

## CURRICULUM VITAE

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

### PERSONAL INFORMATION

#### Contact Information

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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 Dean's Professor in Higher Education Leadership, Endowed Chair 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, 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  
Association of American Colleges and Universities  
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)  
Editor, Stylus Publishing's book Series on The New Faculty Majority  
*For consulting/ evaluation work: Please see section at end of vita*

## **SELECT MEDIA MENTIONS AND BLOGGING**

Select sources: *The New York Times*, *The Wall Street Journal*, *USA Today*, *The Atlantic*, *The Boston Globe*, *The Washington Post*, *PBS*, *NPR* (national and local stations in Boston, Ohio, San Francisco, and other cities), *WHY-FM*, *Al-Jazeera*, *The Chronicle of Higher Education*, *Inside Higher Ed*, *University Business*, *Star Tribune (Minnesota)*, *Pittsburgh Business Times*, *The Plain Dealer (Cleveland)*

Select blog posts on trends in the changing faculty, leadership, and other research: TIAA-CREF Research Institute, A Community of Higher Ed Scholars, (AERA-J's blog), Feminists in Student Affairs, New Faculty Majority, American Council on Education

## **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 [pullias.usc.edu/adrianna](http://pullias.usc.edu/adrianna)). 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 [pullias.usc.edu/delphi](http://pullias.usc.edu/delphi)). She has published 19 books/monographs, over 100 peer reviewed journal articles, and over 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 10,169 times.

### **Books**

Posselt, J., & Kezar, A. (in press). *Administration for social justice and equity*. New York, NY: Routledge.

Kezar, A., & Depaola, T. (forthcoming, 2019). *Academic labor in transition*. Baltimore, MD: Johns Hopkins University Press.

Kezar, A., Drivalas, Y., & Kitchen, J.A. (Eds.). (2018). *Envisioning public scholarship for our time: Models for higher education researchers*. Sterling, VA: Stylus Publishing.

Kezar, A. (2018). *How colleges change: Understanding, learning, and enacting change* (2nd ed.). New York, NY: Routledge.

- Kezar, A., & Maxey, D., (Eds.). (2016). *Envisioning the faculty for the 21<sup>st</sup> century: Moving to a mission-oriented and learner-centered faculty model*. New Brunswick, NJ: Rutgers University Press.
- Kezar, A. (2013). *How colleges change: Understanding, leading, and enacting change*. New York, NY: Routledge.
- Kezar, A. (Ed.). (2012). *Embracing non-tenure track faculty: Changing campuses for the new faculty majority*. New York, NY: Routledge.
- Kezar, A., & Lester, J. (2011). *Enhancing campus capacity for leadership: An examination of grassroots leaders in higher education*. Redwood City, CA: Stanford University Press.
- Kezar, A. (Ed.). (2010). *Recognizing and serving low-income students in higher education: An examination of institutional policies, practices, and culture*. New York, NY: Routledge.
- Kezar, A., & Lester, J. (2009). *Organizing higher education for collaboration: A guide for campus leaders*. San Francisco, CA: Jossey-Bass.
- Kezar, A. (Ed.). (2009). *Rethinking leadership in a complex, multicultural and global environment*. Sterling, VA: Stylus Publishing.
- Kezar, A. J., Chambers, T. C., & Burkhardt, J. C. (Eds.). (2005). *Higher education for the public good: Emerging voices from a national movement*. San Francisco, CA: Jossey-Bass.
- Eckel, P., & Kezar, A. (2003). *Taking the reins: Institutional transformation in higher education*. Westport, CT: Greenwood Publishing.

### **Monographs**

- Bernstein-Sierra, S., & Kezar, A. (Eds.). (2017). Intellectual property, faculty rights, and the public good. *New Directions for Higher Education*, 177.
- Kezar, A., & Sam, C. (2011). *Non-tenure track faculty in higher education: Theories and tensions*. Association for the Study in Higher Education Report, 36(5). San Francisco, CA: Jossey-Bass.
- Kezar, A., & Sam, C. (2010). *Understanding the new majority of non-tenure-track faculty in higher education: Demographics, experiences, and plans of action*. Association for the Study in Higher Education Report, 36(4). San Francisco, CA: Jossey-Bass.
- Kezar, A., & Carducci, R., & Contreras-McGavin, M. (2006). *Rethinking the “L” word in higher education: The revolution of research on leadership*. Association for the Study in Higher Education Report, 31(6). San Francisco, CA: Jossey-Bass.
- Kezar, A. (Ed.). (2005). Organizational learning in higher education. *New Directions for Higher Education*, 131.
- Kezar, A. (2001). *Understanding and facilitating organizational change in the 21<sup>st</sup> Century: Recent research and conceptualizations*. Washington, DC: ASHE-ERIC Higher Education Reports, 28(4).

