

## **CURRICULUM VITAE**

**ADRIANNA J. KEZAR**  
**Professor**  
**Rossier School of Education**

### **PERSONAL INFORMATION**

#### **Contact Information**

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Los Angeles, CA 90089

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#### **Educational Background**

Ph.D., Education, University of Michigan  
M.A., Education, University of Michigan  
B.A., Art History, University of California, Los Angeles

#### **Employment Background**

Professor, University of Southern California Rossier School of Education Co-Director, Pullias Center for Higher Education	2012-present
Associate Professor, University of Southern California Rossier School of Education Associate Director, Center for Higher Education Policy Analysis Chair, Higher Education	2003-2012
Assistant Professor, University of Maryland Department of Educational Policy and Leadership	2001-2003
Assistant Professor, The George Washington University Director, ERIC Clearinghouse on Higher Education Department of Educational Leadership	1996-2001
Coordinator for Assessment, University of Michigan Center for Research on Learning and Teaching	1993-1995
Student Affairs Associate, University of Michigan Office of the Vice President for Student Affairs	1992-1996

## CURRENT MAJOR LEADERSHIP ROLES

Co-Director, Pullias Center for Higher Education  
Director, The Delphi Project on the Changing Faculty and Student Success in partnership with  
The Association of American Colleges and Universities  
Vice President, American Educational Research Association  
Commissioner, Western Association of Schools and Colleges  
Principal Investigator, *The TSLC Scholars Program: A mixed methods study of a comprehensive college transition and success program for low income students* (Buffett Foundation)  
Lead Fellow, TIAA-CREF Research Institute  
Editor, Stylus Book Series on faculty  
*For consulting/ evaluation work – please see section at end of vita*

## SELECT MEDIA MENTIONS AND BLOGGING

New York Times, Wall Street Journal, USA Today, The Atlantic, Boston Globe, Washington Post, PBS, NPR (national and local stations), WHYY Radio, Al-Jazeera, Chronicle of Higher Education, Inside Higher Education, University Business, Minnesota Star Tribune, Pittsburgh Business Times, Boston Public Radio, San Francisco Public Radio, Cleveland Plain Dealer, Ohio Public Radio

Blog for: the TIAA-CREF Research Institute, Pullias Center's 21<sup>st</sup> Century Scholars; AERA-J –A Community of Scholars; Student Affairs Feminists -- on trends in the changing faculty, leadership, and trends in research

## RESEARCH AND SCHOLARLY ACTIVITIES

**Research focus:** Dr. Kezar's research agenda explores the *change process* in higher education institutions and the *role of leadership* in creating change (see <http://www.usc.edu/dept/chepa/kezar/>). She regularly speaks at conferences, seminars, and workshops to help higher education leaders tackle the key challenges of changing demographics and diversity, student success, student outcomes assessment, and STEM reform and ways campuses can be more effective through collaboration/partnerships, robust shared governance, communities of practice, organizational learning, and shared leadership. She is one of the foremost experts internationally on *contingent or non-tenure track faculty* (see [www.thechangingfaculty.org](http://www.thechangingfaculty.org)). She has published 18 books/monographs, over 100 peer reviewed journal articles, and over a 100 book chapters and reports. She has acquired approximately \$13 million dollars in grant funding and has worked on grant-funded projects totaling approximately \$26 million dollars. She has been cited in the scholarly literature over 5200 times.

### Books

Kezar, A. & Maxey, D. (forthcoming 2016). *The Faculty for the 21<sup>st</sup> century: Moving to a mission-oriented and learner-centered faculty model*. New Jersey: Rutgers Press.

Kezar, A. (2013). *How colleges change*. New York: Routledge.

Kezar, A. (Ed.). (2012). *Embracing non-tenure track faculty: Changing campuses for the new*

*faculty majority*. New York: Routledge.

- Kezar, A. & Lester, J. (2011). *Enhancing campus capacity for leadership: An Examination of grassroots leaders*. Stanford Press.
- Kezar, A. (Ed.). (2010). *Recognizing and serving low-income students in postsecondary education: An examination of institutional policies, practices, and culture*. New York: Routledge.
- Kezar, A & Lester, J. (2009). *Organizing for collaboration in higher education: A guide for campus leaders*. Jossey-Bass Press.
- Kezar, A. (Ed.). (2009). *Rethinking leadership practices in a complex, multicultural and global environment*. Stylus Press.
- Kezar, A., Chambers, T., & Burkhardt, J. (Eds.). (2005). *Higher education for the public good: Emerging voices from a national movement*. San Francisco: Jossey-Bass.
- Eckel, P., & Kezar, A. (2003). *Taking the reins: Institutional transformation in higher education*. Phoenix, AZ: ACE-ORYX Press.

### **Monographs**

- Bernstein, S. & Kezar, A. (forthcoming 2016). *Intellectual property, faculty rights, and the public good*. *New Directions for Higher Education*. Number. San Francisco: Jossey-Bass.
- Kezar, A. & Sam. C. (2010). *Understanding the new majority: Contingent faculty in higher education*. Volume II. ASHE Higher Education Report Series. San Francisco: Jossey Bass.
- Kezar, A. & Sam. C. (2010). *Understanding the new majority: Contingent faculty in higher education*. Volume. I ASHE Higher Education Report Series. San Francisco: Jossey Bass.
- Kezar, A., & Carducci, R & Contreras-McGavin, M. (2006). *Rethinking the “L” word in higher education: The revolution of research on leadership*. San Francisco: Jossey-Bass.
- Kezar, A. (Ed.). (2005). Higher education as a learning organization: Promising concepts and approaches. *New Directions for Higher Education*. Number 131/Fall. San Francisco: Jossey-Bass.
- Kezar, A., Hirsch, D., & Burack, K. (Eds.). (2002). *Understanding the role of academic and student affairs collaboration in creating a successful learning environment*. *New Directions for Higher Education*. Number 116/Winter. San Francisco: Jossey-Bass.
- Kezar, A. (2001). *Understanding and facilitating organizational change in the 21<sup>st</sup> Century: Recent research and conceptualizations*. Washington, D.C.: ASHE-ERIC Higher Education Reports.

Kezar, A., & Eckel, P. (Eds.). (2000). *Moving beyond the gap between research and practice in higher education. New Directions for Higher Education*. Number 110/Summer. San Francisco: Jossey-Bass.

Toma, D., & Kezar, A. (Eds.). (1999). *The collegiate ideal: The current state and future prospects of the idea of campus. New Directions for Higher Education*. Number 105/Spring. San Francisco: Jossey-Bass.

## Contracts and Grants

Principal investigator, Disseminating tools for creating a new faculty model. (2016-2018). Teagle Foundation, \$25,000. Disseminate tools for new faculty models.

Principal investigator, Tools for creating a new faculty model. (2016-2017). Spencer Foundation, \$25,000. Create tools for administrators and faculty to help guide discussions and task forces on new faculty models.

Principal investigator, The TSLC Scholars Program: A mixed methods study of a comprehensive college transition and success program for low-income students. Buffett Foundation, \$6.3 million. Mixed methods study of the impact of a comprehensive student transition and success program for low income students.

Principal investigator, The TSLC Scholars Program: A mixed methods study of a comprehensive college transition and success program for low income students. Buffett Foundation, \$500,000. Planning for a mixed methods study of the impact of the program on student affect and cognitive outcomes.

Principal investigator, Association of American Universities – Transforming Undergraduate STEM reform, (2014-2017). National Science Foundation, \$400,000. Mixed methods study of AAU’s ability to scale STEM pedagogical reform at AAU campuses.

Principal investigator, Delphi Project on New Faculty models, (2014-2015), TIAA-CREF Research Institute, \$70,000, Study to understand stakeholder’s views of new faculty model in higher education.

Principal investigator, California State University STEM collaboratives, (2014-2017). Helmsley Trust, \$400,000. Mixed methods study of undergraduate STEM reform directed at student success.

Principal investigator, Achieving scale for STEM reform: Studying and enhancing undergraduate STEM communities of practice/networks, (2013-2016). National Science Foundation, \$600,000. Mixed methods study of large scale communities of practice for faculty to adopt and scale new pedagogical practices in STEM courses.

Co- Principal investigator (with Project Kaleidoscope), Facilitating institutional transformation for STEM undergraduate reform. (2012-1014). Keck Foundation. \$250,000. Develop an instrument that helps campuses undergo an organizational learning process to facilitate

institutional transformation aiming to make undergraduate STEM education more engaging, active, interdisciplinary, and outcomes based.

Principal investigator, Delphi study of non-tenure track faculty in higher education. (2011-2013). Spencer Foundation, \$30,000. Delphi study of national experts on the issue of how colleges can address the rise of non-tenure track faculty and consider new faculty models.

