, Canada.
- Bulkley, K.E.**, Torres, A.C., Hashim, A.,* Woodward, S.,* Marsh, J.A., Chu, E.,* Strunk, K.O., and Harris, D. (2018, April). *From Central Office to Portfolio Manager: System Change through the Mechanisms of the Portfolio Management Model*. Paper presented at the Annual Meeting of the American Educational Research Association in New York, NY.
- Marsh, J., Allbright, T.,* Brown, D.,* **Bulkley, K.E.**, Strunk, K.O., and Harris, D. *The process and politics of educational system change in New Orleans, Los Angeles, and Denver*. Paper presented at the Annual Meeting of the American Educational Research Association in New York, NY.
- Torres, A.C., **Bulkley, K.E.**, & McCotter, S.S. (2016, April). *Leading in charter schools: The role of leaders in externally managed and standalone charter schools*. Paper presented at the Annual Meeting of the American Educational Research Association in Washington, DC.
- Torres, A.C., **Bulkley, K.E.**, & McCotter, S.S. (2015, November). *Learning to lead in externally managed and standalone charter schools: How principals perceive their preparation and support*. Paper presented at the Annual Meeting of the University Council for Educational Administration in San Diego, CA.
- McCotter, S.S. & **Bulkley, K.E.** (2015, April). *Learning to lead for strong school-parent relationships: From aspiring to practicing leaders*. Paper presented at the Annual Meeting of the American Educational Research Association in Chicago, IL.
- Bulkley, K.E.** & McCotter, S.S. (2014, November). *Learning to lead with data: From espoused theory to theory in practice*. Paper presented at the Annual Meeting of the University Council for Educational Administration in Washington, D.C.
- Bulkley, K.E.** & Gottlieb, J.J.* (2014, April). *Images of teachers: Policy design and the social construction of teachers*. Paper presented at the Annual Meeting of the American Educational Research Association in Philadelphia, PA.
- McCotter, S.S., **Bulkley, K.E.**, & Celfo, C. (2014, April). *How'd they do? First year leaders reflect on multiple pathways to preparation*. Paper presented at the Annual Meeting of the American Educational Research Association in Philadelphia, PA.

- Bulkley, K.E.** (2013, April). *Conceptions of equity: How influential actors view a contested concept*. Paper presented at the Annual Meeting of the American Educational Research Association in San Francisco, CA.
- McCotter, S. S., **Bulkley, K.E.**, & Bankowski, C. (2013, April). *Another way to go: Multiple pathways to developing inclusive, instructional leaders*. Paper presented at the Annual Meeting of the American Educational Research Association in San Francisco, CA.
- Bulkley, K.E.**, McCotter, S.S., & Bankowski, C. (2012, November). *Developing an espoused theory of data use in alternative leadership preparation programs*. Paper presented at the Annual Meeting of the University Council for Educational Administration in Denver, CO.
- McCotter, S.S., **Bulkley, K.E.**, & Bankowski, C. (2012, November). *Building stronger leaders: The role of non-traditional leadership preparation programs in developing inclusive and instructional leaders*. Paper presented at the Annual Meeting of the University Council for Educational Administration in Denver, CO.
- Bulkley, K.E.**, Christman, J., & Gold, E. (2010, May). *One step back, two steps forward: The making and remaking of "radical" reform in Philadelphia*. Paper presented at the Annual Meeting of the American Educational Research Association in Denver, CO.
- Christman, J., **Bulkley, K.E.**, & Nield, R.C. (2009, April). *Leading, learning and data: The role of school leaders in Philadelphia's low-performing elementary schools*. Paper presented at the Annual Meeting of the American Educational Research Association in San Diego, CA.
- Bulkley, K.E.** & Travers, E. (2009, April). *Variations on a theme: The shift from distinction to commonality in Philadelphia's diverse provider model*. Paper presented at the Annual Meeting of the American Educational Research Association in San Diego, CA.
- Christman, J. & **Bulkley, K.E.** (2008, October). *Learning to learn from data: The role of school leaders in Philadelphia's low-performing elementary schools*. Paper presented at the Annual Meeting of the University Council for Educational Administration in Orlando, FL.
- Bulkley, K.E.**, Christman, J., Goertz, M., & Lawrence, N. (2008, March). *Building with benchmarks: The role of the district in Philadelphia's benchmark assessment system*. Paper presented at the Annual Meeting of the American Educational Research Association in New York City, NY.
- Blanc, S., **Bulkley, K.E.**, Christman, J., Hugh, R., Mitchell, C., Neild, R., & Travers, E. (2008, March). *Learning to learn from data*. Paper presented at the Annual Meeting of the American Educational Research Association in New York City, NY.
- Blanc, S., **Bulkley, K.E.**, Christman, J.B., Neild, R.C., & Travers, E. (2007, April). *Studying micro-processes of school-based educators' use of data in cross-school qualitative research*. Paper presented at the Annual Meeting of the American Educational Research Association in Chicago, IL.
- Blanc, S., **Bulkley, K.E.**, Travers, E., & Christman, J.B. (2007, March). *Learning to learn from data: Dissonance and consensus in applied research about data use*. Society for Applied Anthropology. Tampa, Florida.