Kezar, A., Hirsch, D., & Burack, K. (Eds.). (2001). Understanding the role of academic and student affairs collaboration in creating a successful learning environment. *New Directions for Higher Education*, 116.

Kezar, A., & Eckel, P. (Eds.). (2000). Moving beyond the gap between research and practice in higher education. *New Directions for Higher Education*, 110.

Toma, J. D., & Kezar, A. (Eds.). (1999). The collegiate ideal: The current state and future prospects of the idea of campus. *New Directions for Higher Education*, 105.

### **Contracts and Grants**

Principal investigator, Award for faculty models in support of college student success. (2017-2022). Teagle Foundation, \$185,000. Study to identify new faculty models and better support for adjunct faculty.

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

Principal investigator, Tools for creating a new faculty model. (2016-2017). Spencer Foundation, \$25,000. Creation of 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. (2015-2020). Susan Thompson 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. (2015-2016). Susan Thompson 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. 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. Study of 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. 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.

### **Edited Journals**

Kezar, A., & Hallett, R. (Eds.) (forthcoming). Methodological, theoretical and empirical insights from studying comprehensive college transition programs for first-generation, low income, and underserved students [Special issue]. *The Review of Higher Education*.

Kezar, A., & Kitchen, J. (Eds.) (forthcoming). Comprehensive college success programs [Special issue]. *American Behavioral Scientist*.

Kezar, A., & Sam, C. (Eds.). (2011). Understanding non-tenure track faculty: New assumptions and theories for conceptualizing behavior [Special issue]. *American Behavioral Scientist*, 55(11).

Kezar, A. (Ed.). (2009). Understanding the dynamics of grassroots leadership in postsecondary education [Special issue]. *Journal of Change Management*, 9(3).

Kezar, A., & Talburt, S. (Ed.). (2004). Questions of research and methodology [Special issue]. *The Journal of Higher Education*, 75(1).

Kezar, A. (Ed.). (2002). Leadership challenges at urban and metropolitan universities: Communities, stakeholders, money, diversity, and change [Special issue]. *Metropolitan Universities Journal*, 13(2).

### Articles in peer-reviewed journals

Kezar, A. (in review). Leveraging multiple theories of action toward change: An examination of the AAU STEM initiative. *Innovative Higher Education*.

Kezar, A. (in press). Scaling culture change: A look at the AAU STEM initiative. *The Review of Higher Education*.

Kezar, A., Miller, E., Bernstein, S., & Holcombe, E. (in press). Networking strategies to scale change: Lessons from the AAU STEM initiative. *Change: The Magazine of Higher Learning*.

Kezar, A., & Holcombe, E. (in press). Examining learning in a multi-institutional initiative: An examination of barriers. *Educational Policy*.

Kezar, A. (in press). Normative institutional theory for scaling change in higher education: The AAU STEM initiative as a natural experiment. *The Journal of Higher Education*.

Holcombe, E., & Kezar, A. (in press). Exploring assumptions about needed interventions for supporting under-served students in STEM. *Innovative Higher Education*.

Holcombe, E., & Kezar, A. (in press). Exploring the value of integrated programs for campus communities. *NASPA Journal*.

Kitchen, J., Hypolite, L., & Kezar, A. (in press). Career self-efficacy and low-income student success in college. *American Behavioral Scientist*.

Kezar, A., & Holcombe, E. (in press) The role of collaboration in integrated programs aimed at under-served student success in STEM. *American Behavioral Scientist*.

Gehrke, S., & Kezar, A. (2018). Perceived outcomes associated with engagement in and design of faculty communities of practice focused on STEM reform. *Research in Higher Education*, 1-26. <https://doi.org/10.1007/s11162-018-9534-y>

Cole, D., Kitchen, J., & Kezar, A. (2018). Examining a comprehensive college transition program: An account of iterative mixed methods longitudinal survey design. *The Review of Higher Education*, 1-22. <https://doi.org/10.1007/s11162-018-9515-1>

Kezar, A., & DePaola, T. (2018). The changing face of employment at research universities. *New Directions for Institutional Research*, 2017(176), 83-96. <https://doi.org/10.1002/ir.20246>

