

Alan R. Shoho**Curriculum Vitae****Business Mailing Address:**

University of Wisconsin-Milwaukee
 School of Education
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Office Location:

Enderis Hall #595
 2400 East Hartford Avenue
 Milwaukee, WI 53211

Educational Background

8/90 Doctor of Education in Secondary Education with emphasis in educational research methodology, Arizona State University

Dissertation: *Americanization through public education of Japanese Americans in Hawaii: 1930-1941*. Chaired by Dr. Susanne Shafer

12/85 Master of Education and Professional Diploma (Fifth year Education teaching certificate) in Curriculum and Instruction with emphasis in mathematics education, University of Hawaii

Thesis: *High school student attitudes toward mathematics*. Chaired by Dr. Frank Brown

5/81 Bachelor of Science in Electrical Engineering with emphasis in digital design circuitry, California State University at Fullerton

Work Experience

4/15 – present Dean and Professor with tenure, School of Education (SOE), Department of Administrative Leadership, University of Wisconsin-Milwaukee. Responsibilities and accomplishments include:

- Responsible for a budget of \$10M with approximately 45 faculty and 55 staff members.
- Fostered external relations including developing partnerships, fundraising, engaging alumni, and raising the school's visibility locally, nationally, and internationally.
- Managing budget, marketing, and program data for strategic planning
- Inherited \$1M structural deficit and eliminated it within two years
- Reduced \$2.4M carryforward debt to \$200K within three years
- Communicating and fostering stakeholder relationships
- Strengthened faculty and student diversity in the school
- Expanding interdisciplinary research opportunities
- Re-organized administrative support and advising staff structure
- Developed quarterly community and alumni engagement activities
- Fostered a strategic enrollment action planning process
- Created shared governance structure for staff
- Elevating and supporting faculty and staff professional development
- Fostered innovative programming like Grow Your Own

- Developing new revenue sources and enhance the fundraising and friendraising profile of the SOE; Garnered \$2.5M gift for Endowed Chair in Educational Psychology. Increased annual giving 15% in 1st year. Raised \$8.5M since becoming Dean including over \$6M in scholarships.

9/13 – 3/15

Associate Vice Provost for Academic and Faculty Support, University of Texas at San Antonio, Office of the Provost. Responsibilities include:

- Help design, facilitate and provide administrative oversight and support for the implementation of a university wide mentoring program;
- Act as liaison for Academic and Faculty Support to the Faculty Center; and
- Facilitate and provide oversight for faculty recognition program.
- Provide support for the New Faculty Orientation and New Chair Training as well as act as a liaison for all new faculty members.
- Coordinate periodic events for new faculty (i.e., luncheons, brown-bag events featuring topics of interest).
- Help organize and initiate new faculty support groups (e.g., Faculty Parents, LGBTQ, and International Faculty/Spouses)
- Develop ways to support tenured faculty to achieve their maximum capabilities.
- Help design and implement changes in structural changes in curriculum and program oversight at the Downtown campus.
- Work on revising and updating Handbook of Operating Procedures (HOP) policies
- Assist with administering grievance policy
- Any other duties as assigned by the Vice Provost or Provost for Academic Affairs

8/12 – 8/13

American Council on Education Fellow

Host Institution: University of North Carolina at Charlotte

Host Mentors: Dr. Phil Dubois, Chancellor; Dr. Joan Lorden, Provost and Vice Chancellor for Academic Affairs

Responsibilities: Assessing Student Success Initiatives for Cost Effectiveness

Specific Fellowship Learning Goals:

- Strategic planning and advancement
- Fiscal management
- Student success initiatives
- Faculty success initiatives

Accomplishments and Activities:

- Observed and participated in the Chancellor and Provost senior level meetings at University of North Carolina at Charlotte, reviewed documents related to all events and meetings, and worked with senior level executives and administrative staff in the Offices of the Chancellor and Provost.
- Conducted individual interviews with campus leadership counterparts with UTSA's for the ACE Interview Project
- Assisted with UTSA's Graduation Retention Improvement Plan (GRIP)
- Co-chaired Top Scholars 4-year Value-added programming subcommittee

