

# MARY ANN DANOWITZ

Dean, North Carolina State University College of Education  
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## **Education**

D.Ed. Pennsylvania State University. Higher Education with a concentration in Public Administration

M.Ed. University of Miami. Student Personnel Services

BA Pennsylvania State University. Political Science  
Loyola University, New Orleans

## **Work Experience**

**Dean**, North Carolina State University, College of Education, Raleigh, North Carolina, (2016-present)

**Interim Dean**, North Carolina State University, College of Education (2015-2016)

**Head**, Department of Leadership, Policy and Adult and Higher Education, North Carolina State University, College of Education (2012- 2015)

**Professor**, Higher Education, College of Education, North Carolina State University, (2012- present)

**Austrian Science Fund Lise Meitner Senior Research Fellow and Visiting Professor/Lecturer**, Department of Management, Institute of Gender and Diversity in Organizations, Vienna University of Economics and Business, Vienna, Austria, (2007 – 2012)

**Visiting Professor**, International Centre for Higher Education Research, University of Kassel, Germany, (May 2008)

**Professor and Director**, Higher Education Program, College of Education, University of Denver, Denver, Colorado, (2004 – 2007)

**Interim Director**, School of Educational Policy and Leadership, College of Education, The Ohio State University, Columbus, Ohio, (1999 – 2002)

**Associate Professor and Assistant Professor**, Educational Administration and Higher Education and Cultural Studies, School of Education, Policy and Leadership, College of Education, The Ohio State University (1984 – 2003)

**Faculty Associate**, Department of Women's Studies, College of Education, The Ohio State University (1984 – 2003)

**Visiting Scholar**, University of Technology, Malaysia (May 2002)

**Visiting Fellow**, Kahin Center for Advanced Research on Southeast Asia, Cornell University (1994)

**Visiting Research Fellow**, Edith Cowan University, Perth, Western Australia (1990 – 1991)

**Assistant Professor**, School of Education, The College of William and Mary (1979 – 1983)

**Assistant Director of Developmental Programs and Coordinator of Residence Halls**, Division of Student Affairs, Pennsylvania State University (1973 - 1978)

**Assistant Dean of Students**, State University of New York at Geneseo (1972-1973).

**Assistant Director of Housing**, University of Minnesota, Morris (1971-1972).

### **Administrative Experience in Current Position**

**Dean, College of Education**, North Carolina State University, (2016-present),  
Interim Dean, (2015-2016).

- Serves as academic leader and chief administrator providing vision and leadership while serving as a strong advocate for the College of Education with external and internal constituents.
- Administers policies and procedures and have responsibility for the wellbeing of a community of 67 tenure-track and 51 teaching faculty, 92 professional and support staff, and nearly 1,100 graduate and 550 undergraduate students.
- Responsible for prudent financial planning and management for a \$20M general funds budget and \$28M research budget. Realigned the College budget with strategic priorities including increasing support for faculty research and graduate student recruitment and degree completion. This has contributed to an increase in external grants. In FY 14 the College generated \$10.6M in new grants and in FY19 over \$30M.

- Coordinates various units and centers within the College including the William and Ida Friday Institute for Educational Innovation and Belk Center for Community College Leadership and Research.
- Provides leadership collaborating with 13 direct reports including 4 associate deans, 2 assistant deans, and 3 department heads of Educational Leadership, Policy, and Human Development; Teacher Education and Learning Sciences; and Science, Technology, Engineering and Mathematics Education respectively.
- In collaboration with the College faculty, led effort to develop a vision for the College's future that has become the basis to pursue clear strategic priorities.
- Leads major fundraising effort that raised over \$34.4M including two endowed professorships and exceeded the campaign goal of \$21M with 3 years left on the campaign.
- Led recruitment efforts and identify enrollment priority areas that has resulted in three straight years of growth in new student enrollment at a time when there are declines in enrollment in education programs across the nation.
- Improved internal and external College communications including tailoring external reports to strengthen the College's visibility and reputation among peer institutions, superintendents, and elected public officials. This has contributed to the College's US News ranking rise from 59 in 2016 to 45 in 2019 and a global ranking of 84 in the Times Higher Education's World University Rankings.

### **North Carolina Public Leadership and Media**

North Carolina Teaching Fellows Commission Chair, (2018-2020)  
 WUNC-TV National Public Radio featured speaker, (March 2018)  
 Education Matters guest and featured speaker, (July 2018, Dec. 2017)

### **Administrative Experience in Previous Positions**

**Head, Department of Leadership, Policy and Adult and Higher Education,**  
 College of Education, North Carolina State University, (2012-2015)

- Served as the chief academic officer and administrator for all aspects of the department encompassing Educational Leadership, Educational Evaluation and Policy Analysis, Adult, Workforce and Continuing Professional Education, Higher Education, and Counselor Education. Collaborated with 35 departmental full-time and 18 part-time faculty and 4 staff members to enhance research, grant activity, student success, and strengthen external partnerships and support.

- Principal Investigator, 2-year project to support scaled, sustainable community college reform by developing exceptional leaders and a pipeline for future leaders in partnership with the Aspen Institute (\$525,000 from the JM Belk Endowment)
- Provided leadership for the smooth merger of the Counselor Education program and its 9 faculty members and 120 graduate students with the department.
- Built coalitions with faculty and staff creating a culture of innovation and high faculty performance that resulted in increased grant submissions and refereed publications, improving cross-program working relationships and services to better serve students and external constituents and increase national impact and visibility.
- Engaged the faculty in a 6-month process yielding the development of a strategic plan, policies and procedures that increased enrollment of highly qualified students, and student success resulting in shorter time to degree and higher doctoral completion rates.
- Redesigned and implemented an internal financial planning system resulting in increased transparency and more graduate assistantships.
- Coordinator of Doctoral Reform. Led graduate faculty members in the College of Education's initiative to achieve high quality, innovative, technologically intense, and nationally ranked PhD programs with significant opportunities for interdisciplinarity along with research and policy engagement at the state and national levels. This included developing governance and structural arrangements, new curricula, and re-conceptualizing the PhD experience and scaling PhD programs from 5 to 3.

**Director of the Higher Education Program**, College of Education, University of Denver, (2004 – 2006)

- Provided administrative and curricular leadership and oversight of the academic unit of 85 graduate students. Led efforts that increased quality and program enrollment by 40 percent. Co-led efforts reforming the PhD program to emphasize equity, diversity, and globalization through inclusive excellence.

**Faculty Director**, Higher Education Research Internship Program, College of Education, The Ohio State and the Department of Educational Research, Lancaster University, Lancaster, England (Summers 1995 – 2006)

- Established and provided intellectual and programmatic leadership for an award winning six-week action research program for U.S. graduate students to engage in cross-cultural immersion experiences meeting British education policy and program objectives and studying the educational system of the U.K.

**Interim Director**, School of Educational Policy and Leadership, College of Education, The Ohio State University (1999 – 2002)

- Served as chief academic and managerial officer of the School. Provided leadership for the enhancement of research, teaching, and service activities of the unit with its 30 tenure track and approximately 25 part-time faculty, 11 staff, and 475 graduate students in Educational Administration and Higher Education, Quantitative Research Evaluation and Measurement in Education, and Social and Cultural Foundations (Educational Technology, Curriculum and Instruction, Educational Psychology, and Cultural Studies). Co-led efforts that gained corporate sponsorship and developed an accelerated academic program to develop academic leaders for urban schools. Developed a financial plan to overcome a budget deficit and an operations plan to achieve school self-sufficiency.