Kezar, A. (2018). A new vision for the professoriate. *Change: The Magazine of Higher Learning*. 50(3-4), 84-87. <https://doi.org/10.1080/00091383.2018.1509616>

- Kezar, A. J., & Holcombe, E. (2018). Challenges of implementing integrated programs for underrepresented students in STEM: A study of the CSU STEM collaboratives. *Educational Policy*. <https://doi.org/10.1177/0895904818802091>
- Kezar, A., & Holcombe, E. (2018). Integrated and comprehensive student support programs aimed at historically underserved students: Creating a unified community of support. *International Journal of Chinese Education*, 7(1), 65-84. <https://doi.org/10.1163/22125868-12340090>
- Kezar, A., & Holcombe, E. (2018). How organizational silos and bridges shape student success: The CSU STEM collaboratives project. *Change: The Magazine of Higher Learning*, 50(2). <https://doi.org/10.1080/00091383.2018.1483180>
- Kezar, A., Gehrke, S., & Bernstein-Sierra, S. (2018). Communities of transformation: Creating changes to deeply entrenched issues. *The Journal of Higher Education*, 73(4). <https://doi.org/10.1080/00221546.2018.1441108>
- Elrod, S., & Kezar, A. (2017). Increasing student success in STEM: Summary of a guide to systemic institutional change. *Change: The Magazine of Higher Learning*, 49(4), 26-34. <https://doi.org/10.1080/00091383.2017.1357097>
- Gehrke, S., & Kezar, A. (2017). The roles of STEM faculty communities of practice in institutional and departmental reform in higher education. *American Educational Research Journal*, 54(5), 803-833. <https://doi.org/10.3102/0002831217706736>
- Holcombe, E., & Kezar, A. (2017). Mental model and implementing new faculty roles. *Innovative Higher Education*, 43(2), 91-106.
- Kezar, A., & Gehrke, S. (2017). Strategies for achieving scale within communities of practice aimed at pedagogical reform in higher education. *Journal of STEM Education*, 18(1), 57-64.
- Lester, J., & Kezar, A. (2017). Strategies and challenges for distributing leadership in communities of practice. *Journal of Leadership Studies*, 10, 17-34. <https://doi.org/10.1002/jls.21499>
- Bernstein, S., & Kezar, A. (2017). Identifying and overcoming challenges in STEM reform: A study of four national STEM reform communities of practice. *Innovative Higher Education*, 42(5-6), 407-420.
- Kezar, A., & Gehrke, S. (2017). Sustaining communities of practice focused on STEM reform. *The Journal of Higher Education*, 88(3), 323-349.
- Kezar, A., & Wheaton, M. (2017). The value of connective leadership: Benefiting from women's approach to leadership while contending with traditional views. *About Campus*, 21(6), 19-26.
- Kezar, A., & Holcombe, E. (2017). Support for high-impact practices: A new tool for administrators. *Liberal Education*, 103(1). Retrieved from [https://www.aacu.org/liberaleducation/2017/winter/kezar\\_holcombe](https://www.aacu.org/liberaleducation/2017/winter/kezar_holcombe)
- Kezar, A., Gehrke, S., & Bernstein, S. (2017). Designing for success in STEM communities of practice: Philosophy and personal interactions. *The Review of Higher Education*, 40(2), 217-244.



