A. REQUIRED Cover Page

APPLICATION FOR PROFESSIONAL DEVELOPMENT GRANT

**All applicants please complete this cover page.

Choose one:	
[ ] Creative activity	**Date of Last PDG Award** (Semester and Year awarded): NA
[X] Research activity	
[X] Professional Enhancement activity	**Date of ATU Faculty Appointment** (Semester and Year): Summer 1998

1. Project Title: Navigating a Course to Get the Right People on the Bus for Leadership Preparation

2. Name of Principal Investigator/Project Director: Dr. Mary B. Gunter

3. School (abbrev): Education   4. Department: Center for Leadership and Learning

5. Campus Mail Address: 1310 North El Paso, Crabaugh Room 124 6. PI/PD Campus Phone: 479-498-6022

7. Amount Requested: $ $3592.87   8. Total Cost of Project: $3592.87

9. Does this project involve: 10. Duration of Project: Completed by August 30, 2007

Yes No

[X] [ ] human subjects?
[ ] [X] animals/animal care facility?
[ ] [X] radioactive materials?
[ ] [X] hazardous materials?
[ ] [X] biological agents or toxins restricted by the USA Patriot Act?
[ ] [X] copyright or patent potential?
[ ] [X] utilization of space **not** currently available to the PI/PD?
[ ] [X] the purchase of equipment/instrumentation/software currently **available** to the PI/PD?

NOTE: If the answer is "yes" to any of the above questions, the investigator must attach appropriate documentation of approval or justification for use/purchase.

SIGNATURES

Mary B. Gunter 5/1/07
Department Head   Date

[signature] 5-1-07
Dean   Date

This Section to be completed by the Office of Academic Affairs
PDC Committee Award Recommendation: Yes_____   No_____   PDC Committee Proposal Rank: _____ of _____ Total Proposals.   Recommendation of VPAA: Yes_____ No _____   Recommendation of President: Yes_____ No _____   Award Date: _____

B. Abstract

The Arkansas Tech University's (ATU) *Presidential School Leaders Recruitment Initiative* provides a unique approach to recruitment of graduate students for master level and education specialist level degree programs in school leadership. Students prepare for school leadership roles of principal, curriculum administrator and superintendent. Students are nominated by their school district superintendents based on their leadership characteristics and dispositions as potential school leaders. This recruitment initiative is designed to assist individuals to explore the various venues for school leadership, while earning graduate hours toward a degree. Nominated students receive a 50% reduction in tuition for their first six (6) hours of graduate work in educational leadership.

Data to determine the leadership characteristics and dispositions of the students nominated by the school superintendents since the inception of the initiative two years ago will be acquired. Additional data, indicating the students' degree of commitment to school leadership at various points in their program of study will be identified. Data on the mobility of candidates for leadership positions will also be addressed.

National and state data indicating a need for school leaders has emerged as a priority as practicing administrators from the baby boom era are preparing for retirement. At a time when we face shortages in school leadership and have increased the level of accountability for the school leader, identifying future school leaders with the disposition to move a school to high performance can be challenging. The results of this study can provide information to influence graduate student recruitment initiatives.

1

C. Purpose/Objectives

This proposal will address the following objectives in relation to students enrolled

under the ATU *Presidential School Leaders Recruitment Initiative* :

1. School district superintendents' identification of future school leaders, increase the pool of candidates for future school leadership roles.

2. Providing a 50% reduction in the first six (6) hours of tuition encourages graduate students to begin and complete the program of study.

3. The enrolled graduate students' degree of commitment to school leadership varies at different points in their program of study.

4. *Graduate students who attain a leadership degree will move to available leadership positions.*

D. Significance/Need

Chapman (2005) indicates that recruiting educational leaders and the process of

leadership learning are continuous and progressive (p. 19). "In the past, education

systems have been heavily reliant on a process of self selection in the identification of

future leaders. Now a more systematic and collaborative approach, involving employing

authorities, schools, universities, leadership centres, and individuals is required"

(Chapman, 2005, p. 21). The ATU *Presidential School Leaders Recruitment Initiative*

provides an opportunity for superintendents, as employing authorities, to identify those

they perceive to have the leadership skills and dispositions for success as future school

leaders.

Providing a financial incentive through the reduction in tuition cost for the first

six (6) hours of coursework encourages quality graduate students to enroll at Arkansas

Tech University. A study completed at the University of Colorado (2004) indicates that

one of the barriers to increasing the number and quality of graduate students is a lack of

financial support that is competitive.

Fullan (2007) states, "Nothing is more central to reform than the selection and development of teachers and administrators (p.17). Providing a structure to identify and recruit graduate leadership students perceived to be the *right people* by current practitioners in the field supports the graduate students' initial and continued perception of their personal success as a school leader.

The mission of the CLL is to prepare, through a performance-based system, school leadership teams (teachers, administrators and counselors) with the knowledge, skills and dispositions to work collaboratively to develop a professional learning community focused on student success (revised, November 2006). CLL teaching practices throughout all programs of study align with current research indicating the importance of building relationships and working collaboratively in professional learning teams focused on positive change and enhanced student learning (Donaldson, 2006; DuFour & Eaker, 1998; Fullan, 2007; Reeves, 2005).

Little research is found concerning career mobility among graduate leadership students. Additional research is needed in the study of mobility of candidates for leadership positions.

