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### Academic Background

Harvard University Graduate School of Education, Doctor of Education, 2002  
Thesis Title: Primary School Principals in Paraguay: Looking Through the Window or Walking Through the Door?  
*Area:* Administration, Planning, and Social Policy; *Concentration:* International Education

Harvard University Graduate School of Education, Certificate of Advanced Study, 1990  
*Concentration:* Administration, Planning, and Social Policy; Completed Principal Certification Pattern

Lesley Graduate School of Education (Cambridge, MA), Master of Education, 1976  
*Concentrations:* Primary and Bilingual Education

State University of New York at Brockport, Bachelor of Arts, 1972  
*Major:* Biology; *Minors:* Spanish, Education  
Completed the Peace Corps College Degree Program  
(Began degree at Stonehill College, North Easton, MA)

### Professional Experience: Teaching

Associate Professor of Educational Leadership, UNM, 2010 - present

Assistant Professor of Educational Leadership, UNM, 2005-2010

Courses: LEAD503 Data Informed Leadership; LEAD520 The School Principals; LEAD528 Leadership for Low Performing Schools; LEAD560 Instructional Leadership and Development; LEAD581 Impact of Immigration and Mobility, Poverty, and Language Background on Opportunities for Educational Success; LEAD603 Introduction to Data Analysis for Organizational Leaders; LEAD609 Quantitative Methods for Analyzing and Transforming Organizations; LEAD620 Democracy, Ethics, and Social Justice in Transformational Leadership; LEAD629 Seminar for Practicing School Administrators

Associate Professor, Department of Educational Leadership and Administration, Long Island University, C.W. Post campus, 2002-2005

Courses: EDU930 Administrative Core I; EDU932 Curricular Concerns in Public School Administration; EDU937 The Supervisor in the School Setting; EDU949 Leadership and Administration in Multicultural School Settings; EDU951 Internship/Seminar in School Administration

Teaching Fellowships, Harvard University Graduate School of Education, 1997-2002

Courses: T-330 Practice-Based Inquiry: Seminar in the Principalship; S-030 Intermediate Statistics: Applied Regression and Data Analysis; S-052 Applied Data Analysis; S-077 Applied Longitudinal Data Analysis; A-182 Survey Data Collection

Teaching Assistant, Harvard Institute for International Development: Education Policy Analysis and Planning Workshops, Summers 1998 and 1999

High School Science Teacher, The American School, Tegucigalpa, Honduras, 1979-1985

Bilingual Education Teacher, Waltham Public Schools, MA, 1976-1979

5<sup>th</sup> grade teacher assistant and 6<sup>th</sup> grade teacher, Nantucket Public Schools, MA, 1974-1975

Peace Corps Volunteer (Education Sector), Trujillo, Honduras, 1972-1974

#### Professional Experience: Administration

Chairperson, Department of Educational Leadership and Administration, Long Island University, C.W. Post Campus, 2004-2005

Program Assistant, The Principals' Center, Harvard Graduate School of Education, 1997-2002

Director of Transitional Bilingual Education, Taunton, MA Public Schools, 1992-1997

Middle School Principal, Esperero Canyon Middle School, Tucson, AZ, 1991-1992

High School Principal, The American School, Tegucigalpa, Honduras, 1985-1989

#### Publications

Book – coauthored

McGinn, N.F., & Borden, A.M. (1995). *Framing questions, constructing answers: Linking research with education policy for developing countries*. Cambridge, MA: Harvard University Press.

Refereed book chapter - coauthored

VanBerschot, J.A.L., Borden, A.M., & Pagels, A.L. (2009). Chapter XV Marketing online learning for a global campus: An international research exploration. In U. Demiray & S. Sever (eds.) *The challenges for marketing distance education in online environments: An integrated approach*. Eskisehir, Turkey: Anadolu University. The entire book is available through ERIC: ED505126.