- Kezar, A. (2016). Consortial leadership toward large-scale change. *Change: The Magazine of Higher Learning*, 48(6), 50-57. <https://doi.org/10.1080/00091383.2016.1247583>
- Maxey, D., & Kezar, A. (2016). Leveraging the Delphi technique to enrich knowledge and engage educational policy problems. *Educational Policy*, 30(7), 1042–1070.
- Gehrke, S., & Kezar, A. (2016). STEM reform outcomes through communities of transformation. *Change: The Magazine of Higher Learning*, 48(1), 30-38. DOI: 10.1080/00091383.2016.1121084
- Kezar, A., & Gehrke, S. (2016). Faculty composition in four-year institutions: The role of pressures, values, and organizational processes in academic decision-making. *The Journal of Higher Education*, 87(3), 390-419.
- Kezar, A., Maxey, D., & Holcombe, E. (2016). The professoriate reconsidered: A study of new faculty models. *Thought & Action*, 32(1), 65-88.
- Kezar, A., & Maxey, D. (2016). The Delphi technique: An untapped approach of participatory research. *International Journal of Social Research Methodology*, 19(2), 143-160.
- Kezar, A., & Holcombe, E. (2015). The professoriate reconsidered. *Academe*, 101(6). Retrieved from <https://www.aaup.org/article/professoriate-reconsidered#.WOPHp9hKii4>
- Kezar, A., Gehrke, S., & Elrod, S. (2015). Implicit theories of change as a barrier to change on college campuses: An examination of stem reform. *The Review of Higher Education*, 38(4), 479-506.
- Maxey, D., & Kezar, A. (2015). Revealing Opportunities and Obstacles for Changing Non-Tenure-Track Faculty Practices: An Examination of Stakeholders' Awareness of Institutional Contradictions. *The Journal of Higher Education*, 86(4), 564-594.
- Elrod, S., & Kezar, A. (2015). Increasing student success in STEM. *Peer Review*, 17(2). Retrieved from <https://www.aacu.org/peerreview/2015/spring/elrod-kezar>
- Kezar, A., & Maxey, D. (2014). Faculty matter: So why doesn't everyone think so? *Thought & Action*, 30, 29-44.
- Kezar, A., & Maxey, D. (2014). Understanding key stakeholder belief systems or institutional logics related to non-tenure-track faculty and the changing professoriate. *Teachers College Record*, 116(10), 1-42.
- Kezar, A., & Maxey, D. (2014). Troubling ethical lapses: The treatment of contingent faculty. *Change: The Magazine of Higher Learning*, 46(4), 34-37. <https://doi.org/10.1080/00091383.2014.925761>
- 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*, 29(6), 926-960. <https://doi.org/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., & Sam, C. (2014). Governance as a catalyst for policy change: Creating a contingent faculty friendly academy. *Educational Policy*, 28, 425-462.
- 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). Retrieved from <https://www.aaup.org/article/change-requires-discipline#.W0PQ2dhKii4>
- Kezar, A. (2013). Non-tenure-track faculty's social construction of a supportive work environment. *Teachers College Record*, 115(12).
- Kezar, A., & Gehrke, S. (2013). Creating a high-quality place to teach, learn, and work. *Peer Review*, 15(3), 8-12.
- Kezar, A., & Maxey, D. (2013). The changing academic workforce. *Trusteeship*, 21(3), 15-21.
- Kezar, A. (2013). Examining non-tenure track faculty perceptions of how departmental policies and practices shape their performance and ability to create student learning at four-year institutions. *Research in Higher Education*, 54(5), 571-598.
- Shahjahan, R. A., & Kezar, A. J. (2013). Beyond the "National Container": Addressing methodological nationalism in higher education research. *Educational Researcher*, 42(1), 20-29.
- Kezar, A. (2013). Departmental cultures and non-tenure-track faculty: Willingness, capacity, and opportunity to perform at four-year institutions. *The Journal of Higher Education*, 84(2), 153-188.
- Kezar, A., & Sam, C. (2013). Institutionalizing equitable policies and practices for contingent faculty. *The Journal of Higher Education*, 84(1), 56-87.
- Kezar, A. (2013). Institutionalizing student outcomes assessment: The need for better research to inform practice. *Innovative Higher Education*, 38(3), 189-206.
- 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/sensegiving in transformational change processes from the bottom up. *Higher Education*, 65(6), 761-780.

- Kezar, A. (2012). Spanning the great divide between tenure-track and non-tenure-track faculty. *Change: The Magazine of Higher Learning*, 44(6), 6-14.
- Kezar, A., Hartley, M., & Maxey, D. (2012). Practicing what we preach: Cultivating democratic practice in governance. *Liberal Education*, 98(3). Retrieved from <https://www.aacu.org/publications-research/periodicals/practicing-what-we-preach-cultivating-democratic-practice>
- Lester, J., & Kezar, A. (2012). Understanding the formation, functions, and challenges of grassroots leadership teams. *Innovative Higher Education*, (37)2, 105-124.
- Kezar, A. (2012). The path to pedagogical reform in the sciences: Engaging mutual adaptation and social movement models of change. *Liberal Education*, 98(1), 14-19.
- Kezar, A., & Elrod, S. (2012). Facilitating interdisciplinary learning: Lessons from Project Kaleidoscope. *Change: The Magazine of Higher Learning*, 44(1), 16-25.
- Kezar, A., & Sam, C. (2011). Understanding non-tenure track faculty: New assumptions and theories for conceptualizing behavior. *American Behavioral Scientist*, 55(11), 1419-1442.
- Kezar, A. (2011). Faculty and staff grassroots leaders' beliefs about power: Do their beliefs affect their strategies and effectiveness? *International Journal of Leadership Studies*, 6(1), 84-103.
- 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 broader reach of improved practices in education? *Innovative Higher Education*, 36(4), 235-247.
- Kezar, A., Gallant, T. B., 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.
- 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). Organizational culture and its impact on partnering between community agencies and postsecondary institutions to help low-income students attend college. *Education and Urban Society*, 43(2), 205-243.
- Kezar, A., & Lester, J. (2010). Breaking the barriers of essentialism in leadership research: Positionality as a promising approach. *Feminist Formations*, 22(1), 163-185.
- 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., & Yang, H. (2010). The importance of financial literacy. *About Campus*, 14(6), 15-21.
- Kezar, A., & Lester, J. (2009). Supporting faculty grassroots leadership. *Research in Higher Education*, 50(7), 715-740.