**Section Head**, Educational Administration and Higher Education Program, College of Education, The Ohio State University (1998)

- Provided collaborative leadership to ensure the high-quality provision of academic program delivery of an 11-member faculty unit with approximately 220 students.

**Coordinator**, Academic Program in Higher Education and Student Affairs, College of Education, The Ohio State University (1995 & 1997)

- Provided leadership for curricular development and delivery, student services, and program management for nationally ranked MA and PhD program.

**Director**, Student Personnel Assistant Program, The Ohio State University (1992 - 1994; 1996)

- Responsibilities included assistantship programs, academic recruitment, career placement, and professional socialization for approximately 70 PhD and MA students in higher education and student affairs. Served as liaison with national professional organizations, other colleges and universities, and provided leadership to increase alumni/ae financial giving to the program.

**Assistant Director of Developmental Programs and Coordinator of Residence Halls**, Division of Student Affairs, Pennsylvania State University (1973 - 1978)

- Responsible for the 10,000-student orientation program, undergraduate student handbook, and division coordination with the academic colleges. Responsible for staff hiring, training, and evaluation of a 60-person staff, student services, and housing for a living area of 7,000 students

## **Professional Honors and Awards**

- Fellow, Salzburg Seminar, 2010 (Austria), 2011 (Russia)
- Fulbright Scholar Award for Austria, Vienna University of Economics and Business, 2007
- Finland Fulbright Inter-country Award, 2007
- Fulbright Scholar Award for Indonesia, Universitas Pendidikan Indonesia, Bandung, 1990-1991
- Australian American Educational Foundation Award, 1990
- Golden Key International Honor Society Faculty Inductee
- Kathryn Schoen Award for Leadership, The Ohio State University, 1990
- Hilda Davis Award for Outstanding Leadership in Education, The National Association for Women Deans, Administrators and Counselors, 1989
- Wellesley College, Center for Research on Women, Equity Seminars, Invited Participant, 1983-1984
- Virginia Science Association Professional Development Award, 1983
- Ford Foundation Fellowship Recipient for the Institute for Women in Organizations, Simmons College, Harvard Business School and the Sloan Management School, 1980
- Who's Who in America, 2009, 2010, 2011, 2012, 2013, 2014
- Who's Who in the World 2010, 2011, 2012, 2013, 2014, 2015, 2016

## **Publications**

### **Books**

Danowitz, M., Hanappi-Egger, E. & Mensi-Klarbach, H. (Eds.) (2012). *Diversity in organizations: Concepts and practices*. New York and Basingstoke: Palgrave Macmillan.

Danowitz Sagaria, M. (Ed.) (2007; 2012). *Women, universities and change: Gender equality in the European Union and United States*. New York and Basingstoke: Palgrave Macmillan.

Danowitz Sagaria, M. (Ed.) (1988). *Empowering women: Leadership development strategies on campus*. New Directions in Higher Education Series. San Francisco: Jossey-Bass.

### **Monographs**

Danowitz Sagaria, M., & Burrows, J. (1997). *Higher education community service partnerships in Ohio's cities*. Prepared for the Ohio Board of Regents.

Sandmeyer, L., Kohn, P., Sagaria, M.D., Harrison, C., & Baker, J. (1977). *Optimizing women's leadership skills (OWLS)*. Washington, DC: National Association for Women Deans, Administrators, and Counselors

### **Book Chapters and Peer Reviewed Refereed Journal Articles**

Calatrava Moreno, M. del Carmen & Danowitz, M. (2017). Insights into PhD Cross-disciplinary collaboration, partnership and competition in computer science. In S. Dent, L. Lane, T. Strike (Eds.), *Collaboration, Communities and Competition: International Perspectives from the Academy* (pp. 179-194). New York: Sense Publishers.

Danowitz, M. (2016). Power, jobs and bodies: the experiences of becoming a gender scholar in doctoral education. *Studies in Higher Education* 41, 5, (pp. 847-858). <http://www.tandfonline.com/doi/full/10.1080/03075079.2016.1147720>.

Calatrava Moreno, M. del Carmen & Danowitz, M. (2016). Becoming an interdisciplinary scientist: an analysis of students' experiences in three computer science doctoral programs. *Journal of Higher Education Policy and Management* 38 (pp. 448-464). <http://dx.doi.org/10.1080/1360080X.2016.1182670>.

Danowitz, M. Rethinking higher education diversity studies through a diversity management frame. (2015). *Oxford handbook of diversity management* (pp. 357-369). Oxford: Oxford University Press.

Bendl, R., Danowitz, M., & Schmit, A. (2013). Recalibrating management: Feminist activism to achieve equality in an evolving university. *British Journal of Management*, 25 (pp. 320-334).

Danowitz, M. & Claes, M.T. (2012). Diversity in the European Union: Its development and contours. In Danowitz et al. (Eds.), *Diversity in organizations: Concepts and practices* (pp. 33-62). New York and Basingstoke: Palgrave Macmillan.

Danowitz, M. & Hanappi-Egger, E. (2012). Diversity as strategy. In Danowitz et al. (Eds.), *Diversity in organizations: Concepts and practices* (pp. 137- 160). New York and Basingstoke: Palgrave Macmillan.

Danowitz, M. & Tuitt, F. (2011). Enacting inclusivity through engaged pedagogy: A higher education perspective. *Equity and Excellence in Education*. Special issue: Examining doctoral education across academic disciplines using a social justice perspective 44 (1), (pp. 40-56).

- Danowitz, M. & Agans, L. (2011). Academic career patterns. In Bank, B. (Ed.), *Gender and higher education* (pp. 315-322). Baltimore, US: John Hopkins University Press.
- Danowitz, M. & Bendl, R. (2010). Gender mainstreaming, diversity management, and inclusive excellence: From similarities and differences to new possibilities. In Aulenbacher, B. (Ed.), *Gender change in academia* (pp. 351-362). Wiesbaden: VS Verlag.
- Danowitz, M. & Tuitt, F. (2010). Moving towards inclusive excellence in doctoral studies. In Tienari, J., Katila, S., & Sumerila, S. (Eds.), *Working for Inclusion: Positive Experiences from Across the World* (pp. 33-47). Aldershot: Edward Elgar Publishing.
- Danowitz, M., Hanappi-Egger, E. & Hoffman, R. (2009). Exploration and exploitation in organizational change: Developing and implementing a diversity management curriculum. *International Journal of Educational Management* 23(7) (pp. 590-603).
- Danowitz, M., Hanappi-Egger, E. and Hofmann R. (2009). Managing gender and diversity in organizations. In Zsolnai, L. (Ed.), *The future international manager* (pp. 70-93). New York and Basingstoke: Palgrave Macmillan.
- Danowitz, M. (2008). Gender equality as organizational change: Frames, challenges, and strategies in the EU and US. In Grenz, S., Kortendiek, B, Kriszio, M., & Löther, A. (Eds.), *Gender equality programmes in higher education: International perspectives* (pp. 87-100). Wiesbaden: VS Verlag.
- Danowitz, M. & Agans, L. (2007) Career patterns in higher education. In Bank, B. (Ed.), *Gender and higher education: An encyclopedia* (pp. 635-643). Westport: Praeger.
- Tuitt, F., Danowitz Sagaria, M. & Turner, C.V.T. (2007). Signals and strategies: The hiring of faculty of color. In Smart, J. (Ed.), *Higher education: Handbook of theory and research* (Vol. 22, pp. 497-535). Dordrecht: Springer.
- Danowitz Sagaria, M. (2007). Reframing gender equality initiatives as university adaptation. In Danowitz Sagaria, M. (Ed.), *Women, universities and change: Gender equality in the European Union and the United States* (pp. 1-6). New York and Basingstoke: Palgrave Macmillan.
- Danowitz Sagaria, M. & Van Horn, P. (2007). Academic excellence and gender equality at The Ohio State University. In Danowitz Sagaria, M. (Ed.), *Women, universities and change: Gender equality in the European Union and the United States* (pp. 179-198). New York and Basingstoke: Palgrave Macmillan.