- Bulkley, K.E.** & Gold, E. (2006, April). *Bringing the private into the public: Changing the rules of the game and new regime politics in Philadelphia public education*. Paper presented at the Annual Meeting of the American Educational Research Association in San Francisco, CA, and the Politics of Education Association Conference in Palo Alto, CA.
- Christman, J., Gold, E., **Bulkley, K.E.**, & Useem, E. (2005, April). *Blurring the boundaries: Private sector involvement in Philadelphia public schools*. Paper presented at the Annual Meeting of the American Educational Research Association in Montreal, Canada.
- Christman, J., Gold, E., **Bulkley, K.E.**, & Herrold, B. (2005, February). *The joint venture: Private sector involvement in Philadelphia school reform*. Presentation at the 26th Annual Ethnography in Education Research Forum, University of Pennsylvania Graduate School of Education, Philadelphia, PA.
- Bulkley, K.E.**, Mundell, L.* & Riffer, M. (2004, April). *Contracting out schools: The first year of the Philadelphia diverse provider model*. Paper presented at the Annual Meeting of the American Educational Research Association in San Diego, CA.
- Bulkley, K.E.** & Hicks, J.* (2003, April). *Managing community: Professional community in charter schools operated by educational management organizations*. Paper presented at the Annual Meeting of the American Educational Research Association in Chicago, IL.
- Bulkley, K.E.** (2003, April). *State testing: District influences on teachers beliefs and classroom responses*. Paper presented at the Annual Meeting of the American Educational Research Association in Chicago, IL.
- Bulkley, K.E.** (2002, November). *Recentralizing decentralization? Educational management organizations and charter schools' educational programs*. Paper presented at the Annual Meeting of the University Council for Educational Administration in Pittsburgh, PA.
- Bulkley, K.E.** (2002, April). *Balancing act: Educational management organizations and charter school autonomy*. Paper presented at the Annual Meeting of the American Educational Research Association in New Orleans, LA.
- Bulkley, K.E.**, Fairman, J., & Martinez, M.C.* (2002, April). *Teaching the test to the teachers: District capacity and policy pedagogy*. Paper presented at the Annual Meeting of the American Educational Research Association in New Orleans, LA.
- Kirst, M. & **Bulkley, K.E.** (2001, April). *Mayoral takeover: The different directions taken in different cities*. Paper presented at the Annual Meeting of the American Educational Research Association in Seattle, WA.
- Bulkley, K.E.** (2000, April). *Charter school authorizers and educational performance: The accountability bind*. Paper presented at the Annual Meeting of the American Educational Research Association in New Orleans, LA.
- Bulkley, K.E.** (1999, April). *Understanding the charter school concept in legislation: The cases of Arizona, Michigan and Georgia*. Paper presented at the Annual Meeting of the American Educational Research Association in Montreal, Canada.

Bulkley, K.E. (1998, April). *Charter school sponsors, a new governance mechanism: The cases of the Arizona Board of Education, the Arizona Charter School Board and Central Michigan University*. Paper presented at the Annual Meeting of the American Educational Research Association in San Diego, CA.

Sullivan, T., **Bulkley, K.E.** & Schaller, T. (1994, September). *The mysterious mistress: Timing and momentum in Congressional activity*. Paper presented at the Annual Meeting of the American Political Science Association in New York, NY.

Invited Research Presentations

Bulkley, K.E. & Marsh, J.A. (2020, January). *Choice policies and policy levers: State perspectives*. Presentation given at the National Center for Research on Education Access and Choice meeting in New Orleans, LA.

Harris, D.N. & **Bulkley, K.E.** (2020, January). *Beyond mixed methods projects: REACH as a mixed methods center*. Presentation given at the Institute for Educational Sciences Annual Principal Investigators Meeting in Washington, DC.

Bulkley, K.E. (2016, April). *Portfolio Management Models, charter schools, and market-based education*. Presentation given at the Market-Based Solutions to Problems in Public Education Conference, Classical Liberal Institute at NYU School of Law.

Bulkley, K.E. (2015, June). Session moderator. *CMOs and new non-profits*. The Urban Education Future? Lessons from New Orleans 10 years after Hurricane Katrina. Education Research Alliance for New Orleans, Tulane University.