- Kezar, A., Lester, J., & Yang, H. (2009). Nonprofits partnering with postsecondary institutions to increase low-income student access. *Educational Policy*, 24(3), 500-533.
- Kezar, A. (2009). Change in higher education: Not enough, or too much? *Change: The Magazine of Higher Learning*, 41(6), 18-23.
- Kezar, A., & Lester, J. (2009). Promoting grassroots change in higher education: The promise of virtual networks. *Change: The Magazine of Higher Learning*, 41(2), 44-51.
- 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. *The 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. J. (2008). Creating a web of support: An important leadership strategy for advancing campus diversity. *Higher Education*, 55(1), 69-92.
- Kezar, A., Lester, J., Glenn, W., & Nokamoto, J. (2008). Examining organizational contextual features that affect implementation of equity initiatives. *The Journal of Higher Education*, 79(2), 125-159.
- Kezar, A., & Lester, J. (2008). Leadership in a world of divided feminism. *NASPA Journal About Women in Higher Education*, 1(1), 51-75.
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### **Professional Papers (\* indicates refereed paper, + indicates invited paper)**

+ Kezar, A. (2019, June). *Change in higher education*. Plenary talk presented at The Association for the Assessment of Learning in Higher Education annual conference in Saint Paul, MN.

\* Hypolite, L.I., Kitchen, J. Kezar, A., & Hallett, R. (2019, April). *Designing college programs to promote career and major self-efficacy among underrepresented students: An ecological perspective*. Paper presented at the American Educational Research Association Conference, Toronto, Canada.

+ Kezar, A., & Bernstein, S. (2019, April). *Scaling culture change through institutional logics: A look at the AAU STEM Initiative*. Paper presented at the American Educational Research Association Conference, Toronto, Canada

+ Kezar, A., & Holcombe E. (2019, February). *Learning from the CSU STEM collaboratives*. 2019 First Year Experience annual conference at Caesars Palace, Las Vegas, NV.

+ Kezar, A., & Scott, D. (2019). *Leading the way: Delphi award winners*. Presented at the Association of American Colleges and Universities 2019 annual meeting, San Francisco, CA.

+ Kezar, A. (2019). *Rethinking shared governance*. Presented at Sonoma State University, Rohnert Park, CA.

+ Kezar, A. (2018). *Academic administrators leading cultural change*. COACHE Seminar, Harvard University, Boston, MA.

+ Kezar, A. (2018). *Readiness for change*. Plenary talk presented at the Association of Presbyterian Colleges and Universities, New Orleans.

+ Kezar, A. (2018). *Readiness for change*. Presented at the NASPA – Student Affairs Administrators in Higher Education’s Women’s Leadership Institute, Newport Beach, CA.