- Danowitz Sagaria, M. & Agans, L.J. (2007). Frames, changes, challenges, and strategies. In Danowitz Sagaria, M. (Ed.), *Women, universities and change: Gender equality in the European Union and the United States* (pp. 215-222). New York and Basingstoke: Palgrave Macmillan.
- Danowitz Sagaria, M. & Agans, L.J. (2006). Gender equality in U.S. higher education: Inter/national framing and institutional realities. In Yokoyama, K. (Ed.). *Gender and higher education: Australia, Japan, the UK and USA* (pp. 47-68). Hiroshima: Higher Education Institute Press.
- Rhee, J. & Sagaria, M.D. (2004). International students: Constructions of imperialism in The Chronicle of Higher Education. *Review of Higher Education* 28(1), 77-96.
- Danowitz Sagaria, M. & Rychener, M. (2004). The status of women administrators in US higher education: Movement from outsider to insider in leadership circles and in the managerial quagmire. In S. Ali (Ed.), *The politics of gender and higher education: Critical perspectives* (pp. 103-116). London: Palgrave MacMillan.
- Danowitz Sagaria, M. (2002). An exploratory model of filtering in administrator leader selection: Toward counter hegemonic discourses. *Journal of Higher Education* 73(6), (pp. 677-710).
- Danowitz Sagaria, M. & Rychener, M. (2002). Women administrators' mobility. In A. Martinez Aleman & K. A. Renn (Eds.), *Women in higher education: An encyclopedia* (pp. 495-498). Santa Barbara: ABC-CLIO press.
- Danowitz Sagaria, M. & Stewart, D. (2002). The situation of women in academic research universities in the United States: Looking deeply into the inner circles of power. In C. Wiedner (Ed.), *Sound changes: An international survey of women's career strategies in higher education* (pp. 23-34). Zurich: UniFrauenestelle `1 University of Zurich.
- Sagaria, M.D. (2000). Constructions of feminism in unequal relationships: A personal account from a North American in a cross-cultural household. *NWSA Journal* 12(1), (pp. 100-118).
- Sagaria, M.D. & Burrows, J. (1999). Internal meanings and markers of college and university community service. *Metropolitan Universities* 9 (Winter) (pp. 29- 42).
- Dickens, C. S. & Sagaria, M.D. (1997). Feminists at work: Collaboration among women faculty. *Review of Higher Education* 21, (pp. 79-101). Reprinted in J.S. Glazer-Raymo, B.K. Townsend, & B. Ropers-Huilsman (Eds.). (2000). *Women in higher education: A feminist perspective*. Boston, Massachusetts: Pearson Publishing.

- Fitzgerald, M.P., Sagaria, M.D. & Nelson, B. (1994). Career patterns of athletic directors: Challenging the conventional wisdom. *Journal of Sports Management* 8, (pp. 14-26).
- Johnsrud, L.K., Sagaria, M.D. & Heck, R.H. (1992). University staffing decisions to hire or promote. *International Journal of Educational Management* 6(2), (pp. 20-31).
- Sagaria, M. D. & Johnsrud, L. K. (1991). Administrative promotion: The structuring of opportunity within a university. *Review of Higher Education* 15(2), (pp. 191-121).
- Sagaria, M. D. & Johnsrud, L. K. (1991). Recruiting, advancing and retaining minorities in student affairs: Moving from rhetoric to results. *NASPA Journal* 28(2), (pp. 105-120).
- Moore, K. M., & Sagaria, M. D. (1991). The situation of women in research universities in the United States: Within the inner circles of academic power. In G. Kelly & S. Slaughter (Eds.), *Women's higher education in comparative perspective* (pp. 185-200). Dordrecht, The Netherlands: Kluwer Academic Publishers. Preprinted in J. S. Glazer, E. M. Bensimon & B. K. Townsend (Eds.). (1993). *Women in higher education: A feminist perspective*. Needham Heights, Massachusetts: Ginn Press, Simon & Schuster.
- Sagaria, M. D., & Dickens, C. (1990). Thriving at home: Developing a career as an insider. In K.M. Moore & S. Twombly (Eds.), *Administrative careers and the marketplace* (pp. 19-28). San Francisco: Jossey-Bass, New Directions for Higher Education.
- Sagaria, M. D., & Johnsrud, L.K. (1989). Campus alliances: A new approach to enhancing the first year of college. In M.L. Upcraft & L.N. Gardner (Eds.), *Enhancing success in the first year of college: The freshman year experience* (pp. 365-375). San Francisco: Jossey-Bass.
- Sagaria, M. D. (1989). Administrators. In M. Green (Ed.), *Minorities on campus: A handbook for enhancing diversity* (pp. 95-112). Washington DC: American Council on Education.
- Sagaria, M. D. (1989). Toward a women-centered perspective of careers: The quilt metaphor. *Journal of Employment Counseling* 26(1), (pp. 11-15).
- Sagaria, M. D. & Johnsrud, L. K. (1988). Mobility within the student affairs profession: Career advancement through position change. *Journal of College Student Personnel* 29(1), (pp. 30-40).
- Sagaria, M. D. Administrative mobility and gender: Patterns and processes in higher education (1988). *Journal of Higher Education* 59(3), (pp. 305-326). Reprinted in J. S. Glazer, E. M. Bensimon & B. K. Townsend (Eds.), (1993). *Women in higher education: A feminist perspective*. Needham Heights, Massachusetts: Ginn Press, Simon & Schuster.