Principal investigator, Delphi study of non-tenure track faculty in higher education. (2011-2013). Carnegie Foundation, \$30,000. Delphi study of national experts on the issue of how colleges can address the rise of non-tenure track faculty and consider new faculty models.

Principal investigator, Delphi study of non-tenure track faculty in higher education. (2011-2013). Teagle Foundation, \$30,000. Delphi study of national experts on the issue of how colleges can address the rise of non-tenure track faculty and consider new faculty models.

Principal investigator, Understanding policies and practices that support non-tenure track faculty and lead to a quality learning environment. (2011-2012), Haynes Foundation, \$12,000. Funded to conduct case study of the policies and practices that increase the efficacy and potential for non-tenure track faculty to perform and create a quality teaching environment.

Principal investigator, Individual development accounts: Paving a new road to access in higher education, (2006-2009), Lumina Foundation, \$530,000. Funded to study the expansion of the federal policy on individual development accounts and their use in higher education. Study involved interviews, focus groups, and case studies of IDAs nonprofit agencies and postsecondary institutions.

Co-principal Investigator, Kauffman Scholars Program, (2005-2006), Kauffman Foundation, \$250,000. Funded to conduct a set of studies of early intervention for college programs to inform the development and evaluation of the Kauffman Scholars Program.

Contractor, Presidents and Diversity Agendas, (2004-2005), American Council on Education, \$175,000. Research study of college presidents and their work to create, implement and sustain a diversity agenda at different types of higher education institutions.

Contractor, Challenges for Shared Governance, (2003-2005), Center for Higher Education Policy Analysis, Atlantic Philanthropies, \$1,200,000. Study examined the selection criteria for public governing boards as well as conditions that improve the performance.

Contractor, Building Organizational Capacity, (2003-2005), National Association for University Business Officers, FIPSE. \$475,000. Case study project to examine elements of colleges and universities that help them build capacity for sustained growth and meeting their mission.

Contractor, Documenting Effective Educational Practices, (2002-2004), National Survey of Student Engagement (NSSE), Indiana University, Lumina Foundation, \$2,000,000. A case study documenting effective educational practices at 20 institutions across the country that scored high on the national survey of student engagement.

Contractor, NSSE Roundtables, (2002-2003), American Association for Higher Education, Lumina Foundation, \$150,000. This national focus group study examines how external and internal policymakers use NSSE data to create policies and affect practice.

Principal investigator, Improving Governance in American Colleges and Universities, (2001-2002), University of Maryland, \$10,000. This study examined the dilemmas facing governance including the growth of part-time and contract faculty, the increased application of corporate approaches, and the need to respond to external challenges and forces. It identifies approaches to maintain diverse voices in policymaking/governance.

Principal Investigator, Academic and Student Affairs Collaboration, (2000), Department of Education: Office of Educational Research and Improvement, \$10,000. Funded to conduct national survey.

Contractor, Institutional Transformation in Higher Education, (1997-2000), American Council on Education, Kellogg Foundation, \$1,200,000. Funded to conduct case study research on 20 institutions nationally that had undergone institutional transformation.

Principal Investigator, ERIC Clearinghouse on Higher Education, (1999-2001), Department of Education: Office of Educational Research and Improvement, \$2,250,000. Funded to develop a national database of higher education literature resources, edit a publication series, answer education related questions, and develop and maintain a website of educational resources.

Principal Investigator, Special Project on Education Literature and Internet Resources, (1999), Department of Education: Office of Educational Research and Improvement, \$30,000. Funded to develop metatags and concept maps for higher education websites and resources.

Principal Investigator, Special Project on the Quality and Content of the Higher Education Literature, (1998), Department of Education: Office of Educational Research and Improvement, \$15,000. Funded to conduct focus groups.

Co-principal Investigator, ERIC Clearinghouse on Higher Education, (1993-1998), Department of Education: Office of Educational Research and Improvement, \$2,000,000. Funded to develop a national database of higher education literature resources, edit a publication series, answer education related questions, and develop and maintain a website of educational resources.

## **Articles in Refereed Journals**

### *Articles in peer reviewed journals*

Kezar, A. & Gehrke, S. (in review). Communities of transformation: Creating changes to deeply entrenched issues. *International Journal of Qualitative Education Research*.

Kezar, A. & Gehrke, S. (in review). Strategies for achieving scale within communities of practice aimed at pedagogical reform in higher education. *Journal of Reform in STEM Education*.

Bernstein, S. & Kezar, A. (in review). Identifying and Overcoming Challenges in STEM Reform: A Study of Four Faculty STEM Reform Communities. *Innovative Higher Education*.

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- Lester, J., Kezar, A. & Bernstein, S. (in review). Leadership within communities of practice: Strategies for distributing leadership and challenges. *Journal of Leadership Studies*.
- Gehrke, S. & Kezar, A. (in review). The roles of STEM faculty communities of practice in institutional and departmental reform in higher education. *AERA Journal*.
- Gehrke, S. & Kezar, A. (in review). Perceived individual benefits related to STEM Reform associated with engagement in and design of undergraduate faculty communities of practice. *Research in Higher Education*.
- Elrod, S. & Kezar, A. (in review). The Keck/PKAL Scientific Framework for strategic change in STEM education. *Change*.
- Kezar, A. & Gehrke, S. (in press). Lasting STEM reform: Sustaining non-organizationally located communities of practice focused on STEM reform. *Journal of Higher Education*.
- Kezar, A. Gehrke, S., & Bernstein, S. (in press). Designing for success in STEM communities of practice: Philosophy and personal interactions. *Review of Higher Education*.
- Gehrke, S. & Kezar, A. (in press). The benefits of STEM reform through communities of transformation. *Change*.
- Kezar, A. & Gehrke, S. (in press). Exploring deans' decision-making process in hiring at four-year institutions: Exploring a model of pressures, values, and organizational processes. *Journal of Higher Education*.
- Kezar, A. & Holcombe, E. (2015). The professoriate reconsidered. *Academe*. American Association for University Professors: Washington, DC:
- Kezar, A., Gehrke, S., & Elrod, S. (2015). Implicit theories of change: Hidden barriers to change on college campuses. *Review of Higher Education*.
- Maxey, D. & Kezar, A. (2015). Improving education research through the Delphi method. *Education Policy*. June 1, 2015, doi: 10.1177/0895904815586856
- Gehrke, S. & Kezar, A. (2015). Unbundling the faculty role: A historical, theoretical and empirical review. In *Higher Education: Handbook of Theory and Research* (pp. 93-150). Springer International Publishing.
- Kezar, A. & Maxey, D. (2015). Delphi Process: An untapped form of participatory research. *Journal of Social Science Research Methods*, 1-18.
- Maxey, D. & Kezar, A (2015). Understanding the shift to a largely non-tenure track faculty. *Journal of Higher Education*, 86(4), 564-594.
- Kezar, A. & Maxey, D. (2014). Faculty matter: So why doesn't anyone think so? *Thought and Action*, 30, 29-44.
- Kezar, A & Maxey, D. (2014). Understanding Key Stakeholder Belief Systems or Institutional

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- Logics Related to Non-Tenure-Track Faculty and the Changing Professoriate. *Teacher's College Record*. 116(10), on-line so no page numbers.
- Kezar, A., & Maxey, D. (2014). Troubling ethical lapses: The treatment of contingent faculty. *Change*, 46(4), 34-37.
- Gehrke, S. J., & Kezar, A. (2014). Supporting non-tenure-track faculty at four-year colleges and universities: A national study of deans' values and decisions. *Educational Policy*. Advanced online publication. doi: 10.1177/0895904814531651
- Kezar, A. & Lester, J. (2014). Building STEM faculty leaders on campus. *Journal of Leadership Studies*, 8(1), 57-62.
- Elrod, S. & Kezar, A. (2014). Developing leadership in STEM fields: The PKAL summer leadership institute. *Journal of Leadership Studies*, 8(1), 33-39.
- Kezar, A. & Gehrke, S. (2014). Why are we hiring so many non-tenure-track faculty? *Liberal Education*, 100(1), 44-51.
- Kezar, A. (2014). Higher Education Change and Social Networks: A Review of Research. *The Journal of Higher Education*, 85(1), 91-125.
- Kezar, A. & Maxey, D. (2013). Change requires discipline: How faculty members working through disciplinary associations can create a better future for the professoriate. *Academe*, 99(5) (no page numbers, electronic journal).
- Kezar, A. (2013). Non-tenure-track faculty's social construction of a supportive work environment. *Teachers College Record*, 115(12), on line, no page numbers.
- Kezar, A. & Gehrke, S. (2013). Creating a high-quality place to teach, learn, and work. *Peer Review*, 15(3).
- Kezar, A. & Maxey, D. (2013, May/June). The Necessity of Trustee Leadership to Address the Changing Faculty. *Trusteeship*, 12-15.
- Kezar, A. (2013). Comparing supportive and unsupportive departments for non-tenure track faculty: Impact on willing, capacity and opportunity to perform. *Research in Higher Education*, 54(5), 571-598.
- Shahjahan, R. & Kezar, A. (2013). Beyond the "National Container": Addressing Methodological Nationalism in Higher Education Research. *Educational Researcher*, 42, 20-28.
- Kezar, A. (2013). Four cultures of the new academy: Support for non-tenure track faculty. *Journal of Higher Education*, 84(2), 153-158.
- Kezar, A. & Sam, C. (2013). Institutionalizing equitable policies and practices for contingent faculty. *Journal of Higher Education*, 84(1), 56-87.