- + Kezar, A. (2018). *Making change happen: Role of various actors in driving systemic change to improve undergraduate STEM education*. Presented at the National Academies of Science, Engineering and Medicine's Roundtable on Systemic Change in Undergraduate STEM Education, Washington, DC.
- + Kezar, A. (2018, August). *Current challenges facing precarious faculty*. Plenary speaker at the Coalition of Contingent Academic Labor's COCAL XIII conference at San Jose State University, San Jose, CA.
- + Kezar, A. (2018). *Pathways to adjunct support*. Plenary keynote at Symposium for Part-Time, Adjunct, and Contingent Educators, Atlanta, GA.
- + Kezar, A. (2018). *Change journey in higher education: Successfully leading institutional transformation*. Plenary keynote at the American College Personnel Association's Institute on the Curricular Approach, Chicago, IL.
- \* Kitchen, J., Hypolite, L., & Kezar, A. (2018). *Career self-efficacy and low-income student success in college*. Paper presented at the American Educational Research Association Conference, New York, NY.
- \* Melguizo, T., Martorell, P., Chi, E., Park, L., & Kezar, A. (2018). *The effects of a comprehensive college transition program on psychosocial factors associated with success in college*. Paper presented at annual conference of the Association of Education Finance and Policy, Portland, OR.
- \* Chi, E., Jeon, M., Park, E., Melguizo, T., & Kezar, A. (2018). *A comprehensive college transition program and nonprogram peer and faculty interactions: An application of mediation analysis*. Paper presented at the Society for Research on Educational Effectiveness Spring 2018 Conference, Washington, DC.
- + Kezar, A., & Holcombe, E. (2018). *Considering and implementing new faculty models*. Symposium presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A., & Holcombe, E. (2017). *Implementing integrated programs for first generation, low income and under-served students: A study of the CSU STEM collaboratives*. Paper presented at the Association for the Study of higher Education, Houston, TX.
- + Kezar, A. (2017). *The role of HR professionals in the changing role of faculty*. Invited plenary at CUPA-HR. San Diego, CA.
- \* Holcombe, E., & Kezar, A. (2017). *Mental model and implementing new faculty roles*. Paper presented at the American Educational Research Association Conference, San Antonio, TX.
- + Kezar, A. (2017). *Envisioning the faculty for the 21<sup>st</sup> century*. Plenary talk for the national Conference for Collective Bargaining in Higher Education, New York City, NY.
- + Kezar, A. (2017). *Diverse faculty for diverse students*. American Council on Education, Washington, DC.

- + Kezar, A., & Holcombe, E. (2017). *Envision the 21<sup>st</sup> century faculty*. Paper presented at the Association of American Colleges and Universities, San Francisco, CA.
- + Kezar, A. (2016). *Are we making a difference in campus policies, seriously?* Plenary talk presented at the Association for the Study of Higher Education, Columbus, OH.
- \* Kezar, A. (2016). *Symposium on research design for the TSLC program study*. Presented at the Association for the Study of Higher Education, Columbus, OH.
- \* Cole, D., Kitchen, J., & Kezar, A. (2016). *A mixed methods survey design*. Paper presented at the Association for the Study of Higher Education, Columbus, OH.
- \* Kezar, A. (2016). *Public scholarship in higher education*. Plenary talk presented at the American Educational Research Association Conference, Washington, DC.
- + Kezar, A. (2016). *Institutional transformation to support STEM student success*. Plenary talk for STEM conference sponsored by Northeastern University, 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. (2015, December). *What boards and presidents need to know about the changing faculty*. Paper presented at WASC Board and Presidents retreat, Oakland, CA.
- + Kezar, A. (2015, May). *Redesigning for collaborative work and strategic partnerships*. Minnesota College and University System Conference, Minneapolis, MN.
- \* Kezar, A., Gerhke, S., & Bernstein, S. (2015, April). *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. (2015, April). *Designing outcomes for STEM reform networks*. Paper presented at the American Educational Research Association Conference, Chicago, IL.
- + Kezar, A. (2015, February). *First year transition and the changing faculty: Strategies for ensuring student success*. Plenary talk at the First Year Experience Conference, Dallas, TX.
- \* Kezar, A. (2015, February). *STEM reform and the findings from national studies*. Paper presented at AAAS, San Jose, CA.
- \* Kezar, A., & Maxey, D. (2015, January). *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. (2015, January). *The Equity imperative in STEM: A framework for change*. Paper presented at the Association of American Colleges and Universities, Washington, DC.