- Assisted with executive summary of new faculty experiences and how to improve
- Conducted campus visits and meeting with Presidents/Chancellors
- Conducted cost benefit analysis on 49er Rebound program
- Conducted cost benefit analysis on UNC Charlotte Learning Communities
- Conducted analysis of academic integrity procedures from UNC General Administration
- Analyzed low enrollment degree programs
- Analyzed cost per degree at UNC Charlotte
- Analyzed disciplinary actions across professional fields including higher education, law, architecture, medicine, and veterinary medicine.
- Produced a report including all expenses and factors to consider associated with the developing a full marching band

9/07 – 3/15 Professor with tenure, (Associate Professor, 9/00 – 8/07; Assistant Professor, 9/94 – 8/00) University of Texas at San Antonio, Department of Educational Leadership and Policy Studies in the College of Education and Human Development

1/08 – 6/09
9/01 – 9/04 Graduate Advisor of Record, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies in College of Education and Human Development

Responsibility: Supervised all Master's Level programs including assigning advisors, overseeing the comprehensive exam process, orientation, and TExES Principal certification exam workshops

9/98 - 9/01 Program Coordinator/Department Chair, University of Texas at San Antonio, Department of Educational Leadership and Policy Studies in College of Education and Human Development

Responsibility: All faculty assignments and scheduling as well as day-to-day oversight of the K-12 educational leadership program.

5/98 - 8/00 Associate Director, Metropolitan Research and Policy Institute, University of Texas at San Antonio. Responsible for coordinating educational research and policy analysis for education area

Responsibility: Develop research and policy initiatives for educational issues impacting the San Antonio community. Facilitated a national forum on school vouchers on PBS.

9/91 – 8/94 Assistant Professor, tenure-track, University of Portland, School of Education

1984 – 1986 High School Math Teacher, Hawaii Department of Education

1981 – 1984 Member of Technical Staff (MTS), Electrical Engineer, Rockwell International

1979 – 1981 Junior Member of Technical Staff, Electrical Engineer, Hughes Aircraft Company

Scholarly Areas of Research Interest

Novice Principals and Assistant Principals; Leadership Preparation; High School Social Processes

Publications

Books

- Bowers, A. J., Shoho, A. R., & Barnett, B. G. (Editors) (2015). *Challenges and Opportunities of Educational Leadership Research and Practice: The State of the Field and Its Multiple Futures*. Charlotte, NC: Information Age Publishing.
- Bowers, A. J., Shoho, A. R., & Barnett, B. G. (Editors) (2014). *Using Data in Schools to Inform Leadership and Decision Making*. Charlotte, NC: Information Age Publishing.
- Barnett, B. G., Shoho, A. R., & Bowers, A. J. (Editors) (2013). *School and district leadership in an era of accountability*. Charlotte, NC: Information Age Publishing.
- Barnett, B. G., Shoho, A. R., & Tooms, A. K. (Editors) (2012). *The changing nature of instructional leadership in the 21st century*. Charlotte, NC: Information Age Publishing.
- Shoho, A. R., Barnett, B. G., & Tooms, A. K. (Editors) (2012). *Examining the assistant principalship: New puzzles and perennial challenges for the 21st century*. Charlotte, NC: Information Age Publishing.
- Shoho, A. R., Barnett, B. G., & Tooms, A. K. (Editors) (2010). *The challenges for new principals in the 21st century: Developing leadership capabilities through professional support*. Charlotte, NC: Information Age Publishing.