Bulkley, K.E. (2015, April). *Portfolio Management Models in urban reform*. Politics and Education Seminar Series, Michigan State University.

Bulkley, K.E. (2014, April). *The past and present of Philadelphia's portfolio of schools: Private managers and charter schools in a time of turmoil*. Charter School & School Choice Special Interest Group (SIG) at the Annual Meeting of the American Educational Research Association, Philadelphia, PA.

Bulkley, K.E. (2011, September). *Improving education through governance change? Urban district reform in the United States*. Universidad Torcuato di Tella, Buenos Aires, Argentina.

Bulkley, K.E. & Henig, J.R. (2011, April). *Portfolio management models and urban school reform*. Districts in Research and Reform Special Interest Group at the Annual Meeting of the American Educational Research Association in New Orleans, LA.

Bulkley, K.E. (2010, September). *Portfolio management models: The road to urban school reform?* National Education Policy Center, University of Colorado. Boulder, CO.

Bulkley, K.E. (2009, May). *Portfolio management models in urban reform: Concepts and questions*. Private Initiatives in Public Education Conference, sponsored by the Stanford Center on Philanthropy and Civil Society, Stanford University. Palo Alto, CA.

Bulkley, K.E. (2003, April). *A public/private hybrid: For-profit educational management organizations and public education*. Economic Policy Institute, Conference on Public Sector Efficiency, Washington, D.C.

Bulkley, K.E. (2001, November). *Balancing act: Educational management organizations and charter school autonomy*. Consortium for Policy Research in Education, Educational Issues in Charter Schools Conference, Washington, D.C.

Bulkley, K.E. (2001, July). *Are markets the answer to education's problems? Approaches to school choice in the United States*. University of Cape Town, South Africa.

Invited Presentations to Policy Maker, Practitioner, and Public Audiences

Bulkley, K., *Lu, A., *Meza Fernandez, K., & Gerry, A. (2023, January). *How charter authorizers shape equity: A cross-state analysis of charter applications*. Presentation given at the Brookings Institution for panel on "The future of charter schools in the United States."

Bulkley, K.E. (2019, March). *The rise of the "Portfolio" model for schools*. Guest on "Have You Heard" podcast with Jennifer Berkshire and Jack Schneider.

Bulkley, K.E. (2014, May). *Portfolio models and district reform*. Education Writers Association 67th National Seminar. Nashville, TN.

Bulkley, K.E. (2012, October). Panel member at community meeting discussing the future of district governance sponsored by the Orleans Public Education Network (OPEN). New Orleans, LA.

Bulkley, K.E. (2011, May). Panel member at NJ Spotlight event on Charter School Accountability. Rutgers University, Newark, NJ.

Bulkley, K. E. (2011, May). Panel member at Charter School Forum held at Millburn High School, Millburn, NJ.

Bulkley, K.E. (2010, November). Guest on cable television network current events show to discuss charter schools. *Fresh Outlook*. EBRU TV. <http://www.ebru.tv/en/genres/TalkShow/fresh-outlook/episodes/4/412>

Bulkley, K.E. (2010, June). Guest on weekly radio show. *The New Orleans Imperative: Quality Education for All Children*. WBOK 1230 AM: New Orleans.

Bulkley, K.E. (2010, June). *Charter schools: An introduction*. Presentation at the Montclair Charter School Forum, an open public meeting sponsored by the League of Women Voters of the Montclair Area. Montclair, NJ.

Christman, J.B., Blanc, S., Travers, E., **Bulkley, K.E.**, & Neild, R.C. (2007, June). *Learning to learn from data: School-based educators' use of student performance data*. School District of Philadelphia Administration Building.

Bulkley, K.E. (2004, October). *Charter schools: Issues and challenges*. Politics of Education Institute Session on "Charter schools in New Jersey and nationwide: How are they doing?" Newark, NJ.

Christman, J.B., **Bulkley, K.E.**, & Gold, E. (2004, October). *The "joint venture": Private sector involvement in Philadelphia school reform*. Presented at meeting on "Private Sector Involvement in Urban School Reform: Emerging Themes." New York, the Ford Foundation.

Bulkley, K.E. (2004, October). *The role of educational management organizations in the shifting world of charter schools*. Education Writers Association Conference on "Election 2004: Charter Schools and Education Finance." Seattle, WA.

Bulkley, K.E. (2004, May). *Lessons learned from district-wide strategies: Lessons from Philadelphia*. Association of Baltimore Area Grantmakers, "Conference on Charters, Innovation and New Schools" in Baltimore, Baltimore, MD.

Bulkley, K.E. (2003, October). *Charter schools: Present and future*. Annual meeting of the National Association of State Boards of Education, Baltimore, Maryland.