- Sagaria, M. D. & Krotseng, M.V. (1986). Deans' managerial skills: What they need and what they bring to the job. *College and University Personnel Association Journal* 37(2), (pp. 1-7).
- Sagaria, M. D. (1985). The managerial skills and experiences of men and women administrators: Similarities and differences. *Journal of Educational Equity and Leadership* 5, (pp. 19-30).
- Sagaria, M. D. (1984). Academic staff job change: Winning characteristics in organizational musical chairs. *Research in Higher Education* 2, (pp. 137-149).
- Sagaria, M. D. & Sagaria, S. D. (1984). Sex role stereotyping and freshmen students' intended extracurricular activities. *Journal of College Student Personnel* 25(2), (pp. 133-138).
- Sagaria, M. D. & Moore, K. M. (1983). Job change and age: The experience of administrators in colleges and universities. *Sociological Spectrum* 3(3/4), (pp. 353- 370).
- Sagaria, M. D. (1983). Profile of college and university administrators in Virginia. *Virginia Social Science Journal* 18(1), (pp. 1-7).
- Moore, K. M. & Sagaria, M. D. (1982). Differential job change and stability among academic administrators. *Journal of Higher Education* 53(5), (pp. 501-503).
- Moore, K. M. & Sagaria, M. D. (1981). Women administrators and mobility: The second struggle. *Journal of the National Association for Women Deans, Administrators, and Counselors* 44(2), (pp. 21-28). Reprinted in P. A. Farrant (Ed.). (1986). *Strategies and attitudes: Women in educational administration*. Washington, DC: National Association for Women Deans, Administrators, and Counselors.
- Sagaria, M. D., Higginson, L. C. & White, E. R. (1980). Perceived needs of entering freshmen: The primacy of academic issues. *Journal of College Student Personnel* 21(3), (pp. 243-247).
- Sagaria, M.D. (1980). The freshman course: A curricular schema. *Alternative Higher Education* 1(4), (pp. 180-189).
- Sagaria, M.D. (1979). Freshman orientation courses: A framework. *Journal of the National Association for Women Deans, Administrators, and Counselors* 43(1), (pp. 3-7).

### **Book Reviews, Major Research Reports, and Training Materials**

- Danowitz, M. (2011). Review of gender, power and management, B. Bagilhole & K. White (Eds.) *Equality, Diversity and Inclusivity* 30(7), (pp. 615-618).

- Sagaria, M. D. (1999). Review of antifeminism in the academy, V. Clark, S.N. Garner, M. Higonnet & K. Katrack (Eds.). *Journal of Higher Education*, 70(1), (pp. 110-113).
- Sagaria, M. D. (1998 May). Review of Higher education in international perspective: Critical issues, Z. Morsy & P. Altbach. *The Education Review*, ISSN:1094-5296
- Sagaria, M. D., Pruitt, A. S. & Gagne, P. (1992). *Enhancing the recruitment and selection of administrators*. The Ohio State University, Department of Educational Policy and Leadership.
- Sagaria, M. D. & Fonow, M. M. (1990). *On my own: A guide to campus safety*. State College, Pennsylvania, Distributor: R.S.K.
- Sagaria, M. D. & Johnsrud, L. K. (1987). *Many are candidates but few compete: The impact of internal position change of administrative and professional staff on white women and minorities*. The Ohio State University, Department of Educational Policy and Leadership.
- Bourguignon, E., Sagaria, M. D., Blanshan, S., Shumen, A., Taris, M. & McLean, K. (1987). *Junior faculty life at The Ohio State: Insights on gender and race*. The Ohio State University.
- Sagaria, M. D. (1986). Review of Women in higher education, A. Tinsley, C. Secor, & S. Kaplan (Eds.) *Economics of Education Review*, 5 (1), (pp. 335-336).
- Sagaria, M. D. (1985). *On becoming a dean: A preliminary report of job search and selection strategies*. (Report Prepared for the Spencer Foundation).
- Sagaria, M. D. & Johnsrud, L. K. (1987). *Administrative intrainstitutional mobility: The structuring of opportunity*. (ERIC Document Reproduction Service No. ED 281 445).
- Sagaria, M. D. & Winger, P. (1985). *Studying the impact of college on students: Project development and recommendations for conducting research*. (ERIC Document Reproduction Service No. ED 264 813).
- Sagaria, M. D., Bostain, D., Butler, T., Earl, A. & Stone, E. G. (1983). *A preliminary planning study for a new college*. (ERIC Document Reproduction Service No. ED 232 533).
- Sagaria, M. D. (1982). *The mobile staff: Concepts and determinants of academic administrator job change*. (ERIC Document Reproduction Service No. ED 217 800).

Sagaria, M.D. (1980). *Men and women senior administrators: A study of selected factors contributing to the perceived power of individuals in colleges and universities*. Unpublished dissertation, University Park, Pa.: The Pennsylvania State University.

Moore, K. M. & Sagaria, M. D. (1979). *Mobility and mentoring: Indications from a study of women administrators*. (ERIC Document Reproduction Service No. ED 177 975).

Toombs, W. T. & Sagaria, M. D. (1978). *Planning an information system for a small college*. (ERIC Document Reproduction Service No. ED 161 382).

Sagaria, M. D., Peterman, D. & Sellers, J. E. (1977). *The roommate starter kit*. State College, Pennsylvania, Distributor: R.S.K.

### **Selected Refereed Papers**

Danowitz, M. (2015, November). Rethinking diversity studies through a diversity management frame. Association for the Study of Higher Education (ASHE) Meeting, Denver, Colorado.

Danowitz, M. (2015, March). *Power, jobs, and bodies in the PhD experience: Becoming a gender scholar*. Comparative and International Education Society Meeting, Washington, DC.

Danowitz, M. (2014, September). *Becoming a gender scholar: A case of an innovative doctoral school*. 8<sup>th</sup> European Conference on Gender Equality and Higher Education. Vienna, Austria.

Calatrava, M del Carmen & Danowitz, M. (2014, July). *Contrasting approaches to interdisciplinarity at the doctoral level*. UK Council for Graduate Education Meeting. Dublin, Ireland.

Danowitz, M. (2013, April). *Toward an understanding of PhD experiences in communities of practice in the social sciences and technology*. American Educational Association Meeting. San Francisco.

Danowitz, M. (2011, November). *The doctoral experience as a critical research site in the study of gender and diversity in higher education*. ASHE Meeting. Charlotte, North Carolina.

Danowitz, M. (2010, June). *Gender and U.S. higher education's inclusive excellence initiative*. Gender, Work and Organizations Conference. Keele, England.

Bendl, R., Danowitz, M. & Schmidt, A. (2010, May). *The Co-evolution of new-managerialism, feminist activism and gender equality: Insights from an Austrian university*. European Academy of Management Meeting. Rome, Italy.

- Danowitz, M. & Bendl, R. (2009, August). *Gender Mainstreaming, Diversity Management and Inclusive Excellence: An analysis of today's policy frames for tomorrow's possibilities*. Sixth European Conference on Gender Equality in Higher Education, Stockholm, Sweden.
- Danowitz, M. & Hanappi-Egger, E. (2008, June). *Constructing and negotiating meanings of gender and diversity*. Management of Meaning in Organizations Conference, Poznan, Poland.
- Bendl, R., Danowitz, M. & Schmidt, A. (2008, June). *Framing institutional policy changes: The successful promotion of gender issues at the Vienna University of Economics and Business Administration*. Tenth International and Interdisciplinary Congress on Women. Madrid, Spain.
- Danowitz, M. (2007, August). *Gender equality as organizational change: Frames, challenges, and strategies in the European Union and the United States*. Fifth European Conference on Gender Equality in Higher Education, Berlin, Germany.
- Sagaria, M.D. (2005, November). *Mainstreaming and Affirmative Action in higher education European and U.S. policies and institutional responses*. Plenary session paper Association for the Study of Higher Education International Conference, Philadelphia, Pennsylvania.
- Sagaria, M.D. (2004, September). *Gender equality and university change: Toward a new research agenda*. The Annual European Higher Educational Society Meeting. Barcelona, Spain.
- Sagaria, M.D. (2003, November). *Gender equality and university change: Tensions and leverages*. Plenary session panel Association for the Study of Higher Education International Conference, Portland, Oregon.
- Sagaria, M.D. & Rychener, M.A. (2001, April). *The status of women administrators in US higher education: The movement from outsider to insider in leadership circles and in the managerial quagmire*. Politics of Gender and Education Conference, London, England.
- Sagaria, M.D. & Rhee, J. (2000, November). *Manifestations of imperialism in U.S. higher education: The construction and representation of third world students*. Association for the Study of Higher Education Meeting, Sacramento, California.
- Sagaria, M.D. & Stewart, D. (2000, September). *The status of faculty women in U.S. research universities*. Second European Conference on Gender Equity in Higher Education, Zurich, Switzerland.