- \* Kezar, A. (2015, January). *Facilitating well-being: Institutional structures, policies and priorities*. Symposium presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A., & Gerhke, S. (2014, November). *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. (2014, October). *Transforming institutions: 21<sup>st</sup> century undergraduate STEM education*. Plenary talk at Purdue University, Indianapolis, IN.
- + Kezar, A. (2014, July). *Non-tenure track faculty and innovation*. Plenary talk at Institute for EDUCAUSE, Washington, DC.
- + Kezar, A. (2014, May). *Leadership for change in information technology*. Plenary talk at the annual conference of Women in Information Technology, Irvine, CA.
- \* Kezar, A. (2014, April). *Symposium moderator on organizational learning in academy*. Paper presented at the American Educational Research Association Conference, Philadelphia, PA.
- \* Gerhke, S., & Kezar, A. (2014, April). *Values and Deans decision-making on supporting NTTF*. Paper presented at the American Educational Research Association Conference, Philadelphia, PA.
- + Kezar, A. (2014, March). *High performing boards*. Plenary session at the Non-profit board conference, Hollywood, FL.
- + Kezar, A. (2014, February). *Student success and the new faculty majority*. Paper presented at the Association of American Colleges and Universities, regional conference, Portland, OR.
- + Kezar, A. (2014, February). *Student success and the new faculty majority*. Paper presented at the Association of American Colleges and Universities, regional conference, Portland, OR.
- + Kezar, A., & Maxey, D. (2014, January). *Accreditation and the changing faculty*. Paper presented at the CHEA annual conference, Washington, DC.
- + Kezar, A. (2014, January). *Grassroots leadership for social change toward the public good*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A. (2014, January). *Engaged campuses and the changing faculty*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- \* Kezar, A., & Maxey, D. (2014, January). *Campus resources for contingent faculty*. Paper presented at the Association of American Colleges and Universities, Washington, DC.
- + Kezar, A. (2013, December). *STEM reform and shared leadership*. Plenary speaker at Central Florida University, Orlando, FL.
- \* Maxey, D., & Kezar, A. (2013, November). *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. (2013, November). *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. Louis, MI.
- \* Gerhke, S., & Kezar, A. (2013, November). *Unbundling the faculty role*. Paper presented at the Association for the Study of Higher Education, St. Louis, MI.
- + Kezar, A. (2013, November). *Faculty developers as change agents*. Plenary speaker at annual POD conference, Pittsburgh, PA.
- + Kezar, A. (2013, October). *Changing colleges for student success*. Plenary speaker at annual conference of Northeastern Student Affairs Professional, Amherst, MA.
- \* Kezar, A. (2013, April). *Governance in higher education: New conceptualizations*. Paper presented at American Educational Research Association Conference, San Francisco, CA.
- \* Kezar, A., & Maxey, D. (2013, April). *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. (2012, November). *Report of a national study of dean's decision-making on hiring and support for non-tenure track faculty*. Paper presented at Council for Academic Deans Annual conference, Seattle, WA.
- + Kezar, A. (2012, October). *Better recognizing and serving low income students in higher education*. Paper presented at a symposium at the University of Michigan, Ann Arbor, MI.
- + Kezar, A. (2012, September). *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, Portland, WA.
- +Kezar, A. (2012, June). *Creating changes in student affairs practice for improved student learning*. Paper presented at the Regional NASPA conference, Dayton, OH.
- + Kezar, A. (2012, June). *Faculty partnering for improved dental education*. Paper presented at the American Dental Association Annual conference, Chicago, IL.
- \* Kezar, A. (2012, April). *Understanding sensemaking in transformational change processes from the bottom up*. Paper presented at American Educational Research Association Conference, Vancouver, Canada.
- \* Kezar, A. (2012, April). *Social construction of support among non-tenure track faculty*. Paper presented at American Educational Research Association Conference, Vancouver, Canada.
- + Kezar, A. (2012, April). *Campus collaboration for improving student learning*. Paper presented at the College Housing Annual conference, Ontario, CA.

- + Kezar, A. (2012, January). *Rethinking leadership development on college campuses*. Paper presented at the American Council on Education annual conference, Los Angeles, CA.
- + Kezar, A. (2012, January). *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. (2011, November). *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. (2011, November). *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. (2011, October). *Furthering collaboration within higher education consortium*. Paper presented at the National Association for Consortium Leadership, Claremont, CA.
- + Kezar, A. (2011, April). *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. (2011, March). *Creating interdisciplinary teaching and learning*. Paper presented at Stony Brook University, Long Island, NY.
- + Kezar, A. (2011, February). *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. (2010, August). *Making diversity a real priority for college campuses*. Paper presented at the HERI National Institute, Los Angeles, CA.

- + 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 presented 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, Washington DC.
- + Kezar, A., & Yang, H. (2008, September). *Financial education for TRIO students*. Paper presented at the annual Council for Opportunity in Education Conference, 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, 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, Chicago, IL.
- \* Kezar, A. (2007, April). *Collaboration with schools to improve college going*. Paper presented at American Educational Research Association Conference, Chicago, IL.
- \* Kezar, A. (2007, April). *Understanding leadership strategies for addressing the politics of diversity*. Paper presented at American Educational Research Association Conference, Chicago, IL.
- + Kezar, A. (2007, March). *Creating opportunities for non-tenure track faculty in governance*. Paper presented at National Education Association, San Diego, CA.
- \* 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, 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, Rome, Italy.
- + Kezar, A. (2006, August). *Creating capacity by working effectively with your governing board*. Paper presented at the HERS Summer Institute, 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, CA.
- \* 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.
- \* 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 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 at 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.
- \* 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*. Paper presented at the American Association for Higher Education, Washington, DC.
- \* 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, DC.
- \* Hurtado, S., Dey, E., & Kezar, A. (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 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**