Book Chapters

- Bowers, A. J., Shoho, A. R., & Barnett, B. G., (2015). Introduction. In A. J. Bowers, A. R. Shoho, and B. G. Barnett (Editors), *Challenges and Opportunities of Educational Leadership Research and Practice: The State of the Field and Its Multiple Futures*. Charlotte, NC: Information Age Publishing.
- Bowers, A. J., Shoho, A. R., & Barnett, B. G., (2014). Introduction. In A. J. Bowers, A. R. Shoho, and B. G. Barnett (Editors), *Using Data in Schools to Inform Leadership and Decision Making*. Charlotte, NC: Information Age Publishing.
- Barnett, B. G., Shoho, A. R., & Bowers, A. J. (2013). Introduction. In B. G. Barnett, A. R. Shoho, and A. J. Bowers (Editors), *School and district leadership in an era of accountability*. Charlotte, NC: Information Age Publishing.
- Barnett, B. G., Shoho, A. R., & Tooms, A. K. (2012). Introduction. In B. G. Barnett, A. R. Shoho, and A. K. Tooms (Editors), *The changing nature of instructional leadership in the 21st century*. Charlotte, NC: Information Age Publishing.
- Shoho, A. R., Barnett, B. G., & Tooms, A. K. (2012). Introduction. In A. R. Shoho, B. G. Barnett, and A. K. Tooms (Editors), *Examining the Assistant Principalship: New Puzzles and Perennial Challenges for the 21st Century* (pp. TBD). Charlotte, NC: Information Age Publishing.
- Shoho, A. R., Barnett, B. G., & Tooms, A. K. (2010). Introduction. In A. R. Shoho, B. G. Barnett, and A. K. Tooms (Editors), *The Challenges for New Principals in the 21st Century: Developing Leadership Capabilities through Professional Support* (pp. ix-xvii). Charlotte, NC: Information Age Publishing.
- Shoho, A. R., Merchant, B. M., & Lugg, C. A. (2010). Social justice: Seeking a common language. In F. English (Ed.), *Handbook of Educational Leadership* (2nd edition). Thousand Oaks, CA: Sage Publications.

- Merchant, B. M., & Shoho, A. R. (2009). Bridge people: Civic and educational leaders for social justice. In C. Marshall & M. Oliva (Eds.), *Leadership for Social Justice: Making Revolutions in Education* (2nd edition, pp. 120-138). Boston: Pearson Allyn & Bacon.
- Barnett, B. G., Copland, M., & Shoho, A. R. (2009). The use of internship in preparing principals. In G. Crow, J. Murphy, R. Ogawa, & M. Young (Eds.), *Handbook of Research on Leadership Education* (pp. 371-394). Mawtah, NJ: Lawrence Erlbaum.
- Lad, K., Browne-Ferrigno, T., Shoho, A., & Gulek, J. C. (2007). Admissions to university-based preparation programs: Faculty assessments of current practices and implications for navigating the future. In L. K. Lemasters & R. Papa (Eds.), *At the Tipping Point: Navigating the Course for the Preparation of Educational Administrators* (pp. 241-255). Fifteenth Annual Yearbook of the National Council of Professors of Educational Administration. Lancaster, PA: ProActive Publications.
- Merchant, B. M., & Shoho, A. R. (2005). Bridge people: Civic and educational leaders for social justice. In C. Marshall & M. Oliva (Eds.), *Leadership for Social Justice: Making Revolutions in Education* (pp. 85-109). Boston: Pearson Allyn & Bacon.
- Shoho, A. R., Merchant, B. M., & Lugg, C. A. (2005). Social justice: Seeking a common language. In F. English (Ed.), *Handbook of Educational Leadership* (pp. 47-67). Thousand Oaks, CA: Sage Publications.
- Knezek, G., Christensen, R., Hancock, R., & Shoho, A. R. (2005). A will, skill, tool model of technology integration. In C. Morales, G. Knezek, R. Christensen, & P. Avila (Series Eds.), *The Will Skill, Tool Model of Technology Integration, A Conceptual Approach to Teaching and Learning with Technology* (pp. 13-36). Mexico: Instituto Latinoamericano de la Comunicacion Educativa.
- Merchant, B. M., & Shoho, A. R. (2004). Bridge people: Leaders for social justice. In J. Collard & C. Reynolds (Eds.), *Leadership, Gender and Culture in Education*. Berkshire, England: Open University Press.
- Browne-Ferrigno, T., & Shoho, A. R. (2004). Careful selection of aspiring principals: An exploratory analysis of leadership preparation program admission practices. In C. Carr & C. Fulmer (Eds.), *Educational Leadership: Knowing the Way, Showing the Way, Going the Way* (pp. 172-189). Twelfth Annual Yearbook of the National Council of Professors of Educational Administration. Lanham, MD: Scarecrow Education.
- Shoho, A. R., & Smith, P. A. (2004). An exploratory analysis of faculty trust in higher education. In W. K. Hoy, & C. G. Miskel (Series Eds.), *Educational Administration, Policy, and Reform: Research and Measurement* (pp. 279-303). Greenwich, CT: Information Age Publishing.
- Shoho, A. R. (2002). A comparison of burnout between general and special education teachers. In G. Gates, M. Wolverton, W. Gmelch, & C. Schwartz (Series Eds.) G. Gates, & M. Wolverton (Vol. Eds.), *Research on Stress and Coping in Education: Vol. 1. Toward Wellness: Prevention, Coping and Stress* (pp. 143-158). Greenwich, CT: Information Age Publishing.
- Knezek, G., Christensen, R., Hancock, R., & Shoho, A. R. (2001). A will, skill, tool model of technology integration. In C. Morales, G. Knezek, R. Christensen, & P. Avila (Series Eds.), *Users Views of New Information Technologies in Education Studies from Multiple Nations* (pp. 233-256). Mexico: Instituto Latinoamericano de la Comunicacion Educativa.