- Sagaria, M.D. (1999, June). *Indonesian academic women: Wives, state servants, and teachers*. Seventh Women's International Interdisciplinary Congress on Women, Tromsø, Norway.
- Sagaria, M.D. (1998, November). *Indonesian academics: Their work and lives under changing conditions*. Association for the Study of Higher Education Meeting, Miami, Florida.
- Sagaria, M.D. (1997, July). *Reconstructing sacred rituals: The privileging and subjugating of gender and race in university administrative leadership selection*. Transformations: Thinking through Feminism International Conference, Lancaster, England.
- Sagaria, M.D. (1996, April). *The backlash against women in U.S. higher education*. Sixth International Interdisciplinary Congress on Women, Adelaide, Australia.
- Sagaria, M.D. & Burrows, J.M. (1995, November). *Higher education urban community service: Preliminary evidence from Ohio*. Association for the Study of Higher Education Meeting, Orlando, Florida.
- Sagaria, M.D. & Burrows, J.M. (1995, April). *Higher education community service: From periphery to core*. American Educational Research Association Meeting (AERA), San Francisco, California.
- Sagaria, M.D. (1993, November). *Feminisms, gender, and dilemmas: Reflections of a western feminist in Indonesia*. Annual Meeting of the Association for the Study of Higher Education, Pittsburgh, Pennsylvania.
- Sagaria, M.D. & Benedict, R. (1993, October). *Teaching women's leadership and empowerment*. Annual Meeting of the North Central Women's Studies Association, Oxford, Ohio.
- Sagaria, M.D. & Moore, K.M. (1993, February). *Women: A strategy framework and empowerment in U.S. universities*. Fifth International Interdisciplinary Congress on Women, San Jose, Costa Rica.
- Sagaria, M.D. (1992, March). *A passion for teaching: A first glance at Indonesian faculty members' careers*. Annual Meeting of the Comparative and International Education Society, Annapolis, Maryland.
- Sagaria, M.D., Pruitt, A.S. & Gagne, P. (1991, November). *Distilling the administrative selection and process: The sediments of race and gender*. Annual Meeting of the Association for the Study of Higher Education, Boston, Massachusetts.
- Johnsrud, L.K. & Sagaria, M.D. (1989, November). *Administrative promotion*. Annual Meeting of the Association for the Study of Higher Education, Atlanta, Georgia.

- Sagaria, M.D. & Johnsrud, L.K. (1988, November). *Generative Leadership: Toward a new model of leadership in the academy*. Annual Meeting of the Association for the Study of Higher Education, St. Louis, Missouri.
- Bogenschutz, M. & Sagaria, M.D. (1988, April). *Aspirations and career growth of mid-level administrators in higher education*. Annual Meeting of the American Educational Research Association, New Orleans, Louisiana.
- Sagaria, M.D. & Johnsrud, L.K. (1987, April). *Headcounts, cartograms, and constructions*. The American Educational Research Association, Washington, DC.
- Sagaria, M.D. (1986, April). *Deanship selection: Connections and consequences*. Annual Meeting of the American Educational Research Association, San Francisco, California.
- Sagaria, M.D. (1986, April). *Loosening the rungs in the administrative career ladder*. Annual Meeting of the American Educational Research Association, San Francisco, California.
- Sagaria, M.D. & Salimbene, A.M. (1986, April). *Women and minority higher education administrators: Mobility and stability motives*. April Annual Meeting of the American Educational Research Association, San Francisco, California.
- Sagaria, M.D. (1986, February). *Head counting, hill climbing, bridge crossing, and beyond: Research on middle managers' careers*. Annual Meeting of the Association for the Study of Higher Education, San Antonio, Texas.
- Sagaria, M.D. (1985, April). *The impact of equal opportunity on administrators' career mobility: Has affirmative action made a difference?* Annual Meeting of the American Educational Research Association, Chicago, Illinois.
- Tyree, L.M. & Sagaria, M.D. (1985, April). *Institutional responses to changes in a budgetary formula for instruction: Evidence from colleges and universities in Virginia*. Annual Meeting of the American Educational Research Association, Chicago, Illinois.
- Sagaria, M.D. (1984, April). *Men and women administrators and power: An application of Kanter's theory to colleges and universities*. Annual Meeting of the American Educational Research Association, New Orleans, Louisiana.
- Sagaria, M.D. & Krotseng, M.V. (1984, March). *Career experiences and the development of management skills among deans in Virginia's colleges and universities*. Virginia Social Science Association Meeting, Charlottesville, Virginia.
- Wallace, B.K. & Sagaria, M.D. (1984, April). *Faculty incentives for participation in noncredit correspondence*. Independent Study Instruction Meeting of the National University Continuing Education Association, Atlanta, Georgia.



Powell, D.L. & Sagaria, M.D. (1982, October). *The education of nurses for underserved urban areas: A first glance at the faculty role model influence in predominantly black colleges*. The American Nurses Association Conference, San Francisco, California.

Sagaria, M.D. & Sagaria, S.D. (1982, March). *Learning and attitude changes resulting from portrayal of men and women in male and female dominated activities using verbal and illustrated formats*. Annual Meeting of the American Educational Research Association, New York, New York.

Sagaria, M.D. & Crossland, S.A. (1982, March). *Against the odds: An analysis of theories of adult motivation for learning relative to low-income women*. Annual Meeting of the American Educational Research Association, New York, New York.

Sagaria, M.D. & Moore, K.M. (1981, April). *Academic administrator mobility: An efficiency motivation perspective*. Annual Meeting of the American Educational Research Association, Los Angeles, California.

Sagaria, M.D. (1981, March). *The organizational structuring of power: Men and women administrators in colleges and universities*. Virginia Social Science Association Meeting, Virginia Beach, Virginia.

### **Selected Presentations**

- 2017, October      *Diversity issues in U.S. universities: Recent and future developments*. Vienna University of Business and Economics, Vienna, Austria.
- 2014, November    *International and transnational higher education: Developments and opportunities*. Rutgers University, New Brunswick, N. J.
- 2013, April        *Centrifugal and centripetal models of doctoral organizations in Europe*. University of Jyväskylä, Jyväskylä, Finland.
- 2012, October     *Gender and academic careers: Advancing change in higher education*. Copenhagen Business School, Copenhagen, Denmark.
- 2011, October     *Transforming universities towards inclusivity and gender equality: Lessons from US Good Practices*. Hungarian Science and Technology Fund, Budapest, Hungary.
- 2011, February    *Teaching and researching as an American international academic*. Austrian-American Fulbright Commission, Vienna, Austria.