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- Lester, J. & Kezar, A. (2012). Faculty grassroots leadership: Making the invisible visible. *Journal of the Professoriate*, 6(2), 98-129.
- Kezar, A. (2012). Understanding sensemaking in transformational change processes from the bottom up. *Studies in Higher Education*, 65, 761-780.
- Kezar, A. & Sam, C. (2012). Governance as a catalyst for change: Creating a contingent faculty friendly academy. *Educational Policy*, 24, 500-533.
- Kezar, A. (2012). Bridging the great divide: Campus ideals for faculty and non-tenure track faculty realities. *Change*, 44(6) 6-14.
- Kezar, A., Hartley, M. & Maxey, D. (2012). Increasing civic engagement on college campuses: The missing role of shared governance. *Liberal Education*, 98(3), on-line no page numbers.
- Kezar, A. (2012). Institutionalizing student outcomes assessment: The need for better research to inform practice. *Innovative Higher Education*, 38(3), 189-206.
- Lester, J. & Kezar, A. (2012). The formation and strategies of grassroots leadership teams. *Innovative Higher Education*, (37)2, 105-124.
- Kezar, A. (January, 2012). The path to pedagogical reform in the Sciences: Engaging social movement and mutual adaptation models of change. *Liberal Education*, (98)1, 14-19.
- Kezar, A. & Elrod, S. (February, 2012). How campuses can facilitate interdisciplinary learning: Leadership lessons from Project Kaleidoscope's national initiative. *Change*, 13-21.
- Kezar, A. & Sam, C. (2011). New Theories for conceptualizing contingent faculty. *American Behavioral Scientist*, 55(11), 1419-1442.
- Kezar, A. (2011). Faculty and staff grassroots leader's beliefs about power: Do their beliefs affect their strategies and effectiveness? *International Journal of Leadership Studies*, 6(1), 84-103.
- Kezar, A. & Dee, J. (2011). Conducting paradigm-crossing analyses of higher education organizations: Transforming the study of colleges and universities. *Higher Education Handbook*, 26, 265-315.
- Kezar, A. (2011). Leading bottom up change: Encounters with power and oppression. *International Journal of Qualitative Studies in Education*, 24(4), 1-31.
- Kezar, A. (2011). What is the best way to achieve reach of improved practices in education. *Innovative Higher Education*, 36(11), 235-249.
- Kezar, A., Gallant, T., Lester, J. (2011). Everyday people making a difference on college campuses: The tempered grassroots leadership strategies of faculty and staff. *Studies in Higher Education*, 36(2), 129-151.

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- Kezar, A. (2010). Faculty and staff partnering with student activists: Unexplored terrains of interaction and development. *Journal of College Student Development, 51(5), 451-480.*
- Kezar, A. (2010). Culture clashes and their impact on partnering between community agencies and postsecondary institutions to help low income students attend college. *Education and Urban Society, 1-39.*
- Reille, A. & Kezar, A. (2010). Balancing the pros and cons of community college “Grow your own leadership programs. *Community College Review, 38(1), 59-81.*
- Kezar, A. & Lester, J. (2010). Breaking the barriers of essentialism in leadership research: Positionality as a promising practice. *Feminist formations, 22(1), 163-185.*
- Kezar, A., Lester, J., & Yang, H. (2010). Financial education: A missing piece in student learning, *About Campus, 20-28.*
- Kezar, A. & Lester, J. (2009). Supporting faculty grassroots leadership. *Research in Higher Education, (50), 715-740.*
- Kezar, A., Lester, J. & Yang, H. (2009). Non-profits partnering with postsecondary institutions to increase low-income student access. *Educational Policy, 24(3), 500-533.*
- Kezar, A. (2009, November/December). Unexplored Terrain: Is too much change happening in higher education? *Change, 35-45.*
- Kezar, A. & Lester, J. (2009, March/April). The importance of external influences in the promotion of grassroots change in higher education: The promise of virtual networks. *Change, 45-51.*
- Kezar, A. & Eckel, P. (2008). Advancing diversity agendas on campus: Examining transactional and transformational presidential leadership styles. *International Journal of Leadership in Education, (11)4, 379-405.*
- Kezar, A. (2008). Is there a way out? Examining the commercialization of higher education. *Journal of Higher Education, 79(4) 473-482.*
- Kezar, A. (2008). Understanding leadership strategies for addressing the politics of diversity. *The Journal of Higher Education. 79(4), 406-441.*
- Kezar, A., Eckel, P., Contreras-McGavin, M. & Quaye, S. (2008). Creating a web of support: An important leadership strategy for advancing campus diversity. *Higher Education, 69-92*
- Kezar, A., Lester, J. Glenn, W., & Nokamoto, J. (2008). Examining contextual features that affect implementation of equity initiatives. *Journal of Higher Education. 79(2), 125–159.*
- Kezar, A. & Lester, J. (2008). Leadership in a divided world of feminism. *Journal of Women in Higher Education, 1(1), 49-73.*

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- Kezar, A. (2007). Tools for a time and place: Phased leadership strategies for advancing campus diversity. *Review of Higher Education*, 30(4), 413-439.
- Kezar, A. (2007). A tale of two cultures: Universities and schools working together. *Metropolitan University Journal* (18) 4, 28-47 .
- Kezar, A., Lester, J., Carducci, R., Bertram Gallant, T., Contreras McGavin, M. (2007). Where are the faculty leaders? *Liberal Education*, 93(4), 14-21.
- Kezar, A. (2007). Learning from and with students: College presidents creating organizational learning to advance diversity agendas. *NASPA Journal*, 44(3), 578-610.
- Kezar, A. (2007, July/August). Learning to ensure the success for students of color: A systemic approach to effecting change. *Change*, 19-25.
- Kezar, A. (2007). Successful student engagement: Aligning and fostering institutional ethos. *About Campus*, 3(6), 13-19.
- Kezar, A. (2006). Rethinking public board performance: Results of a national study of public governing boards. *The Journal of Higher Education*. 77(6), 968-1008.
- Kinzie, J., Magolda, P. Kezar, A., Kuh, G., Hinkle, S. Whitt, E. (2006). Methodological Challenges and Tensions in Multi-Investigator Multi-Institutional Research. *Higher Education*, June, electronic journal, no page numbers .
- Kezar, A. (2006). Redesigning for collaboration in learning initiatives: An examination of four highly collaborative campuses. *The Journal of Higher Education*, 77(5), 804-838.
- Kezar, A. (2006). Examining the ways institutions create student engagement: The role of mission. *Journal of College Student Development* 47(2), 149-171.
- Kezar, A. (2006). To develop or not to develop theory: That is the question? *Handbook of Higher Education Research*, Vol. XXI, 283-344.
- Kezar, A. & Carducci, R. (2006). Cultivating revolutionary educational leaders: Translating emerging theories into action. *Journal of Leadership Development*, 1(2), 1-46.
- Kezar, A., Lester, J., & Anderson, G. (2006, Fall). Lacking courage, corporate sellout, not a real faculty member: Challenging stereotypes of non-tenure track faculty that prevent effective governance. *Thought and Action*, 22, 121-132.
- Kezar, A. (2006). The impact of institutional size on student engagement. *NASPA Journal*, 43(1), 87-114.
- Kezar, A. (2005). Redesigning for collaboration with higher education institutions: An exploration into the developmental process. *Research in Higher Education*, 46(7), 831-860.