Shoho, A. R. (1999). Preface to *Twenty-five years after Rodriguez: What have we learned?* (by William S. Koski and Henry M. Levin). San Antonio: Metropolitan Research and Policy Institute.

Shoho, A. R. (1995). Notable Asian Americans in education. In S. Gall & I. Natividad (Eds.), *The Asian American Almanac* (pp. 496-506). Detroit: Gale Research.

Journal Articles (Blind Peer Review Refereed)

Sun, A., & Shoho, A. R. (2017). Assistant principals' perceptions of value added to school success. *Journal of School Leadership*, 27(4), 456-490.

Barnett, B. G., Shoho, A. R., & Okilwa, N. (2017). Assistant principals' perceptions of meaningful mentoring and professional development opportunities. *International Journal of Mentoring and Coaching in Education*, 6(4), 285-301.

Mitchell, A., & Shoho, A. R. (2017). High school teachers' perceptions of school change and its implications for student achievement. *Leadership and Policy in Schools*, 16(3), 431-454.

Shoho, A. R. (2014). Investing in the search process: Attracting the best candidates. *Academe* 100(6), 27-30.

Taggart, A., & Shoho, A. R. (2013). Attracting the right students to a magnet school: Risking aspirations or swallowing one's beliefs. *Journal of Cases in Educational Leadership*, 16, 20-32.

Crow, G., Witherspoon-Arnold, N., Reed, C., & Shoho, A. R. (2012). The complexity of leveraging university program change. *Journal of Research on Leadership Education*, 7, 172-194.

Shoho, A. R., Barnett, B. G., & Martinez, P. (2012). Enhancing "OJT" internships with interactive coaching. *Planning and Changing*, 43(1/2), 161-182.

Oleszewski, A., Shoho, A. R., & Barnett, B. G. (2012). The development and training of assistant principals: A review of the literature. *Journal of Educational Administration*, 50(3), 264-286.

Barnett, B. G., Shoho, A. R., & Oleszewski, A. (2012). The job realities of beginning and experienced assistant principals. *Leadership and Policy in Schools*, 11(1), 92-128.