USC Phi Kappa Phi Faculty Book Award (For the book: <i>How colleges change: Understanding, learning, and enacting change</i> )	2019
ASHE Research Award	2017
AERA Fellow	2015



TIAA-CREF Fellow	2014-2015
Top 20 Education Professors in California	2013
Haynes Fellow, Haynes Foundation	2011-2012
ASHE Editorial Leadership Award	2002
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*

Associate Editor, <i>Higher Education: Handbook of Theory and Research</i>	2013-present
Editor, <i>Stylus Book Series on Instructional Faculty</i>	2013-2017
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>The 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: The Magazine of Higher Learning</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

#### *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>NASPA 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
Reviewer, <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: The Magazine of Higher Learning</i>	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 Press	2011-present
Reviewer, University of Chicago Press	2010-present
Reviewer, Palgrave Macmillan	2009-present
Reviewer, Routledge	2008-present
Reviewer, Stanford University 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.

### **National Mentoring**

Mentor, Ford Fellowship – Gina Garcia – 2016-2017

### **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  
 EDUC 625 Social foundations and inquiry course  
 EDPH 653 Advanced qualitative methods  
 EDUC 792 Critique of research in education

### **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

**COACHE Program—Harvard Institutes for Higher Education**  
*Faculty* 2018  
Taught a seminar on leadership of the faculty

**University of Pennsylvania**  
*Faculty*  
Taught organizational change and leadership 2002-2017

**Engagement Academy, Virginia Tech University**  
*Faculty*  
Taught a workshop on creating change in higher education. 2008-2010

**HERS-Summer Institute for Women in Higher Education Administration**  
*Faculty* 1997-2007  
Participated as a faculty each summer for the Institute teaching governance and leadership.

**NAWE: Advancing Women in Higher Education**  
*Faculty Director for the Institute for Emerging Women Leaders* 1997-2003  
Taught a five-day leadership institute.

**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**

*Accelerating Systemic Reform in STEM Education*  
Steering Committee, 2015- Present

*American Association for Higher Education*  
National Advisory Board, 2000-2004  
Community of practice leader, 2002 conference  
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, 2004-2005

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

Worked 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

*Center of the Study of Academic Labor*

National Advisory Board, 2016-2018

*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

*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 meeting 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*  
Leadership for STEM administrators, University of Wisconsin, Whitewater, 2018-2019  
AGEP-NC External Advisory Board, North Carolina State University, 2018-2021  
Advisory Board Member, grant on using networks to scale improvement, 2017-2021  
Wider Grant, University of South Florida, Advisory Board, 2015-2018  
Wider Grant, Boise State, Advisory Board, 2017-2020  
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*

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*

Panel – 2018  
Fellow – 2014-2017

*WASC*

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

**University Service**

*University of Southern California*

University-wide

Shared governance subcommittee, Academic Senate, 2018-2019  
Concerned Faculty, Governance subcommittee, 2018  
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  
Planning committee for 125<sup>th</sup> anniversary event, Urban Initiative, 2004-2006

College

SPT committee, 2013-present  
FAPR review, 2016  
Mentoring committee, 2014-2016  
PhD Committee, 2005-2016  
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  
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  
Lourde-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**

<i>Service Award, Association for the Study of Higher Education</i> For planning the 2003 Annual conference	2003
<i>NETWORK Leadership Award, American Council on Education</i> For the development of the Institute for Emerging Women Leaders and for research contributing to leadership development programs	2000
<i>Awardee, Salzburg Seminar</i> Invited to seminar for individuals designated as higher education leaders worldwide	2000
<i>Service Award, National Society for Experiential Education</i> For my work promoting community service-learning nationally	1994

## **SELECTIVE CONSULTING/EVALUATION**

### *Change Management*

2018-Present – **Gates Foundation**

Change consultant for various project on capacity building for systemic change.

2013-2015 – **Gates Foundation/MDRC**

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*

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*

2017-2018 – **University of Missouri system** – Diversity leadership during times of racial crises Helping campus to assess their role in helping build back the community after the events in Ferguson and campus protests and work to improve the racial climate on campus and in the community

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.

**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.