- 2010, April *Global higher education issues: Perspectives of a US academic expatriate in Europe.* Department of Educational Leadership and Policy Studies, Iowa State University, Ames, Iowa.
- 2009, May *Women leading across cultures.* Simmons College-Vienna University of Economics and Business Women's Leadership Seminar, Vienna, Austria.
- 2009, February *Gender mainstreaming, diversity management and inclusive excellence: An analysis of convergence and divergence.* Invited paper. GenderChange in Academia: Remapping the fields of work, knowledge and politics from a gender perspective International Conference, Göttingen, Germany.
- 2008, December Keynote address. *Gender equality as university innovation.* Constance University, Constance, Germany.
- 2008, September *Managing gender and diversity in organizations.* The Future International Manager Seminar of the Community of European Management Schools. Balatonszemes, Hungary.
- 2008, May *Gender equality as university change: Frames, challenges and strategies towards inclusive excellence.* Keynote address. Georg-August- University of Göttingen, Göttingen, Germany.
- 2008, February *Observations and reflections on Austrian and U.S. higher education: Similarities and differences.* Austrian-American Fulbright Commission, Vienna, Austria.
- 2007, November *Teaching and learning in the United States.* Invited lecture. Kirchliche Pädagogische Hochschule, Vienna, Austria.
- 2007, August *Quality ratings: Wisdom and warnings for graduate program choice.* Austrian-American Fulbright Commission, Vienna, Austria.
- 2007, May *Observations and insights from collaborative and comparative research on gender equality.* Helsinki Collegium for Advanced Studies. Helsinki University, Helsinki, Finland.
- 2005, July *Why US universities must internationalize.* Summer Institute Women in Higher Education. Bryn Mawr College, Bryn Mawr, Pennsylvania.

- 2002, September *Gender equity, national policies, and institutional responses: Comparing Europe and the US.* Symposium presentation. The Annual Conference of the Consortium of Higher Education Researchers. Vienna, Austria.
- 2002, September *Gender equity, national policies, and institutional responses: Comparing Europe and the US.* Symposium presentation. The Annual European Higher Education Society Meeting. Prague, The Czech Republic.
- 2002, April *University leadership in the contemporary context of globalization.* Invited Lecture, University Teknologi Malaysia, Johor Baruh, Malaysia.
- 2000, November *Engaging as a scholar in global higher education.* Annual Meeting of the Association for the Study of Higher Education, Sacramento, California.
- 2000, January *Tourist, imperialist, or intimate collaborator: Being an international woman in higher education.* Plenary address, International Conference on Women in Higher Education sponsored by the National Association of Women in Education, New Orleans, Louisiana.
- 1999, November *Women administrators: Their positions and new positioning.* Annual Meeting of the Association for the Study of Higher Education, San Antonio, Texas. With E. Allan.
- 1998, October *Inclusion and exclusion in U.S. higher education administrative career advances.* American Council on Education—British Higher Education Room at the Top Women’s Program. Invited seminar presenter to 30 British female vice-chancellors and U.S. higher education leaders. Washington, D.C.
- 1998, July *Cross-cultural professionalism: Preliminary insights from the Lancaster University-The Ohio State University Higher Education Internship Program.* Paper presented at the British Universities Transatlantic Exchange Conference, Plymouth, England.
- 1997, September *Reshaping and recharging advocacy for women: planted questions and germinating answers.* Being an effective advocate in a learning community conference. Perrysburg, Ohio.
- 1996, February *Engendering leadership in women.* National Association of Student Personnel Administrators IVE Region. Indianapolis, Indiana. With A. Dowhower.

- 1993, May *A wholistic case study approach to Education.* Department of Educational Administration. Michigan State University, East Lansing, Michigan.
- 1992, October *Reflecting the academy through the eyes and voices of women.* Annual Meeting of the Association for the Study of Higher Education. Minneapolis, Minnesota.
- 1991, July *Getting the best: Hiring in pluralistic organizations.* National Institute of Education, Singapore.
- 1991, June *Student experiences in American colleges and universities.* Invited Lecturer, University of Mataram, Lombok, Indonesia.
- 1991, May *Graduate education in the U.S.: Quality indicators and issues.* Hassanuddin University, Ujung Padang, South Sulawesi, Indonesia.
- 1991, June *Higher education in the U.S.* The American Cultural Center, Jakarta, Indonesia.
- 1991, June *Enhancing student success in higher education: Models and research from the U.S.* Invited Lecture IKIP Jakarta, Jakarta, Indonesia.
- 1991, June *Faculty vitality in Indonesia teacher training institutes: Preliminary observations.* Invited Seminar IKIP Malang, Malang, Indonesia.  
1991, May *Issues in U.S. higher education.* Invited Lecture IKIP Ujung Pandang, South Sulawesi, Indonesia.
- 1991, April. *Academic women in U.S. research universities.* Feminist Discussion Group. Perth, Australia.
- 1991, February *Leadership for curricular change: Evidence from tertiary institutions.* I.K.I.P. Medan, North Sumatra, Indonesia.
- 1991, February *Administrative issues and problems in U.S. education.* I.K.I.P. Padang, South Sumatra, Indonesia.
- 1990, November. *Implementing equal opportunity: Lessons from organizational change theory.* Edith Cowan University, Perth, Australia.
- 1990, November. *Institutional planning and research: Models and practices.* I.K.I.P. Yogyakarta, Central Java, Indonesia.
- 1990, November *Education in the United States: Prospects and warning signals.* Keynote Speech, Education in Developed Nations Conference. Yogyakarta, Central Java, Indonesia.

- 1988, July *Higher education in the year 2000.* Keynote Speech, Admissions Counselors Summer Institute, Wooster, Ohio.
- 1988, June *The artist and her quilt or the administrator and her career.* The Summer Institute for Women in Higher Education Bryn Mawr College, Bryn Mawr, Pennsylvania.
- 1988, March *Excessive academic hazing: The experience of junior faculty women and minorities.* Annual Meeting of the National Association for Women Deans, Administrators, and Counselors. Pittsburgh, Pennsylvania. With S.A. Blanshan.
- 1988, March *Developing women students' leadership: Assessing our efforts.* Annual Meeting of the National Association for Women Deans, Administrators, and Counselors. Pittsburgh, Pennsylvania. With L.L. Koogle.
- 1986, July *Career advancement: Patterns, practices and possibilities.* Summer Institute for Women in Higher Education Bryn Mawr College, Bryn Mawr, Pennsylvania.
- 1985, October *Administrative job hopping in higher education: Is out the way up for women?* Women Studies Colloquium. The Ohio State University, Columbus, Ohio.
- 1985, July *Musical chairs as career advancement: The experiences of women and men administrators.* Summer Institute for Women in Higher Education. Bryn Mawr College, Bryn Mawr, Pennsylvania.
- 1985, April *Analyzing your work setting.* Annual Meeting of the National Association for Women Deans, Administrators, and Counselors. Milwaukee, Wisconsin. With G.B. Hadley.
- 1983, April *Academic women and the second struggle.* Keynote Speech for the Celebration of Ten Years of Feminism at Old Dominion University, Norfolk, Virginia.
- 1982, April *Demystifying research.* Annual Meeting of the National Association for Women Deans, Administrators, and Counselors, Indianapolis, Indiana. With B. Stonewater.
- 1982, April *Women in graduate school.* Annual Meeting of the National Association for Women Deans, Administrators, and Counselors. Indianapolis, Indiana.