## Refereed articles

Borden, A.M., DeMoss, K., & Preskill, S. (Forthcoming, 2011). A new turn toward learning for leadership: Findings from an exploratory coursework pilot project. *Journal of Research on Leadership Education*.

Borden, A. M. (2010). Relationships between Paraguayan principals' characteristics, teachers' perceptions of instructional leadership and school outcomes. *International Journal of Leadership in Education: Theory and Practice*, doi:10.1080/13603124.2010.482675

Borden, A.M., DeMoss, K., & Preskill, S. (2006). Co-constructing leadership preparation through collaborative dissonance: A new turn toward learning for leadership in partnership with community activists, classroom teachers, school administrators and university educators. In D. Thompson and F. Crampton (eds.), *Exploring Contested Intersections of Democracy, Social Justice, and Globalization. Proceedings of the National Conference of the University Council for Educational Administration, November 9-12, 2006*.  
<http://coe.ksu.edu/ucea/byauthor06.htm>

Pierce, M.C., & Borden, A.M. (2003). Bridging the gap between theory and craft knowledge. *The AASA Professor*, 26(2), 10-14. (*This journal is now The AASA Journal of Scholarship and Practice*)

## Invited papers

Borden, A.M. (October, 2009). El liderazgo del director escolar para el mejoramiento de la calidad educativa. For inclusion in a series published by *Empresarios por la Educación, Guatemala: Análisis y recomendaciones de política educativa* (The school principal's leadership in the improvement of education quality).

Borden, A.M. (2008). Perfiles de los directores escolares de educación básica en Estados Unidos. *Educación Comunal, Revista Oaxaqueña para el Diálogo Intercultural*, diciembre de 2008 (1), 10-18. (Profiles of primary school principals in the U.S.).

Borden, A.M., & McGinn, N.F. (1999). Bereit zum wandel? Bildung und erziehung am ende des 20. Jahrhundert. *Bildung un Erziehung*, 52.Jg.Heft4/Dezember. (Poised for change or more of the same? Education at the end of the twentieth century).

## Research reports

Borden, A.M., & DeMoss, K. (2006). New Mexico's consequential validity study: Technical appendix. Data analysis results and technical appendix prepared for the New Mexico Office of Educational Accountability.

Borden, A.M. (2002). School principals in Latin America and the Caribbean: Leaders for change or subjects of change? Research report prepared for the Inter-American Development Bank, Regional Policy Dialogue's Hemispheric Education Meeting 2002.

## Professional Presentations

### Refereed

Sower of peace? The history of Colegio Naleb?. Annual Conference of the Rocky Mountain Council for Latin American Studies, Santa Fe, NM, April 6-9, 2011.

A two-year collaboration across five universities to revitalize educational leadership preparation programs. Annual Conference of the University Council for Educational Administration, New Orleans, LA, October 28-31, 2010. Symposium organizer: Allison Borden; Participants: Arlie Woodrum (UNM), Allison Borden (UNM), Candelario Jauregui (WNMU).

A pilot study to examine Guatemalan primary school principals' perceptions of their work. Annual Conference of the University Council for Educational Administration, Anaheim, CA, November 19-22, 2009.

Unprepared, overburdened, and overlooked: The working conditions of Guatemalan school principals. Annual Meeting of the American Educational Research Association, San Diego, April 13-17, 2009.

Statewide planning and research to strengthen school leadership in New Mexico. Annual Conference of the University Council for Educational Administration, Orlando, FL, October 30-November 2, 2008. Symposium organizer: Allison Borden; Participants: Peter Winograd (OEA), Scott Hughes (OEA), Allison Borden (UNM), Amalia Ludeke (NMSU), Mary Render (APS).

Guatemalan school principals' understandings of their administrative and leadership roles. Annual Meeting of the American Educational Research Association, New York, March 24-28, 2008.

A new turn toward learning for leadership: Understandings from an exploratory, field-based coursework model," Annual Meeting of the American Educational Research Association, New York, March 24-28, 2008. Co-presenters: Karen DeMoss and Stephen Preskill.