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- Kezar, A. (2005). Consequences of radical change in governance. *The Journal of Higher Education*, 76(6), 634-668.
- Kezar, A. (2005). Moving from I to we: Re-organizing for collaboration in higher education. *Change*, 37(6), 50-57.
- Kezar, A. (2004). Philosophy, leadership, and scholarship: Confucian contributions to a leadership debate. *Leadership Review*, 4, 110-131.
- Kezar, A. (2004). Obtaining integrity?: Reviewing and examining the charter between higher education and society. *The Review of Higher Education*, 27(4), 429-459.
- Kezar, A., & Eckel, P. (2004). Meeting today's governance challenges: A synthesis of the literature and examination of a future research agenda. *The Journal of Higher Education* 75(4), 371-400.
- Kezar, A. (2004). Wrestling with philosophy: Improving scholarship in higher education. *The Journal of Higher Education*, 75(1), 42-55
- Kezar, A. (2003). Elite interviews: Missing link to transforming power relations. *Qualitative Inquiry*, 9(3), 1-21.
- Kezar, A. (2003). Achieving student success: Strategies for creating partnerships between academic and student affairs. *NASPA Journal*, 41(1), 1-22.
- Kezar, A. (2003). Enhancing innovative partnerships: Creating a change model for academic and student affairs collaboration. *Innovative Higher Education*, 28(2), 137-156.
- Eckel, P. & Kezar, A. (2003). Key strategies for making new institutional sense. *Higher Education Policy*, 16(1), 39-53.
- Kezar, A. (2002). Expanding notions of leadership to capture pluralistic voices: Positionality theory in practice. *Journal of College Student Development*, 43(4), 558-578.
- Kezar, A., & Eckel, P. (2002). Examining the institutional transformation process: The importance of sensemaking, inter-related strategies and balance. *Research in Higher Education*, 43(4), 295-328.
- Kezar, A., & Eckel, P. (2002). The effect of institutional culture on change strategies in higher education: Universal principles or culturally responsive concepts? *The Journal of Higher Education*, 73(4), 435-460.
- Kezar, A. (2002). Reconstructing exclusive and static images of leadership: An application of positionality theory. *The Journal of Leadership Studies*, 3(3), 94-109.
- Lubeck, S., & Kezar, A. (2002). Examining Head Start programs through multiple organizational lenses. *Contemporary Issues in Early Childhood*, 3(1), 3-18.
- Kezar, A. (2002). Assessing community service learning: Are we identifying the right

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outcomes? *About Campus*, 7(2), 4-20.

Kezar, A. (2002). Overcoming obstacles to change within urban institutions: The mobile framework and engaging institutional culture. *Metropolitan Universities Journal*, 13(2), 68-80.

Kezar, A. (2002). Becoming a pluralistic leader: Using case stories to transform beliefs. *Metropolitan Universities Journal*, 13(2), 95-104.

Kezar, A., & Rhoads, R. (2001). The dynamic tension of service learning: A philosophical perspective. *The Journal of Higher Education*, 72(2), 125-148.

Kezar, A. (2001). Theory of multiple intelligences: Implications for higher education. *Innovative Higher Education*, 26(2), 141-154.

Kezar, A. (2001). Investigating organizational fit in a participatory leadership environment. *Journal of Higher Education Policy and Management*, 23(1), 85-102.

Kezar, A. (2000). Pilot studies: Beginning the hermeneutic circle. *Research in Higher Education*, 41(3), 385-400.

Kezar, A. (2000). Still trees without fruit?: Higher education research at the millennium. *The Review of Higher Education*, 23(4), 443-468.

Kezar, A., & Moriarty, D. (2000). Expanding our understanding of student leadership development: A study exploring gender and race/ethnicity. *Journal of College Student Development*, 41(1), 55-70.

Kezar, A. (2000). Pluralistic leadership: Incorporating diverse voices. *Journal of Higher Education*, 71(6), 722-743.

Kezar, A., & Gangone, L. (2000). Meeting the leadership challenges of the 21<sup>st</sup> Century: An evaluation of a national leadership institute. *Initiatives*, 59(4).

Kezar, A. (2000). Pluralistic leadership: Bringing diverse voices to the table. *About Campus*, 5(3), 6-11.

Kezar, A. (1998). Exploring new avenues for leading community colleges in the 21st century: The paradox of participatory models. *Community College Review*, 25(4), 73-88.

#### *Special Issue Editor for Journals*

Elrod, S. & Kezar, A. (2015). Increasing STEM student success. *Peer Review*. Spring 17(2).

Kezar, A. & Elrod, S. (2014). Educating and developing STEM faculty leaders. *Journal of Leadership Studies*. 8(1).

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- Kezar, A. (Ed.). (1998, Fall). Community service learning: A collection of research to inform policy and practice. *Advances in Education Research*, 3. Washington, D.C.: Government Printing Office for the National Library of Education.
- Kezar, A. (1998). Assessing learning outcomes. *About Campus*, 3(4), 28-29.
- Kezar, A. (Ed.). (1997). The path to college: An analysis of research and literature. *The ERIC Review*. Washington, D.C.: General Accounting Office. (wrote the majority of the publication).
- Kezar, A. (1997). *ERIC Trends on Administration, Finance, Policy, Governance, Teaching & Learning, Students, Faculty, and International Higher Education*. Report summarizing the literature from 1996/1997. Retrieved September 12, 2002, from, <http://www.eric.org/trends/index.html>
- Kezar, A., Joncas, J., Fife, J., & Walz, G. (Eds.). (1997). *Strengthening learning for students: Student affairs collaborations and partnerships*. Greensboro, NC: ERIC/CASS Press.

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**Professional Papers (\* indicates refereed paper, + indicates invited paper)**

- +Kezar, A. (2016). Institutional transformation to support STEM student success. Plenary talk for STEM conference sponsored by Northeastern University in Miami, FL.
- +Kezar, A. & Holcombe, E. (2016). *Adapting faculty roles for the future*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- +Kezar, A. (2016). *Faculty roles and student learning in the 21<sup>st</sup> Century*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- +Kezar, A. (December, 2015). What Boards and Presidents need to know about the changing faculty. Paper presented at WASC Board and Presidents retreat in Oakland, CA.
- +Kezar, A. (May, 2015). *Redesigning for collaborative work and strategic partnerships. Minnesota College and University System Conference*. Minneapolis, MN.
- \* Kezar, A., Gerhke, S., & Bernstein, S. (April, 2015). *Guiding philosophy as the key to communities of transformation for STEM reform*. Paper presented at the American Educational Research Association Conference, Chicago, IL.
- \*Gerhke, S. & Kezar, A. (April, 2015). *Designing outcomes for STEM reform networks*. Paper presented at the American Educational Research Association Conference, Chicago, IL.
- + Kezar, A. (Feb, 2015). *First year transition and the changing faculty: Strategies for ensuring student success*. Plenary talk at the First Year Experience Conference, Dallas, TX.
- \*Kezar, A. (February, 2015). *STEM reform and the findings from national studies*. Paper presented at AAAS in San Jose, CA.
- \* Kezar, A. & Maxey, D. (January, 2015). *Promoting high impact practices and assessment efforts in an era of part-time faculty growth*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A. (January, 2015). *The Equity imperative in STEM: A framework for change*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A. (January, 2015). *Facilitating well-being: Institutional structures, policies and priorities*. Symposium presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A. & Gerhke, S. (Nov, 2014). *Scaling up undergraduate STEM reform: Sustainability of distance communities of practice*. Paper presented at the Association for the Study of Higher Education, Washington, DC.
- +Kezar, A. (Oct, 2014). *Transforming institutions: 21<sup>st</sup> Century Undergraduate STEM Education*. Plenary talk at Purdue University, Indianapolis, IN.

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- +Kezar, A. (July, 2014). *Non-tenure track faculty and innovation*. Plenary talk at Institute for EDUCAUSE in Washington, DC.
- +Kezar, A. (May, 2014). *Leadership for change in information technology*. Plenary talk at the annual conference of women in Information Technology in Irvine, CA.
- \*Kezar, A. (April 2014). *Symposium moderator on Organizational learning in Academy*. Paper presented at the American Educational Research Association Conference, Philadelphia, PA.
- \* Gerhke, S. & Kezar, A. (April 2014). *Values and deans decision-making on supporting NTTF*. Paper presented at the American Educational Research Association Conference, Philadelphia, PA.
- +Kezar, A. (March, 2014). *High performing boards*. Plenary session at the Non-profit board conference in Hollywood, FL.
- +Kezar, A. (February, 2014). *Student success and the new faculty majority*. Paper presented at the Association of American Colleges and Universities, Regional conference in Portland, OR.
- +Kezar, A. (February, 2014). *Student success and the new faculty majority*. Paper presented at the Association of American Colleges and Universities, Regional conference in Portland, OR.
- +Kezar, A Maxey, D. (January, 2014). *Accreditation and the Changing faculty*. Paper presented at the CHEA annual conference, Washington, DC
- +Kezar, A (January, 2014). *Grassroots leadership for social change toward the public good*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A. (January, 2014). *Engaged campuses and the changing faculty*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A & Maxey, D. (January, 2014). *Campus resources for contingent faculty*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- +Kezar, A. (December, 2013). *STEM reform and shared leadership*. Plenary speaker at Central Florida University.
- \* Maxey, D. & Kezar, A. (November, 2013). *Understanding the shift to a largely non-tenure track faculty*. Paper presented at the Association for the Study of Higher Education, St. Louis, MI.
- \*Kezar, A. & Gerhke, S. (November, 2013). *Exploring deans' decision-making process in hiring at four-year institutions: Exploring a model of pressures, values, and organizational processes*. Paper presented at the Association for the Study of Higher Education, St.