Bulkley, K.E. (2003, January). *Charter schools: Theory and research*. National Association of State Boards of Education, Charter Schools Study Group, Washington, D.C.

Bulkley, K.E., Fairman, J.,* & Martinez, M.C.* (2002, May). *Teaching the test to the teachers: District capacity and policy pedagogy*. Politics of Education Institute, New Brunswick, New Jersey.

Bulkley, K.E. (2002, May). *How are charter schools accountable to government?* Consortium for Policy Research in Education, U.S. Congressional Briefing and Affiliates Meeting, Washington, D.C.

Kirst, M. & Bulkley, K.E. (2001, July). *Mayoral takeover and influence: Different directions taken in different cities*. Annual Meeting of the Education Commission of the States. Philadelphia, PA.

Bulkley, K.E. (2000, October). *Charter schools: Research and accountability*. American Educational Research Association, Meeting of Organization of Institutional Affiliates, Washington, D.C.

Bulkley, K.E. (2000, September). *Hearing on, "The success of charter schools."* Testimony before the United States House of Representatives Committee on Education and the Workforce, Washington, D.C.
<http://archives.republicans.edlabor.house.gov/archive/hearings/106th/fc/charter92800/bulkley.htm>

GRANT FUNDING AND CONSULTING

Total funding as PI or co-PI: \$2,772,000

Senior Research Partner (Principal Investigators: Douglas Harris, Katharine Strunk, Joshua Cowan, Julie Marsh, and Amy Ellen Schwarz). *National Center for Research on Education Access and Choice*. 2018-2023. Institute of Education Sciences. \$10,000,000 (sub-award of \$166,189).

Co-Principal Investigator (Principal Investigator: Blanca Vega). *Faculty Research Mentoring Program*. 2019-2020. Montclair State University, Office of Research and Sponsored Programs. \$8,000.

Principal Investigator (with Douglas Harris, Julie Marsh, & Katharine Strunk). *The New "One Best System?": Urban Governance and Educational Practice in the Portfolio Management Model*. 2016-2020. Spencer Foundation, Lyle Spencer Research Awards. \$1,000,000.

Content Area Expert (Principal Investigator: Eden Kyse). *Evaluation of the New Jersey Charter Schools Program Grant*. 2012-2015. New Jersey Department of Education, Office of Charter Schools to the Center for Research and Evaluation on Education and Human Services (CREEHS). \$257,848.

Principal Investigator (with Suzanne McCotter). *Data Use and Leadership Preparation: Multiple Pathways to the Data-Driven Principalship*. 2011-2012. Spencer Foundation Small Grant. \$40,000.

Co-Principal Investigator (with Jeffrey Henig, Principal Investigator, and Henry Levin). *Contracting Regimes and Urban School Reform: Toward a New Understanding of Diverse Provider Models and the Exercise of Democratic Authority in a More Privatized Educational System*. 2008-2010. Spencer Foundation Conference Grant. \$71,000.

Co-Principal Investigator (with Jolley Christman, Principal Investigator, and Ruth Curran Neild). *Learning to Learn from Data: How Low-performing Schools Build Capacity to Use Data for Improved Student Outcomes*. 2005-2008. Spencer Foundation Major Grant. \$460,000.

Principal Investigator. *Case Studies of "Learning to Lead for Student Success: Developing School Board/Superintendent Teams through Training."* 2005-2007. New Jersey Department of Education. \$20,000.

Contracted Researcher. *Analysis of Disparities in Funding for Charter Schools Serving Students from Abbott Districts*. 2005-2007. Geraldine R. Dodge Foundation/Education Law Center. \$21,000.

Principal Investigator (Montclair State University sub-contract). *Managing Schools: The Impact of External Management on Internal School Operations in Philadelphia*. 2003- 2004. Multiple funders to Research for Action. \$26,000.

Principal Investigator. *Charter Schools: Conference, Literature Review and Research on Educational Management Organizations*. 2000- 2003. U.S. Department of Education, Office of Educational Research and Improvement to the Consortium for Policy Research in Education. \$167,000.

Consultant. School District of Philadelphia. 2002. Consultant on criteria for selection of educational management organizations to operate Philadelphia public schools.

Co-Principal Investigator (with William Firestone, Principal Investigator, Gregory Camilli, & Roberta Schorr). *Supporting High Quality Instructional Practice Through Professional Development in Mathematics and Science*. 1999-2002. National Science Foundation. \$935,000.

Principal Investigator (sub-contract). *New Regimes in Educational Governance, Study of Charter School Accountability*. 1999. U.S. Department of Education, Office of Educational Research and Improvement to the Consortium for Policy Research in Education. \$45,000.

Spencer Foundation. 1997-1998. Research Training Grant to support dissertation research, Stanford University.