Cultivating collaborative dissonance by breaking the boundaries of university programming. 59<sup>th</sup> Annual Meeting of the American Association of Colleges for Teacher Education, New York, February 24-27, 2007. Symposium organizer: Karen DeMoss; Participants: Stephen Preskill, Allison Borden, Michael Morris; Discussant: Gary L. Anderson.

Cultivating collaborative dissonance: A new turn toward learning for leadership in partnership with community activists, classroom teachers, school administrators, and university educators. Annual Conference of the University Council for Educational Administration, San Antonio, TX, November 9-12, 2006. Co-presenters: Karen DeMoss, Stephen Preskill, Tony Watkins, Allison Borden.

A conversation to consider collaborative, cross-national communication and research on leadership preparation in the Latin American and Caribbean Region. Annual Conference of the University Council for Educational Administration, San Antonio, TX, November 9-12, 2006.

Looking through the window or walking through the door? The work of primary school principals in Paraguay. Annual Meeting of the American Educational Research Association, Montreal, April 11-15, 2005.

School principals in Latin America: Agents of change. 46<sup>th</sup> Annual Conference of the Comparative and International Education Society, Orlando, FL, March 5-9, 2002.

Looking through the window or walking through the door? Instructional management in public primary schools in Paraguay. 45<sup>th</sup> Annual Conference of the Comparative and International Education Society, Washington, DC, March 14-17, 2001.

Self-administered Surveys in Schools: Lessons from Piloting a Survey of Teachers in Paraguay. Comparative and International Education Society Northeast Regional Conference, Teachers College, Columbia University, February 5-6, 2000.

#### Invited/Non-refereed

Potencializando el liderazgo del director escolar para el mejoramiento de la calidad educativa. An address at a meeting of *Empresarios por la Educación* (Business People for Education), Guatemala City, Guatemala, July 21, 2009.

Amenábar, C., Borden, A.M., Saravia, M., & Vizcaíno, R. (Panelists) (2008, June 15). Educación: Liderazgo, Capacitación y Tecnología; No. 0808. [Current Events Television Program]. In D. Gutiérrez [General Director], *Libre Encuentro*. Guatemala City: Canal 3.

The one-hour program can be viewed at:

<http://libreencuentro.com.gt/ArchivodeProgramas/Programas2008/808Educaciónliderazgo Capacitaciónytecnolo/tabid/185/Default.aspx>

Liderazgo y reforma educativa en los EEUU. Seminar in Public Administration, Education, and Leadership for Mexican Educators, Policy Makers, and Education Officials, UNM, Albuquerque, NM.

- March 5, 2008
- November 6, 2007
- April 24, 2007

Presentación sobre VistaWebCt. A presentation to scholars from the LAPE/OAS collaboration, College of Education, UNM, November 14, 2006.

Los directores de escuela: ¿Líderes de cambio o sujetos a cambio? Seminario Fortalecimiento de a Gestión Escolar para el Éxito de Esquemas Educativos Descentralizados, Guatemala City, February 23-24, 2006.

Panelist – Public Responsibility, UNM College of Education Faculty Retreat, Los Poblanos Conference Center, September 30, 2005.

School principals and education reform. Improving Quality in Education Systems Seminar, Programs in Professional Education, Harvard Graduate School of Education, June 15, 2005.

The reliability, validity, and possible uses of the CALDES. Student Research Conference and International Forum, Harvard University Graduate School of Education, Student Research Conference and International Forum, February 25, 2000.

### Grant Proposals

#### Funded grants

OFAC Travel Grant (\$600) to present paper on Guatemalan research at Annual Meeting of the American Educational Research Association, San Diego, April 13-17, 2009.

OFAC Research Grant (\$1200, 2007-2008, 2<sup>nd</sup> year of funding): “Guatemalan school principals’ understandings of their administrative and leadership roles.” UNM College of Education Overhead Funds Allocation Committee.