Shoho, A. R., & Oleszewski, A. (2011). At-risk student mobility in an urban elementary school: Effects on academic achievement. *ERS Spectrum*, 28(4), 1-12.

Shoho, A. R., & Barnett, B. G. (2010). The realities of new principals: Challenges, joys, and sorrows. *Journal of School Leadership*, 20(5), 561-596.

Woods, J., & Shoho, A. R. (2010). The forgotten aspect of communication: Examining the listening skills of school administrators. *Journal of School Public Relations*, 30, 149-164.

Harmon, J., Keehn, S., & Shoho, A. R. (2008). A study of readers theater in eighth grade: Issues of fluency, comprehension and vocabulary. *Reading and Writing Quarterly*, 24(4), 335-362.

Smith, P. A., & Shoho, A. R. (2007). Higher education trust, rank, and race: A conceptual and empirical analysis. *Innovative Higher Education*, 32(3), 125-138.

- Shoho, A. R., & Woods, B. T. (2007). Putting the cart before the horse: The unintended consequences of the 4x4 policy. *Texas Study of Secondary Education, 16*, 33-35.
- Browne-Ferrigno, T., Shoho, A. (2006). Preparing principals for high-need rural schools: A central office perspective about collaborative efforts to transform school leadership. *Journal of Research in Rural Education, 21*(1), 1-16.
- Shoho, A. R. (2006). The price of departmental harmony: Two steps forward, one step back. *Journal of Cases in Educational Leadership, 9*(3), 32-38.
- Dayton, J., & Shoho, A. R. (2006). When bad departments happen to good people. *Journal of Cases in Educational Leadership, 9*(3), 64-73.
- Fossey, R., & Shoho, A. R. (2006). Educational leadership preparation programs: In transition or in crisis? *Journal of Cases in Educational Leadership, 9*(3), 3-11.
- Fossey, R., Shoho, A. R., & Dantley, M. E. (2006). Special issue: Educational leadership as a scholarly discipline: Is the field in transition or is it in crisis? *Journal of Cases in Educational Leadership, 9*(3), 1.
- Garza, E. N., Barnett, B. G., Merchant, B. M., Shoho, A. R., & Smith, P. A. (2006). The urban school leaders collaborative: A school-university partnership emphasizing instructional leadership and student and community assets. *International Journal for Urban School Leadership, 1*, 14-30.
- Shoho, A. R. (2006). Preface to special issue entitled "The role of social justice in educational administration programs: Implications for professors and practitioners." *Journal of Educational Administration, 44*(3), 193-195.
- Lugg, C. A., & Shoho, A. R. (2006). Dare public school administrators build a new social order?: Social justice and the possibly perilous politics of educational leadership. *Journal of Educational Administration, 44*(3), 196-208.
- Ruff, W. G., & Shoho, A. R. (2005) Understanding instructional leadership through the mental models of three elementary school principals. *Educational Administration Quarterly, 41*(3), 554-577.
- Mittag, K. C., Shoho, A., & Lien, V. (2004). Describing and evaluating an exemplary mathematics elementary staff development project. *School Science and Mathematics, 104*(4), 145-154.
- Bell, L. A., Thomas, S., Shoho, A. R., & Pizzolato, J. (2004). Special issue on accountability and equity. *American Educational Research Journal, 41*(3), 497-499.
- Martin, N. K., Shoho, A. R., & Yin, Z. (2003). Attitudes and beliefs regarding classroom management styles: The impact of teacher preparation versus experience. *Research in the Schools, 10*(2), 29-34.
- Hugdahl, T., Huggins, L., & Shoho, A. R. (2001). Learning to read: The effects of two reading programs on elementary school student academic achievement and student attitudes. *ERS Spectrum, 19*(4), 26-33
- Ryniker, D. H., & Shoho, A. R. (2001). Student perceptions of their elementary classrooms: Montessori vs. traditional environments. *Montessori Life, 13*(1), 45-48.