- 1981, July *Moving or stuck? Career maps and strategies.* American College Personnel Association, Commission III Symposium. Richmond, Virginia.
- 1978, August *Developing interpersonal relationships in residence hall communities.* Association of College and University Housing Officers Conference. Lexington, Kentucky.
- 1978, June *Student adjustment to large universities: Orientation philosophies and practices.* Pennsylvania Association of College Admission Counselors Conference. Hershey, Pennsylvania.
- 1978, April *Optimizing women's leadership skills: A model for developing leadership training programs.* National Association for Women Deans, Administrators, and Counselors. Detroit, Michigan. With L. Sandmeyer.
- 1975, August *Assessing student interests: A beginning for educational programming.* Annual Conference of the National Association for Women Deans, Administrators, and Counselors. Philadelphia, Pennsylvania. With S.D. Sagaria.

## **Research, Teaching and Service**

### **Editing and Ad-Hoc Review Work**

Editorial Board Member, *Business and Finance*, 2011- 2015

Editorial Board Member, *American Educational Research Journal*, 1992-1998

Editorial Board Member, *Review of Higher Education*, 1994-1999

Editorial Board Member, *NWSA National Women's Studies Association Journal*, 1998-2000

Editor-in-Chief, *Association for the Study of Higher Education Readers*, 1989-1990

Editorial Board Member, *National Association of Student Personnel Administrators*

*Monograph Series, 1986-1988*

Editorial Board Member, *Journal of the National Association for Women Deans,*

*Administrators, and Counselors*, 1984-1987

Reviewer, *Educational Policy*

Reviewer, *Journal of Higher Education*

Reviewer, *Review of Higher Education*

Reviewer, *Higher Education*

Reviewer, *Gender, Work and Organization* Reviewer, *Journal of Organizational Change*

Reviewer, *British Journal of Management*

Reviewer, *Academy of Management Learning and Education*  
Reviewer, *NWSA National Women's Studies Association Journal* Reviewer,

*ASHE-ERIC Higher Education Reports*

Reviewer, Emerald Publishing House  
Reviewer, Johns Hopkins University Press  
Reviewer, Lexington Books  
Reviewer, Palgrave McMillan  
Reviewer, State University of New York Press  
Reviewer, Teachers College Press  
Reviewer, Routledge Books

### **External Faculty Personnel Evaluator**

Teachers College, Columbia University  
University of Hawaii  
University of Kansas  
University of Michigan

### **Boards and Leadership to the Profession**

NORDFORSK (Nordic Council of Ministers Organization that funds and facilitates Nordic cooperation in research) Scientific Advisor Panel on Gender and Diversity, Chair, 2018-2021

Global Alliance in Management Education (CEMS), Academic Member, 2008 - 2012

Association for the Study of Higher Education International Council, Chair, 2005 - 2006

Fulbright Program, Education Discipline Advisory Committee for Scholar Awards World-wide, Reviewer, 1992 - 1994; Chair, 1996, Senior Specialist Program for Education, Reviewer, 2004-2005; Regional Panel Reviewer, 2013 - 15

Spencer Foundation Large Grant Program, Reviewer, 2001

Corporation for National and Community Service Grant Panel, Reviewer 1994, 1996

American Educational Research Association, Doctoral Education SIG 168, Chair Outstanding Dissertation Award Committee, 2011; Division J, Executive Board, 1986 - 1988; National Conference, Vice Chair, 1983; Program Advisory Committee 1984, 1985; Reviewer, 1982, 1989; 1993, 1999 - 2004; Nominating Committee, 1983; Chair, Awards Committee, 1985

Association for the Study of Higher Education, Board of Directors, 1986 - 1988; Nominating Committee, 1983, 1993; 1999; Reviewer 1984, 1985, 1988, 1990, 1993, 1994-2006; Chair, Long Range Planning Committee, 1986; Chair, Conference Selection Committee, 1988; Chair, Budget Committee, 1988

Committee on Institutional Cooperation Academic Leadership Program, Coordinating Committee, Consultant, 1989 - 1990

Cooperative Institutional Research Program (American Council on Education and Higher Education Research Institute), Advisory Committee Member, 1986 - 1988  
Council for the Advancement of Standards for Student Services/Development Programs, 1981 - 1984

National Association for Higher Education Management Systems (NCHEMS) Advisory Board, 1983 - 1986

National Association of Student Personnel Administrators Conference Planning Committee, 1986

American Council on Education National Identification Project for the Advancement of Women in Higher Education, Virginia Planning Committee, 1982 - 1983

National Association for Women Deans, Administrators and Counselors Conference, Chair - Research Sessions, 1980; Member, Professional Employment Practices, 1984 - 1988

## **Teaching Experience**

I have taught a variety of courses including:

- Administration of Higher Education
- Administration, Organization and Governance in Higher Education
- Case Studies in Higher Education
- College Students
- Colleges and Universities as Workplaces
- Current Issues in Higher Education
- Dissertation Designs
- Diversity Management
- Ethical Leadership
- Excellence Serving Students
- Feminist Perspectives on Women in Education
- Feminist Theories and Organizational Excellence
- Gender and Diversity in the Workplace
- Gender and Education



- Internationalization of Higher Education
- Organizational Change
- Policy Analysis
- Practicum in Higher Education
- Research in Higher Education
- Social, Political and Economic Contexts of Higher Education
- Strategic Problem Solving in Higher Education
- Women: Leadership and Empowerment
- Women in Higher Education Globally
- Writing for Publication
- Writing and Teaching Case Studies

### **Completed Dissertation as Major Advisor at the Technical University of Vienna**

Calatrava Moreno, M. (2016). *Doctoral intersciplinarity. A multimethod analysis based on bibliometrics and empirical approaches.* (Co-advisor H Werthner).

### **Completed Dissertation as Major Advisor at the University of Denver**

Brocker, J. (2007). *Involving faculty in assessment activities associated with AACSB assurance of learning standards.*

Katungwensi, S. (2006). *Academic staff members' lived experiences of academic freedom at Makerere University, Kampala.*

Quereshi, A. (2006). *Improving teaching effectiveness: The influence of workshops at King Abdullazis University.*

Wendover, W. (2006). *Roles negotiated and transitions navigated: Challenges and success strategies of mid-life women in doctoral programs.*

Lancaster, L. (2005). *Weaving a fabric of shared resources: Effective collaboration between higher education and business.*

### **Completed Dissertations as Major Advisor at The Ohio State University**

Adams, C. (2003). *Allocation of funds at the service academies: Trends in the ratios of instructional to administrative expenditures 1976-1995.*

De Long, A. (2003). *Parents of first-generation college students: Their perceptions on the importance of college.*