OFAC Research Grant (\$1200, 2006-2007, 1<sup>st</sup> year of funding): “Guatemalan school principals’ understandings of their administrative and leadership roles.” UNM College of Education Overhead Funds Allocation Committee.

Fulbright Full Grant, Paraguay, 2000 (I applied for this grant to go to Paraguay to collect the data for my thesis. I had to decline this grant because it was awarded after I had nearly completed data collection for my thesis.)

Advanced Doctoral Student Apprentice Grant, \$5000, Spencer Foundation, 1999-2000.

### Consulting

#### New Mexico Office of Educational Accountability – Wallace Foundation Leadership Project

Cohesive Leadership System Project (September 2008-June 2009): Data analysis and reporting on educational leadership issues; development of statewide databases; development of leadership academy.

Cohesive Leadership System Project (August 2007-June 2008): Survey and focus group design, data analysis, and reporting.

Consequential Validity Study and Data Driven Decision Making Study (July 2006-June 2007): Survey design, data collection, data analysis, and reporting.

## Inter-American Development Bank (IADB)

Honduras (January, 2006): Provided assistance in the development of 1) a proposal to provide in-service training for primary school principals, 2) the contents of the first training module, and 3) other materials to support the design process.

Regional Policy Dialogue in Education (June-December, 2001): Conducted a study of school principals in Latin America and the Caribbean. The study provided an overview of the existing situation and knowledge on school principals in the LAC region. The study was designed to support the work of the regional policy dialogue sponsored by the Bank.

## Harvard Institute for International Development

El Salvador Project (June 12 and 13, 2000): Presented a two-day seminar, “Liderazgo para el Cambio Educativo” (Leadership for School Change) on the role of school leadership in education reform to principals, university officials, and Ministry of Education officials.

Paraguay Project (the month of November 1995 and the month of July 1996): Worked with a team of Paraguayan educators to design an in-service, professional development program for principals and supervisors.

## Awards/Honors

Nominated for Outstanding Teacher of the Year (2008-2009, 2009-2010) and for Outstanding Online Teacher of the Year (2009-2010 and 2010-2011). Program sponsored by UNM's Faculty Senate Teaching Enhancement Committee and the Office of Support for Effective Teaching.

## Service

### Professional

Learning and Teaching in Educational Leadership – Special Interest Group, AERA, member of the Executive Board serving as the Associate Editor for the LTEL-SIG Newsletter 2006-2008 and Editor 2008-2010.

Member of editorial advisory board, *Journal of Research on Leadership Education*, beginning in January 2009.

UCEA/LTEL-SIG Taskforce on Evaluating Educational Leadership Programs, 2006 to present.

UNM's representative for UCEA Plenary Session (2006, 2007, 2008, 2009, and 2010 sessions).

## Review work

Reviewer of proposals for Division A for the annual meetings of AERA (2004, 2005, 2006, 2007, 2008, 2009, and 2011) and as requested/needed by these special interest groups (SIGs): International Studies; Leadership for School Improvement; School Effectiveness & School Improvement; Survey Research in Education; and Learning and Teaching in Educational Leadership.

Reviewer of proposals for UCEA for the 2008, 2009, 2010, and 2011 annual meetings.

External reviewer for the *Comparative Education Review*, *International Studies in Educational Administration*, *International Journal of Leadership Education*, *International Journal of Education Policy and Leadership*, and *Journal of Curriculum Studies*.

External reviewer for book chapter, May 2007: *International Handbook on the Preparation and Development of School Leaders*.

## University of New Mexico (UNM)

Member of Faculty Senate Research Policy Committee, 2008-2011.

Secretary, Latin American and Iberian Institute Executive Committee for the Faculty Concilium, 2009-2011.

Member-at-Large, Latin American and Iberian Institute Executive Committee for the Faculty Concilium, 2007-2009.