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Louis, MI.

- \*Gerhke, S. & Kezar, A. (November, 2013). *Unbundling the Faculty Role*. Paper presented at the Association for the Study of Higher Education, St. Louis, MI.
- +Kezar, A. (November, 2013). *Faculty Developers as change agents*. Plenary speaker at annual POD conference in Pittsburgh, PA.
- +Kezar, A. (October, 2013). *Changing colleges for student success*. Plenary speaker at annual conference of Northeastern Student Affairs Professional in Amherst, MA.
- \*Kezar, A. (April, 2013). *Governance in higher education: New conceptualizations*. Paper presented at American Educational Research Association Conference, San Francisco, CA.
- \*Kezar, A & Maxey, D. (April, 2013). *Understanding Key Stakeholder Belief Systems or Institutional Logics Related to Non-Tenure-Track Faculty and the Changing*. Paper presented at American Educational Research Association Conference, San Francisco, CA.
- + Kezar, A. (November, 2012). *Report of a national study of dean's decision-making on hiring and support for non-tenure track faculty*. Paper to be presented at Council for Academic Deans Annual conference in Seattle, WA.
- + Kezar, A. (October, 2012). *Better recognizing and serving low income students in higher education*. Paper presented at a symposium at the University of Michigan.
- + Kezar, A. (September, 2012). *Degree completion: An examination of market forces and the changing faculty*. Plenary paper presented at the National Conference for General and Liberal Studies in Higher Education in Portland, WA.
- +Kezar, A. (June, 2012). *Creating changes in student affairs practice for improved student learning*. Paper presented at the Regional NASPA conference Dayton, OH.
- + Kezar, A. (June, 2012). *Faculty partnering for improved dental education*. Paper presented at the American Dental Association Annual conference Chicago, IL.
- \*Kezar, A. (April, 2012). *Understanding sensemaking in transformational change processes from the bottom up*. Paper presented at American Educational Research Association Conference, Vancouver, Canada.
- \*Kezar, A. (April, 2012). *Social construction of support among non-tenure track faculty*. Paper presented at American Educational Research Association Conference, Vancouver, Canada.
- + Kezar, A. (April, 2012). *Campus collaboration for improving student learning*. Paper presented at the College Housing Annual conference in Ontario, CA.
- +Kezar, A. (January, 2012). *Rethinking leadership development on college campuses*. Paper

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presented at the American Council on Education annual conference Los Angeles, CA.

- +Kezar, A. (January, 2012). *Recommendations for rethinking the professoriate and addressing the new non-tenure track faculty majority*. Paper presented at the Association of American Colleges and Universities, Washington DC.
- \*Kezar, A. (November, 2011). *Four cultures of the new academy: Support for non-tenure track faculty*. Paper presented at the Association for the Study of Higher Education, Charlotte, NC.
- \* Kezar, A. (November, 2011). *Comparing supportive and unsupportive departments for non-tenure track faculty: Impact on willing, capacity and opportunity to perform*. Paper presented at the Association for the Study of Higher Education, Charlotte, NC.
- + Kezar, A. (October, 2011). *Furthering collaboration within higher education consortium*. Paper presented at the National Association for Consortium Leadership, Claremont, CA.
- +Kezar, A. (April, 2011). *How can policies for non-tenure track faculty be changed to support student learning: A new study on educational quality*. Paper presented at American Federation of Teachers, Philadelphia, PA.
- +Kezar, A. (March, 2011). *Creating interdisciplinary teaching and learning*. Paper presented at Stony Brook University, Long Island, NY.
- +Kezar, A. (February, 2011) *Leadership within community colleges for change*. Paper presented at Broward Community College, Fort Lauderdale, FL.
- +Kezar, A. (2010, November). *Incorporating financial education into campus programs*. Paper presented at the National Association for Student Activities, Ontario, CA.
- \*Kezar, A. (2010, November). *Learning from NSF's ADVANCE grants: Lessons for change in higher education*. Paper presented at the Association for the Study of Higher Education, Indianapolis, IN.
- \*Kezar, A. & Sam, C. (2010, November). *New Theories for conceptualizing contingent faculty*. Paper presented at the Association for the Study of Higher Education, Indianapolis, IN.
- \*Kezar, A. & Sam, C. (2010, November). *Governance as a catalyst for change: Creating a contingent faculty friendly academy*. Paper presented at the Association for the Study of Higher Education, Indianapolis, IN.
- +Kezar, A. (2010, November). *Incorporating financial education into your campus program: Lessons from a national research project*. Paper presented at the NACA, Ontario, CA.
- +Kezar, A. (2010, October). *Facilitating interdisciplinary science through collaborative campus structure*. National Academy of Sciences, Washington DC.
- +Kezar, A. (August, 2010). *Making diversity a real priority for college campuses*. HERI National Institute. Paper presented at Los Angeles, CA.

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- +Kezar, A. (2010, March). *Beyond contracts: Non-tenure track faculty and campus governance* . Paper presented at the National Education Association Conference, San Jose: CA.
- +Kezar, A. (2010, February). *Higher education collaboration for student activity leaders*. Paper presented at the National Association for Student Activities, Boston, MA.
- +Kezar, A. (2010, January). *Faculty leadership: Barriers and facilitators*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- \*Kezar, A. & Sam, C. (2009, November). *Institutionalizing equitable policies and practices for contingent faculty*. Paper presented at the Association for the Study of Higher Education, Vancouver, Canada.
- +Kezar, A. (2009, October). *Reexamining student engagement in higher education: The impact of the new academy*. Paper presented at National Survey of Student Engagement 10<sup>th</sup> Anniversary Conference, Indianapolis, IN.
- +Kezar, A. (2009, July). *Creating change for interdisciplinary science reform in higher education: Leadership and strategies*. Project Kaleidoscope Conference, Washington, DC.
- \*Kezar, A. (2009, April). *How faculty and staff leaders navigate power on campus*. Paper presented at American Educational Research Association Conference, San Diego, CA.
- \*Kezar, A. (2009, April). *Organizational culture and its impact on partnering between community agencies and postsecondary institutions to help low income students attend college*. Paper presented at American Educational Research Association Conference, San Diego, CA.
- Kezar, A. (2009, April). *A new consideration of ethics and misconduct in the academy: Advancing knowledge, research and practice*. Symposium at American Educational Research Association Conference, San Diego, CA.
- +Kezar, A. (2008, December). *Presidential lessons of advancing campus diversity*. Invited paper, Independent College Sector of Ohio, Dennison University, Columbus, OH.
- Gallant, T., Kezar, A., & Lester, J. (2008, November). *Everyday people making a difference on college campuses: The tempered grassroots leadership strategies of faculty and staff*. Paper presented at the Association for the Study of Higher Education, Jacksonville, FL.
- \*Kezar, A. (2008, November). *Faculty and staff grassroots leaders' beliefs about power: Do their beliefs affect their strategies and effectiveness*. Paper presented at the Association for the Study of Higher Education, Jacksonville, FL.
- \*Kezar, A. (2008, September). *Final report of the IDA-PAYS research project*. Assets Conference in Washington DC.
- +Kezar, A. & Yang, H. (2008, September). *Financial education for TRIO students*. Paper

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presented at the annual Council for Opportunity in Education Conference in Washington DC.