- Van Reusen, A., Shoho, A. R., & Barker, K. (2001). High school teachers attitudes toward inclusion. *The High School Journal*, 84(2), 7-20.
- Shoho, A. R., & Van Reusen, A. (2000). Meeting the challenges of teacher resistance to high school inclusion programs. *Journal of Special Education Leadership*, 13(2), 3-14.
- Calabrese, R. L., & Shoho, A. R. (2000). Recasting educational administration programs as learning organizations. *The International Journal of Educational Management*, 14(4-5), 210-215.
- Shoho, A. R., & Martin, N. K. (1999). A comparison of alienation among alternatively and traditionally certified teachers. *ERS Spectrum*, 17(3), 27-33.
- Shoho, A. R., Katims, D., & Meza, P. (1998). The alienation of special education teachers. *ERS Spectrum*, 16(4), 18-23.
- Shoho, A. R., Katims, D., & Wilks, D. (1997). Perceptions of alienation among students with learning disabilities in inclusive and resource settings. *The High School Journal*, 81(1), 28-36.
- Shoho, A. R. (1996). A cross-cultural analysis of math Olympians from China, Taiwan, and the United States. *International Journal of Educational Research*, 25(6), 575-582.
- Shoho, A. R. (1996). Foreign language schools: Aid or hindrance to the Americanization process? *National Association of Bilingual Education (NABE) News*, 20(1), 17-19.
- Calabrese, R., Zepeda, S., & Shoho, A. R. (1996). Decision making: A comparison of group and individual decision making differences. *Journal of School Leadership*, 6(5), 555-572.
- Shoho, A. R. (1995). Japanese language school: Aid or hindrance to the Americanization of Japanese Americans in Hawaii. *Pacific Proceedings*, 2-3, 27-45.
- Shoho, A. R. (1994). A historical comparison of parental involvement of three generations of Japanese Americans (Isseis, Niseis, and Sanseis) in the education of their children. *Journal of Applied Developmental Psychology*, 15(3), 305-311.
- Shoho, A. R. (1989). Mary Wollstonecraft: Vindicator of human rights. *Review Journal of Philosophy and Social Science*, 14(1-2), 42-51.
- External Grants (Total: \$308,000)**
- Shoho, A. R., & Barnett, B. G. (January, 2009). Grant proposal submission to University of Texas's Leadership Initiative. Funds requested \$100,000. Grant funded January, 2009.
- Shoho, A. R., & Barnett, B. G. (May, 2006). Grant proposal submission to Communities Foundation of Texas's Leadership Initiative. Funds requested \$200,000. Grant funded October 2006.
- Merchant, B., & Shoho, A. R. (2001). *Where do school leaders develop their sense of social justice?* Ford Foundation through University of North Carolina at Chapel Hill. Funds requested \$8000. Grant funded October 2001.

Honors and Awards

2012-13 American Council of Education Fellow

2011-12 Leadership North East Independent School District

2010 UTSA Presidential Award for Outstanding Service
2009-2010 Leadership UTSA Fellow
2007-2008 Leadership San Antonio

Certifications

Secondary Mathematics, State of Hawaii, Lifetime

Recent University Service

University of Wisconsin-Milwaukee

Member, M³ UWM Leadership team, 2015 – present

Member, Social Entrepreneurship, Justice, and Equity Compact (SEJEC), 2015 – present

Member, Chancellor's Campus Organization and Effectiveness Team (CCOET), 2015 – 2016

Member, Chancellor's Microsoft Initiative, 2016 – present

Member, Policy Advisory Committee, Academic Deans Representative, 2016 -2017

Member, Integrated Services Committee, 2016 – present

Member, Integrated Shared Services Project Readiness Team, 2017 -

Member, Academic Program & Curriculum Committee, Academic Deans Representative 2017-18