- Rhee, J. (2002). *Globalization, education and identity: A critical auto/ethnography of traveling Korean (descendent) women in U.S. higher education*. (Co-advisor P. Lather).
- Andre, R. (2001). *Beyond bride rules and panty raids: Discourses of femininity, heterosexuality, and feminism in OSU student residence policies for women, 1960-1975*.
- Alexandar-Starr, M. (2000). *Youth-in-the-states: The Myskoke Indian nation's nineteenth century higher education program*.
- Dowhower, A. L. (2000). *The experiences of female athletes at a women's college and a coed college*.
- Hogan, C. P. (2000). *Dual career faculty couple hiring in baccalaureate I colleges*.
- Allan, E. J. (1999). *Constructing women's status: Policy discourses of university women's commission reports*. (Co-advisor P. Lather).
- Burrows, J. M. (1998). *Negotiating institutional identity: Faculty members' academic and religious interpretations of a catholic liberal arts college*.
- Treyens, C. C. (1997). *Framing analysis, the news media and the evolution of higher education policy issues*. (Co-advisor G.M. Kosick).
- Lennon, K. J. (1996). *The influence of mentoring relationships on socialization in the faculty role*.
- Koogle, L. L. (1995). *Curriculum work as identity and direction: Lessons and insights from Hood College*.
- Hale, K. M. (1995). *Social and professional border lines: The experiences of African-American and white pharmacy students at a predominately black and a predominately white institution*.
- Dickens, C. S. (1994). *Feminism, scholarship, and collaboration: Intersecting commitments in the lives of women faculty*.
- Fullerton, N. J. (1993). *Women in secretarial positions: The process of mobility and the nature of work in an academic setting*.
- Hanniford, B.E. (1993). *The impact of work and family roles on associate or baccalaureate degree completion among students in early adulthood*.

Dougherty, M.A. (1992). *The college president as poet, prophet, and provisioner: An interpretive study of the charisma of mercy as instantiated in the leadership styles of five college presidents.*

WoodBrooks, C.M. (1991). *The construction of identity through the presentation of self: Black women candidates interviewing for administrative positions at a research university.* (Co-advisor P. Lather).

Fitzgerald, M.P. (1990). *The career patterns of male and female NCAA division I, II, and III athletic directors.* (Co-advisor B. Nelson).

Travis, L. L. (1989). *Selected dimensions of organizational effectiveness as perceived by administrative leaders of nursing programs in colleges and universities.*

Johnsrud, L.K. (1988). *Gender and promotion: An application of the resource perspective to administrative mobility in a higher education organization.*

### **Completed Dissertations as Major Advisor at The College of William and Mary**

Tyree, M.L. (1984). *Changes in the student-faculty ratio used in the budget formula for Virginia's colleges and universities on instructional costs per student: Institutional complexity and financial stability.*

Pratt, A.M. (1984). *Making curricular changes at the College of William and Mary in Virginia.*

Powell, D.L. (1983). *The influence of nursing faculty role models in predominantly black colleges on students' professional practice expectations.*

### **Grants**

John M. Belk Endowment. Envisioning Excellence for Community College Leadership. (2015-2016).

Austrian Science Fund. New-styles of doctoral studies under the Bologna process: Gender and interactive integration (2011-2013).

Vienna University of Economics and Business Administration, Planning grant to develop a multi-year study of gender and early career scientists in Austria (2008).

International Small Grants, University of Denver (2004A and 2005B). A-To further research collaboration in Europe. B-To assist in internationalizing the curriculum.

Coca Cola Critical Difference Program for Women, The Ohio State University (2003).  
Office of International Education, The Ohio State University (2003).

College of Education, The Ohio State University (2002) For research on gender equality and diversity in the European Union.

College of Education, The Ohio State University (1996). Research travel grant to Australia.

International Studies Center, The Ohio State University (1996). To develop a study abroad program in England.

Ohio Board of Regents (1994). To study higher education community service partnerships in Ohio's urbanized areas.

Midwestern Higher Education Commission (1994). To study women in higher education in eight states.

Spencer Foundation (1994). To study Indonesian academics: Their work and lives within contexts of tradition and change.

College of Education, The Ohio State University (1992). To study faculty lives in Indonesia.

American Indonesian Exchange Foundation Travel Grant (1990-1991). For lectures in Indonesian universities.

University Small Grant and College of Education Grant The Ohio State University (1989). To study faculty vitality in teacher training institutes in Indonesia.

University Affirmative Action Grant The Ohio State University (1989). To study recruitment of minorities and women into administration. With A.S. Pruitt.

University Seed Grant The Ohio State University (1986). To study administrative career mobility within a large university.

Affirmative Action Grant, The Ohio State University (1985). To study the impact of internal promotions of administrative and professional staff on women and minorities.

Affirmative Action Grant, The Ohio State University (1985). To study the career experiences of junior faculty women, (Co-investigator).

Spencer Foundation Young Scholars Grant (1984). To study the impact of affirmative action on the careers of higher education administrators.

Center for Women's Studies Grant The Ohio State University (1984). To study the gender structuring of academic administrators' careers in a period of equal opportunity.

Spencer Foundation Young Scholars Grant (1984). To study career experiences and the development of managerial skills of academic deans.

Faculty Research Grant Award, The College of William and Mary (1983). To study the relationship between management skills and career experiences of college and university and administrators.

Faculty Research Grant Award, The College of William and Mary (1981). For a pilot study of administrators in Virginia colleges and universities.

Faculty Research Grant Award, The College of William and Mary (1981). To study equity in higher education.

## **Leadership**

### **North Carolina State University**

Vice-Chancellor and University General Counsel Nomination Committee  
Dean of the Graduate School Nomination Committee  
European Center in Prague Advisory Committee  
University, Tuition Advisory Committee  
University Diversity Advisory Committee  
Park Scholarship Selection Committee  
University Oversight Committee of the COACHE faculty survey  
Strategic Transformational Leadership Program  
Developing Diverse Departments Climate Project

### **Denver University**

Office of Internationalization and Programs Advisory Board

### **Denver University College of Education**

Appointments, Tenure, and Promotion Committee (Chair)  
Program Planning and Review Committee  
Ad hoc Working Group on Diversity  
Ad hoc Committee on Financial Aid Liaison to develop collaboration between the College of Education and the Graduate School of International Studies

## **The Ohio State University**

University Faculty Senator for the College of Education  
University Committee on Faculty Benefits and Compensation  
University Subcommittee on Faculty Salaries  
University Committee on Academic Freedom and Responsibility University  
Academic and Scientific Misconduct Committee  
Committee to establish an interdisciplinary undergraduate minor in leadership studies  
Fulbright Awards Committee University Committee to develop an innovative teacher  
education program  
Ruth Mount Stewardship Committee  
Critical Differences for Women Committee  
Women's Student Services and Rape Education and Prevention Program Advisory Board  
Women's Studies Grants Reviewer

## **The Ohio State University College of Education**

Dean's Council International Committee  
Multicultural Committee Co-chair  
Scholarship and Awards Committees Chair  
Tenure and Promotion Committee  
Graduate Studies Committee  
Gender and Education Specialization Founding Coordinator and Chairperson  
Various Search Committees

## **Various Civic Organizations**

Academic Affairs Committee for Mount Carmel College of Nursing Board of Trustees  
Ohio Poverty Research Advisory Group  
Ohio Governor's Community Service Commission, Committee on Evaluation Proposal  
Ministry of Education and Culture, Directorate General of Higher Education,  
Government of Indonesia Reviewer  
Hurricane Relief Medical Brigade Member with Caritas/Dominican Sisters, Honduras  
Forewoman, Second-degree murder trial, Denver, Colorado