- +Kezar, A. (2008, July). *Helping students succeed: Lessons from research*. Invited paper, Institute for Higher Education Policy, Birmingham, AL.
- +Kezar, A. (2008, June). *Engaging the campus: Organizational change and leadership strategies*. Invited paper, Virginia Tech, Blacksburg, VA.
- +Kezar, A. (2008, April). *Leading universities in a neoliberal environment*. Invited paper, University of Minnesota, Minneapolis, MN.
- \* Kezar, A. (2008, March). *Wanted: Faculty grassroots leaders*. Paper presented at American Educational Research Association, New York City, NY.
- \*Lester, J. & Kezar, A. (2008, March). *Grassroots leaders as distributed leadership*. Paper presented at American Educational Research Association Conference, New York City, NY.
- \*Kezar, A. (2008, March). *Bottom-up/Top down leadership: Contradiction or phenomenon*. Paper presented at American Educational Research Association Conference, New York City, NY.
- +Kezar, A. (2008, February). *Research to promote diversity officers role in creating change on college campuses*. Paper presented at American Council on Education, San Diego, CA.
- \*Kezar, A. (2007, November). *New frameworks for understanding leadership and leadership development of faculty and administrators in higher education*. Symposium presented at the Association for the Study of Higher Education, Louisville, KY.
- \*Kezar, A. (2007, November). *Paving a new road to access: Individual Development accounts*. Paper presented at the Association for the Study of Higher Education, Louisville, KY.
- + Kezar, A. (2007, November). *IDAs: A new path to access and success*. Paper presented at the National College Student Access Network in Los Angeles, CA.
- \* Carducci, R., Contreras-McGavin, M., Kezar, A., Lester, J., Bertram-Gallant, T (2007, April). *Faculty Grassroots leadership in higher education: Making the invisible visible*. Paper presented at American Educational Research Association Conference in Chicago, IL.
- \* Kezar, A. (2007, April). *Collaboration with schools to improve college going*. Paper presented at American Educational Research Association Conference in Chicago, IL.
- \* Kezar, A. (2007, April). *Understanding leadership strategies for addressing the politics of diversity*. Paper presented at American Educational Research Association Conference in Chicago, IL.
- + Kezar, A. (2007, March). *Creating opportunities for non-tenure track faculty in governance*. Paper presented at National Education Association, San Diego, CA.

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- \*Bertram-Gallant, T, Carducci, R., Contreras-McGavin, M. Kezar, A., & Lester, J. (2006, November). *Grassroots leadership in higher education: Tools and strategies*. Paper presented at the Association for the Study of Higher Education, Anaheim, CA.
- \*Robbins, J., Diamond, N., Richardson, S. & Kezar, A. (2006, November). *Choosing the research mission: Strategic institution-building in the American Research university*. Symposium presented at the Association for the Study of Higher Education, Anaheim, CA.
- \*Fulton, T., Kezar, A., Jackson, J. Eddy, P. (2006, November). *Preparing the next generation of higher education leaders: The influence of graduate program curriculum*. Paper presented at the Association for the Study of Higher Education, Anaheim, CA.
- +Kezar, A. & Frank, V. (2006, September). *Individual development accounts as leveraged scholarships in higher education: Promising opportunities*. Paper presented at the Asset Building conference in Phoenix, AZ.
- \*Kezar, A. Sundt, M., & Anderson, J. (2006, September). *Strategic global planning: Integrating organizational learning*. Paper presented at the International Association for Institutional Research Conference in Rome, Italy.
- +Kezar, A. (2006, August). *Creating capacity by working effectively with your governing board*. Paper presented at the HERS Summer Institute in Bryn Mawr, PA.
- \*Kezar, A. & Contreras-McGavin, M. (2006, May). *Leadership of a different color: Minority president's strategies used to pursue a diversity agenda*. Paper presented at A dream deferred: The future of African Americans in Education, College Board, Los Angeles.
- \*Lester, J & Kezar, A. (2006, April). *Gender performativity in higher education*. Paper presented at the American Educational Research Association, San Francisco, CA.
- \*Kezar, A. (2006, April). *Transformational versus transactional leadership: How presidential style affects progress on a diversity agenda*. Paper presented at the American Educational Research Association, San Francisco, CA.
- \*Kezar, A., Bensimon, E., Smith, D, & Anderson, J. (2006, April). *Research on higher education as a learning organization*. Symposium presented at the American Educational Research Association, San Francisco, CA.
- \*Kezar, A. & Dee, J. (2006, April). *Conducting multiple paradigm analysis of higher education organizations: Transforming the study of colleges and universities*. Paper presented at the American Educational Research Association, San Francisco, CA.
- +Kezar, A. (2006, April). *Graduate student fireside chat on obtaining your first academic job*. Talk presented at the American Educational Research Association, San Francisco, CA.
- \*Kezar, A. (2005, November). *Academic capitalism and social responsibility*. Symposium presented at the Association for the Study of Higher Education, Philadelphia, PA.



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- \*Kezar, A. (2005, November). *Political influences on public universities: Emerging Trends in institutional governance*. Symposium presented at the Association for the Study of Higher Education, Philadelphia, PA.
- \* Kezar, A., Eckel, P., Contreras-McGavin, M., & Quaye, S. (2005, November). *Presidential strategies for supporting students of color*. Paper presented at the Association for the Study of Higher Education, Philadelphia, PA.
- .  
\* Kezar, A. (2005, April). *The future of information delivery in education*. Symposium presented at the American Educational Research Association, Montreal, Canada.
- \*Kezar, A. (2005, April). *Examining the ways institutions create student engagement*. Paper presented at the American Educational Research Association, Montreal, Canada.
- \*Kezar, A. (2005, April). *Institutional contexts and equitable educational outcomes*. Paper presented at the American Educational Research Association, Montreal, Canada.
- \*Kezar, A. (2004, November). *Philosophical issues in higher education*. Symposium presented at the Association for the Study of Higher Education, Kansas City, MO.
- \*Kezar, A. (2004, November). *Organizing for collaboration: What are the stages of development?* Paper presented at the Association for the Study of Higher Education, Kansas City, MO.
- \*Kezar, A. (2004, November). *National study of board performance*. Paper presented at the Association for the Study of Higher Education, Kansas City, MO.
- .  
+Kezar, A. (2004, November). *Higher education and its role in the public good*. Paper presented for the Association for the Study of Higher Education, Graduate Student Policy Seminar, Kansas City, MO.
- +Kezar, A. (2004, November). *Leadership in academic affairs*. Pennsylvania University system, Pocomoke, PA.
- +Kezar, A. (2004, October). *Leadership and change*. University of Pennsylvania, Philadelphia, PA.
- \*Kuh, G., Kinzie, J, Magolda, P., & Kezar, A. (2004, April). *A methodological framework for a multi-method, multi-institution study*. Paper presented at the American Educational Research Association, San Diego, CA.
- \*Kezar, A. (2004, April). *Organizing for collaboration*. Paper presented at the American Educational Research Association, San Diego, CA.
- +Kezar, A. (2003, November). *Obtaining integrity in Higher Education*. Invited paper presented at the Comparative International Education Conference, Los Angeles, CA.
- \*Kezar, A. (2003, November). *Organizational change and innovation*. Paper presented at the

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Association for the Study of Higher Education, Portland, OR.

- \*Kezar, A. (2003, April). *Radical change in governance: More harm than help?* Paper presented at the American Educational Research Association, Chicago, IL.
- +Kezar, A. (2003, June). *Radical change in governance: Fad or Phenomenon?* Paper presented at the Research Forum on Governance, Santa Fe, NM.
- +Kezar, A. (2003, March). *Pluralistic leadership: Avenues for altering presidential leadership.* Invited paper and the American Association for Higher Education, Washington DC.
- +Kezar, A. (March, 2002). *Guiding organizational change in colleges and universities.* Paper presented at the National Education Association Annual conference, Austin, TX.
- \*Kezar, A. (2002, April). *The state of the art of governance research.* Paper presented in a symposium at the American Educational Research Association, New Orleans, LA.
- \*Kezar, A. (2002, November). *Elite interviews.* Paper presented at the Association for the Study of Higher Education, Sacramento, CA.
- \*Kezar, A. (2002, November). *Critical methodological issues in higher education.* Symposium presented at the Association for the Study of Higher Education, Sacramento, CA.
- +Kezar, A. (2001, April). *Leadership on university campuses: The challenge of pluralistic leadership.* President's Advisory Committee on Women at the University of Washington, Seattle, WA.
- \*Kezar, A. (2001, April). *Sensemaking as a catalyst for transformational change.* Paper presented at the American Educational Research Association, Seattle, WA.
- +Kezar, A. (2001, July). *Pluralistic leadership: Intersecting tensions and connections.* Paper presented at the National Leadership Symposium sponsored by The National Association for Campus Activities and National Clearinghouse for Leadership Programs, Milwaukee, WI.
- \*Kezar, A., & Eckel, P. (2001, November) *The trajectory of philanthropy in higher education.* Focused Dialogue at the Association for the Study of Higher Education, Richmond, VA.
- \*Kezar, A. et al. (2001, November). *Conundrums of legitimacy: Thinking differently about research.* Symposium at the Association for the Study of Higher Education, Richmond, VA.
- \*Kezar, A. et al. (2001, November). *Getting Real: Representing realities in higher education research and policy studies.* Symposium at the Association for the Study of Higher Education, Richmond, VA.
- +Kezar, A. (2001, November). *Achieving student success: Student and academic affairs collaboration.* Paper presented at the Council for Independent Colleges Annual Dean's Institute, Palm Springs, CA.