Member of the Caribbean Study Working Group Planning Committee for Cuba Study, Latin American and Iberian Institute, 2005-2006.

## College of Education, UNM

Member, Diversity Council, 2011-2012.

Member, Promotion and Tenure Committee, 2010-2013.

Member, COE Phase II Classroom Building Committee, April-May 2011.

Mentor for new faculty member, 2010-2011.

Member, COE Core Mission Task Force, 2009-2010.

Member, Faculty Governance Committee, 2007-2010.

Chairperson, Overhead Funds Allocation Committee 2006-2008; member of OFAC 2005-2006.

Research Project & Travel Committee, 2006-2009.



*Ad Hoc* Educational Leadership Committee convened by the Dean of COE, Spring 2007.

Travelstead Selection Committee, Spring 2006.

#### Educational Leadership Program

Member, Grant Management Team for APS-UNM-NMSLI SLP Grant from US DOE (2010-2011).

Member, Statewide educational leadership task force to develop core curriculum for leadership preparation (2008-2010).

Prepared the minutes for program meetings (2006-2011).

Coordinated the doctoral admissions process in Spring 2008, 2009, 2010, and 2011.

Member, planning team for the APS/UNM pilot project for leadership preparation, Spring 2006-Spring 2007.

In 2005-2006, my contributions to continued program development and improvement were: 1) facilitation and coordination of the rewriting and adoption of the Professional Context and the Mission and Contextual Framework sections of the program's strategic plan; 2) membership on the research sub-committee as part of strategic planning work.

#### Community and Public Service: New Mexico

Participant in the New Mexico Principal Mentoring Program Sessions, Albuquerque, NM. June 11 and July 31, 2009.

Town Hall Facilitator (in Spanish) for the Independent Comprehensive Study of New Mexico Public School Funding, Santa Fe, December 12, 2006.

New Mexico Principal Evaluation System Design Committee: I participated in full day sessions on September 29, October 27, and November 30, 2006.

#### International Service: Guatemala

May-June 2010 – I taught workshops for parents and teachers at Colegio Naleb'; I assessed professional development sessions for rural primary school teachers in San Juan Sacatepequez and El Estor.

July 2009-I taught workshops for parents at Colegio Naleb'; I observed and assessed professional development sessions for 240 rural primary school teachers in Guaytán.

May-June 2008-I taught workshops for parents and teachers at Colegio Naleb'; I taught workshops for over 200 principals in San Juan Sacatepequez, Agua Caliente, and Guaytán; I taught a half day workshop for 40 principals in Fraijanes.

June-July 2007-I taught workshops for parents and teachers at Colegio Naleb'; I taught workshops for 60 principals in San Juan Sacatepequez and Guaytán.

July 2006-I taught a week-long workshop on leadership and change in for school principals and a week-long workshop on leadership for university department chairs.

#### Long Island University, C.W. Post Campus

Department Chair – Educational Leadership and Administration (2004-2005)

C.W. Post faculty research committee (2003-2005)

Leadership Connections – an initiative to link the university and K-12 school leaders

Clinton Legislative Grant, Westbury Public Schools – member of steering committee

#### Harvard University Graduate School of Education

International Student Peer Mentor, 1997-2000. Mentored a doctoral student from South Korea throughout her program. She graduated in November 2000.

As a graduate student, I served on the following committees:

Represented my cohort on the Administration, Planning and Social Policy (APSP) Area Chair's Doctoral Student Advisory Committee, 1997-1998, 2000-2001, 2001-2002

APSP Doctoral Admissions Committee, 1998-1999

School Leadership Program Admissions Committee, 1999-2000, 2000-2001, 2001-2002

#### Membership in Professional Associations

American Educational Research Association (AERA), Voting Member of Division A since 2002; Voting Member of Division L since 2008

AERA SIGS: Learning and Teaching in Educational Leadership; International Studies; Leadership for School Improvement; School Effectiveness and School Improvement; Survey Research in Education

Association for Supervision and Curriculum Development