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- \*Kezar, A., Lattuca, L., Lincoln, Y., & Neumann, A. (2000, April). *Teaching qualitative research experientially*. Paper presented at American Educational Research Association, New Orleans, LA.
- \*Kezar, A., & Eckel, P. (2000, November). *The effect of institutional culture on change strategies in higher education: Universal principles or culturally responsive concepts?* Paper presented at the Association for the Study of Higher Education, Sacramento, CA.
- \*Eckel, P., & Kezar, A. (2000, November). *Transformational change in higher education*. Paper presented in a symposium at the Association for the Study of Higher Education, Sacramento, CA.
- +Eckel, P., & Kezar, A. (1999, March). *Learning for organizing: Institutional professional seminars and reading groups*. Paper presented at the American Association for Higher Education, Washington D.C.
- \*Kezar, A., & Eckel, P. (1999, April). *Change within higher education: Study of 26 institutions engaging in comprehensive change*. Paper presented at the American Educational Research Association, Montreal, Canada.
- \*Kezar, A. (1999, May). *Using Internet resources for research*. Paper presented at the Association for Institutional Research, Seattle, WA.
- \*Kezar, A., & Eckel, P. (1999, November). *Continuing to understand colleges and universities as organizations: A focused dialogue to further research and application to practice*. Symposium at the Association for the Study of Higher Education, San Antonio, TX.
- +Kezar, A. (1998, February). *Getting to the helm of leadership in colleges and universities*. Plenary speaker at the National Association for Women in Higher Education, Baltimore, MD.
- \*Kezar, A. (1998, November). *Higher education literature at the millennium: Current and future prospects*. Symposium and paper presentation at the Association for the Study of Higher Education, Miami, FL.
- \*Kezar, A. (1997, November). *Organizational fit in a participatory culture*. Paper presented at Association for the Study of Higher Education, Albuquerque, NM.
- +Kezar, A. (1997, May). *Facilitating women's movement into leadership*. Paper presented at Women's Leadership: Changing Concepts of Power conference hosted by the Association of American Colleges and Universities, Washington, D.C.
- \*Hurtado, S., Dey, E. & Kezar, A. and others (1997, May). *Reform and innovation in higher education: Identifying common themes and implications for institutional practice and research*. Paper presented at the Association for Institutional Research, Orlando, FL.
- \*Kezar, A. (1996, April). *Examining exclusive images: Reconstructing higher education leadership models*. Paper presented at American Educational Research Association, New

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York, NY.

\*Kezar, A. (1995, November). *Pilot studies: Beginning the hermeneutic circle*. Paper presented at the Association for the Study of Higher Education, Orlando, FL.

\*Hurtado, S., Kezar, A. & Carter, D. (1995, April). *Understanding student satisfaction: An exploration of gender and racial/ethnic differences among college students*. Paper presented at American Educational Research Association, San Francisco, CA.

### Scholarly Fellowships, Prizes, and Awards

AERA Fellow	2015
TIAA-CREF Fellow	2014-2015
Top 20 Education Professors in California	2013
Haynes Fellow, Haynes Foundation	2011-2012
Outstanding Research Presentation Award, Association for Institutional Research	1999
School of Education Dissertation of the Year Award, University of Michigan	1996
ASHE Dissertation of the Year, finalist	1996
Clifford Woody Memorial Award, University of Michigan	1995
Rackham Dissertation Fellowship, University of Michigan	1995
AERA/Spencer Foundation Research Fellow, University of Michigan	1994-95
School of Education Merit Scholarship Recipient, University of Michigan	1992-94
Phi Beta Kappa, University of California, Los Angeles	1989

### Editorships, Editorial Boards, and Reviewing Activities

#### Editorships

Editor, <i>Stylus Book Series on Instructional Faculty</i>	2013-present
Associate editor, <i>Higher Education: Handbook of Theory and Research</i>	2013-present
Editor, <i>ASHE-ERIC Higher Education Report Series</i>	1997-2004

#### Editorial Boards

Board Member, <i>The Journal of Higher Education</i>	2013-present
Board Member, <i>Review of Higher Education</i>	2012-present
Board Member, <i>Liberal Education</i>	2012-present
Board Member, <i>Journal of Organizational Change Management</i>	2007-present
Board Member, <i>Change Magazine</i>	2002-present
Board Member, <i>Journal of Leadership Education</i>	2006-2014
Board Member, <i>Innovative Higher Education</i>	2011-2015
Board Member, <i>The Journal of College Student Development</i>	2006-2011
Board Chair, <i>The Journal of Higher Education</i>	2008-2009
Board Member, <i>The Journal of Higher Education</i>	2004-2009
Board Member, <i>ERIC Review</i>	1997-2001

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*Reviewing Activities*

Reviewer, <i>Diversity in Higher Education</i>	2015-present
Reviewer, <i>Innovative Higher Education</i>	2009-present
Reviewer, <i>Studies in Higher Education</i>	2009-present
Reviewer, <i>Journal of Engineering Education</i>	2009-present
Reviewer, <i>Science</i>	2008-present
Reviewer, <i>Journal About Women in Higher Education</i>	2008-present
Reviewer, <i>Journal of Organizational Change Management</i>	2006-present
Reviewer, <i>National Woman Studies Journal</i>	2006-present
Reviewer, <i>Journal of Leadership Studies</i>	2005-present
Reviewer, <i>Journal of Leadership Education</i>	2005-present
Review, <i>The Journal of College Student Development</i>	2004-present
Reviewer, <i>Educational Policy</i>	2004-present
Reviewer, <i>AERA-J</i>	2003-present
Reviewer, <i>Change Magazine</i> , American Association for Higher Education	2000-present
Reviewer, <i>The Journal of Higher Education</i>	2000-present
Reviewer, <i>The Review of Higher Education</i>	1999-present
Reviewer, <i>The Review of African American Education</i>	1997-2000
Reviewer, Harvard University Press	2012-present
Reviewer, Rutgers University	2011-present
Reviewer, University of Chicago Press	2010-present
Reviewer, Palgrave Macmillan	2009-present
Reviewer, Routledge Press	2008-present
Reviewer, Stanford Press	2007-present
Reviewer, University of Michigan Press	2005-present
Reviewer, SUNY Press	2004-present
Reviewer, Jossey Bass Books	1998-present
Conference Reviewer, American Association for Higher Education	2000-2005
Conference Reviewer, American Educational Research Association	1993-present
Conference Reviewer, Association for the Study of Higher Education	1993-present
Advisory Panel Member for <i>ASHE Reader on College Students</i>	2002
Advisory Panel Member for <i>ASHE Reader on Qualitative Research</i>	2000

**TEACHING AND ADVISING**

**Research and Teaching Areas**

Leadership, organizational theory, administration and management of higher education, diversity and equity, philosophy, history and qualitative methods.

**Current Teaching at USC**

EDUC 524 Leadership  
EDHP 508 Organizational theory  
EDHP 502 Administration in higher education  
EDHP 500 Foundations of higher education  
EDPA 612 Qualitative methods  
EDCU 625 Social foundations and inquiry course

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EDPH 653 Advanced qualitative methods

### **Other Current and Past Teaching Experience**

#### **HERI Diversity Institute, UCLA**

*Faculty*

Teach organizational change and leadership 2009-present

#### **Western Association for Schools and Colleges**

##### **Assessment leadership Academy**

*Faculty*

Teach a workshop on creating change in higher education. 2009-present

#### **University of Pennsylvania**

*Faculty*

Teach organizational change and leadership 2002-present

#### **Engagement Academy, Virginia Tech University**

*Faculty*

Teach a workshop on creating change in higher education. 2008-2010

#### **HERS-Summer Institute for Women in Higher Education Administration**

*Faculty*

Participate as a faculty each summer for the Institute teaching governance and leadership. 1997-2007

#### **NAWE: Advancing Women in Higher Education**

*Faculty Director for the Institute for Emerging Women Leaders*

Teach a five-day leadership institute. 1997-2003

#### **The University of Maryland – School of Education**

*Assistant Professor of Higher Education*

2001-2003

Taught organizational theory, leadership, history, qualitative methods, and philosophy.

#### **The George Washington University-Graduate School of Education and Human Development**

*Assistant Professor of Higher Education*

1996-2001  
Taught organizational theory, leadership, administration, history, philosophy, and teaching and learning courses.

#### **Advising**

Chaired over 80 dissertations and thesis (for a complete list please contact).

### **SERVICE/LEADERSHIP**

#### **National and Professional Service**

*American Association for Higher Education*

National Advisory Board, 2000-2004

Community of practice leader, 2002 conference

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Reviewer, applicants for Patricia Cross Leadership Award, 2000, 2001  
Selected to serve on presidential search committee, 2003  
National Advisory Board, Handbook for Hiring Administrative Staff, 2003-2004

*American Association of University Professors*

Investigating Committee – Rensselaer Polytechnic Institute, 2010

*American Educational Research Association*

Nominating Committee, division J, 2016-2019  
Vice President of Division J, 2013-2016  
AERA Executive council, 2013-2016  
AERA Presidential Task force on non-tenure track faculty, 2012-2014  
Chair, Awards Committee- 2010-2013  
Graduate student seminar, speaker, 2007  
Graduate student seminar, chair, 2004-5  
Division Chair, J Annual Conference Planning Committee, 2004  
Division J (Higher Education) Executive Council Member, 1999-2003  
Division J Membership committee, 1998-2000

*Association of American Colleges and Universities*

Editorial board, *Liberal Education*, 2012-present  
Work with the Theory to Practice Project as advisor, 2009-2010  
National Advisory Board, Peer Review and the Knowledge Network, 1999-present  
Advisory Board for National Report on the Status of Women, 2006-2008

*Association for Governing Boards*

Advisory board on shared governance in higher education, 2015-2017

*Association for Institutional Research*

Invited workshop presenter, 1998-1999

*Association for the Study of Higher Education*

Dissertation of the Year Committee, 2004-2006, 2010  
Chair, Linkages Committee, 2008-2009  
Board member, 2006-2009  
Chair, Committee of Advancement, 2006  
Program Chair, 2003 Conference  
Selection Committee for new ASHE Directorate Office, 2002  
Publications Committee, 1998-2004

*Cooperative Institutional Research Project & Higher Education Research Institute*

National Advisory Board, 2000-2003

*Council for the Advancement and Support of Education*

Reviewer for teacher of the year award, 1999, 2000

*Council for Educational Opportunity- National TRIO Clearinghouse*

National Advisory Board, 1999-2002

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*Department of Education Field Initiated Studies: Preparing Students for a Diverse Democracy*  
National Advisory Board, 1999-2003

*ERIC System, Department of Education*  
Executive Committee, 1999-2001

*Engagement Leadership Academy*  
National Advisory Board, 2007-2010  
Faculty associate for annual conference, 2008-2010

*Gates Foundation*  
Advisory board, National study of faculty, 2014-2015  
Advisory board on leadership capacity to support low income students, 2015

*James McGregor Burns Leadership Academy*  
Chosen to be a senior fellow, 2002, and to lead national steering committee on creating  
an international leadership agenda, 2003

*Kellogg Forum on Higher Education and the Public Good*  
Serve as Advisor on national five-year project, 2000-2005

*National Academy of Sciences*  
Serve on Commission to examine success of underrepresented minorities in STEM  
disciplines, 2013-2014

*National Postsecondary Association*  
Advisory Board on project for advancing women in academic careers, 2013-2015

*National Science Foundation*  
Wider Grant, University of South Florida, Advisory Board, 2015-2018  
Wider Grant, University of South Florida, Advisory Board, 2013-2015  
Committee of Visitors – Engineering Education and Centers Division, Engineering  
Directorate, 2013  
National Advisory Board, University of Virginia ADVANCE Grant, 2013  
Reviewer for single proposals from several divisions, 2011- 2013  
Reviewer for TUES proposals, 2011  
Serve as advisory board member for a five year NSF Study of the ADVANCE program,  
2009-2014  
Served as a critical advisor for National Science Foundation two-year long discussion of  
ways to better disseminate and scale up STEM reform, 2008-2010

*Pathways to College Network*  
Serve as Advisor on national project, 2001-2004  
Developed a national research agenda on college access through a series of focus groups  
with counselors, teachers, and administrators in several regions throughout the country -  
2002.

*Project Kaleidoscope*



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National evaluation task force, 2006-2008  
National advisory board, 2006-2010

*Sloan Foundation*

Advisory group on developing a STEM reform network, 2015-2017

*Spencer Foundation*

Advisory board for funding initiative on data use, 2010-2011

*TIAA-CREF Research Institute*

Fellow – 2014-2015

*WASC*

Commissioner for Western Association of Colleges and Universities, 2014-2017

**University Service**

*University of Southern California*

University-wide

Handbook Committee, 2013-2014

Non-tenure track faculty committee, 2006-2013

Strategic planning subcommittee on faculty culture, 2011

USC Festival of books, 2010-2011

Executive committee, Academic Senate, 2008-2009

Student affairs trustees committee, 2008-2009

Research subcommittee, Academic senate, 2008-2009

Academic Senate, 2005-2009

Community Based Learning Collaborative – 2006-2008

Civic Engagement initiative, 2006-2008

Fellowships, Prizes, and Awards, 2004-2006

Urban Initiative, 2004-2006 (planning committee for the 125<sup>th</sup> anniversary event for the urban initiative)

College

FAPR review, 2016

Mentoring committee, 2014-present

SPT committee, 2013-present

PhD Committee, 2005-present

Pullias lecture series, 2005-present

EdD Curriculum review committee, 2014-2015

SPT subcommittee on NTTF promotion policies, 2013-2104

Diversity committee 2006-2014; chair 2010-2013

Review of Ed.D. applications, 2004-2011

Research methods subcommittee of the PhD, 2010

Master's committee, 2007-2009

Salary, promotion, and tenure (SPT), 2008-2009

EGO faculty advisor, 2006-2008

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Doctoral Support Committee advisory board, 2006-2009  
Chair, Rewards/PI committee, 2007-2008  
Masters Task Force, 2007  
Combined Leadership Team, 2006-2007  
SWOT team, 2006  
Higher Education Concentration Chair, 2004-2011  
Faculty council, 2004-2007 -- vice chair, 2005, chair 2006  
EdD Steering Committee, 2003-2005  
Core Courses Team (leadership), 2004-2006  
Technology Advisory Committee, 2003-2005  
Academic Productivity Team, 2004

*University of Maryland*

University-wide

James McGregor Burns Leadership Institute, 2001-2005  
Leadership Development Assessment Team, 2002-2003  
Loude-O'Leary Award Selection Committee, 2002

College

College Committee on Graduate Education, 2001-2002  
Diversity Committee, 2002-2003

Departmental

Departmental Committee on Recruitment, 2001-2002  
Departmental Committee on Curriculum, 2001-2002  
Departmental Dissertation of the Year Committee, 2002-2003  
Departmental Special Events/Social Committee, 2002-2003

*The George Washington University*

College

Sponsored Research Task Force, 1999-2001  
Diversity Committee, 1997-2000

Departmental

Program Coordinator, Higher Education Program, 2000-2001  
Departmental Committee on Research, 1999-2000  
Departmental Committee on Curriculum, 1999-2001  
Departmental Committee on Joint Degree, 1999-2001  
Higher Education Planning Committee, 1998-2000  
Served on three educational technology search committees

**Service Awards and Honors**

*Service Award, Association for the Study of Higher Education* 2003  
For planning the 2003 Annual conference

*Service Award, Association for the Study of Higher Education* 2002

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For my editorial leadership within the field of higher education research

*NETWORK Leadership Award, American Council on Education* 2000

For the development of the Institute for Emerging Women Leaders and for research contributing to leadership development programs

*Awardee, Salzburg Seminar* 2000

Invited to seminar for individuals designated as higher education leaders worldwide

*Service Award, National Society for Experiential Education* 1994

For my work promoting community service-learning nationally

## SELECTIVE CONSULTING/EVALUATION

### *Change Management*

2013-2015 – **Gates Foundation**

Change consultant for the Completion by Design Project.

2012-2015 – **Teagle Foundation**

Contracted to evaluate portfolio of grants and based on findings develop a paper about lessons learned about scaling up change.

### *STEM Reform*

2013-2015 -- **Cal State Fresno**, Wider Grant, Evaluator for a study of faculty learning communities.

2011-2014 --- **Project Kaleidoscope**, Evaluator on grant from Keck foundation to develop an institutional transformation rubric for STEM reform.

2008-2009 – **University of California**, Irvine, Evaluator for a consortium of five California postsecondary institutions National Science Foundation PAID/ADVANCE programs.

2007-2010 – **Project Kaleidoscope**, Evaluator for Keck Foundation study of interdisciplinary science pedagogy.

### *Leadership*

1998-2001 – **NAWE: Advancing Women in Higher Education**

Developed leadership academy curriculum.

1996 – **St Mary's College**

Developed leadership curriculum.

### *Non-Tenure Track Faculty*

2015 – **San Diego University**

Help develop policies and practices to support non-tenure track faculty.

2015 – **DePaul University**

Help develop policies and practices to support non-tenure track faculty.

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**2015 – Dominican University**

Help develop policies and practices to support non-tenure track faculty.

**2015 – Oregon State University**

Help develop policies and practices to support non-tenure track faculty.

*Student Success*

**2006 – Hewlett Foundation**

Conducted a site visit and evaluation of MDRCs' the opening doors project.

**2002 – Pathways to College Network**

Developed a national research agenda on college access through a series of focus groups with counselors, teachers, and administrators in several regions throughout the country.