E. Process for Attainment of Objectives/Goals	Timeline
1. Obtain a list of CLL graduate students who have received the ATU *Presidential School Leaders Recruitment Initiative*	Immediate
2. Submit for approval for use of human subjects	Immediate
3. Design survey	By June 1
4. Notify students of electronic survey administration	By June 6
5. Administer survey	By June 30
6. Prepare NCPEA Presentation	By July 30
7. Present results at NCPEA Summer Conference in Chicago	July 31-Aug 3
8. Disseminate results to ATU administration and school superintendents	By September 1
9. File report with ATU Education Department head, dean and Vice President for Academic Affairs	By September 30

F. Dissemination of Results

A paper presentation, at the National Council of Professors of Educational Administration (NCPEA) 2007 summer conference in Chicago, IL., will disseminate the results of the study, including recommendations for future research.

G. Repeated Requests - NA

H. Budget

1.	Supplies	Copying costs		$100.00

2.   Travel: August 1-3, 2007 to Chicago, IL -- Present at NCPEA

	Travel No. 1	Dr. Mary Gunter	Estimated Price	$1164.29
	Travel No. 2	Dr. Kerry Roberts	Estimated Price	1164.29
	Travel No. 3	Ms. Karen Endel	Estimated Price	1164.29

(see Appendix A for itemized travel budget)

Total estimated travel $3492.87

TOTAL PROPOSED BUDGET   **$ 3592.87**

I. Bibliography

Chapman, J. (2005). *Recruitment, retention and development of school principals.* Education Policy Series (booklet 2). Retrieved May 1, 2007, from http://educationcounts.edcentre.govt.nz/research/Bes/Downloads/Edpol2.pdf

Donaldson, G. (2006). *Cultivating leadership in schools: Connecting people, purpose, and practice* (2nd ed.). New York, NY: Teachers College Press.

DuFour, R. & Eaker, R. (1998). Professional learning communities at work: Best practices for enhancing student achievement. Bloomington, IN: Solution Tree.

Fullan, M. (2007). *The new meaning of educational change* (4th ed.). New York, NY: Teachers College Press.

Reeves, D. (2006). *The learning leaders: How to focus school improvement for better results.* Alexandria, VA: Association for Supervision and Curriculum Development.

University of Colorado at Boulder. (2004, April). *Vice chancellor's task force on graduate tuition and enrollment management strategy at CU-Boulder.* Retrieved May 1, 2007 from http://www.colorado.edu/GraduateSchool/GTEMS_Report.pdf

J. Application Vita - Dr. Mary B. Gunter – Vita sections, including presentations,

publications and grants (See Appendix B).

Appendix A:

NCPEA Conference -- Chicago, IL – August 1-3, 2004
Itemized Travel Expenditures

1. **Dr. Mary Gunter, Chair**
   Center for Leadership and Learning
   School of Education

Airplane:	291.00
Meals:	84.00
Hotel:	459.29
Taxi:	80.00
Conference Registration:	250.00
	$1164.29

2. **Dr. Kerry Roberts, Asst. Professor**
   Center for Leadership and Learning
   School of Education

Airplane:	291.00
Meals:	84.00
Hotel:	459.29
Taxi:	80.00
Conference Registration:	250.00
	$1164.29

3. **Ms. Karen Endel, Asst. Professor**
   Center for Leadership and Learning
   School of Education

Airplane:	291.00
Meals:	84.00
Hotel:	459.29
Taxi:	80.00
Conference Registration:	250.00
	$1164.29

   GRAND TOTAL   **$3492.87**

Presentations and Publications

2006

Corporate Author, *2006 ASCD Legislative Agenda*, Association for Supervision and Curriculum Development, Arlington, Va. January 2006.

Gunter, M.B., *Distributed Leadership.* Effective Schools Conference, Teachscape, Phoenix, Az. March 2006.

Gunter, M.B., Endel, K., Martin, S. *Constructing Assessment Practices to Challenge the Traditions of the Past.* Annual Conference, Association for Supervision and Curriculum Development, Chicago, Illinois, April 2006.

Gunter, M.B., Floyd, S., Kaufman, D. *P-18 Alignment.* Arkansas Council of Teacher Educator Fall Conference, Conway, Ar., September 2006

Gunter, M.B. *Arkansas School Leaders Standards."* Beginning Administrator/Mentor Traning, Keynote, Little Rock, AR., July and September 2006.

2005

Gunter, M.B., Riggs, J., Holman, Frank. *Arkansas Accountability System Fact Sheets.* An Arkansas Association for Supervision and Curriculum Development Publication, fall 2005.

Gunter, M.B., & Peer, D., *Accountability Design Systems.* Arkansas Professors of Educational Administration Annual Conference, Arkadelphia, AR., April 2005

Gunter, M.B., *The Process of Change.* Implementing Stnadards-Based Educational Practices Meeting, Russellville Secondary Schools, Russellville, AR., April 2005.

Gunter, M.B. Working with the Marginal Performaing Teacher. Lavaca Public Schools Administrative Team In-Service, Russellville, AR., August 2005

Gunter, M.B. *Arkansas School Leaders Standards."* Beginning Administrator/Mentor Traning, Keynote, Little Rock, AR., July and September 2005.

2004

Gunter, M.B. *Classroom Walk-Through (CWT): Key Findings. AASCD Focus, Journal of Research and Best Practice,* AASCD, Volume 1, No. 1, summer 2004. pp. 51-57. (Invited Author)

Gunter, M.B., Shopfner, R.A., Croom, K. and Powell, R. (2004) *When We All Pull Together: Distributed Leadership for High Performance.* Presentation for ASCD 59th Annual Conference, New Orleans, Louisiana

Gunter, M.B. Shopfner, R.A, Croom, K. and Powell, R. (2004) A *Unique Approach for Preparing School Leadership Teams: Looking at an "Integrated Design" for*

Master Degree and Specialist Level Programs. Referred paper presented at the 58th Annual Summer Conference, National Council of Professors of Educational Administration, Branson, Missouri.

2003

Gunter, M.B. (2003). Invited featured presenter for the National School Conference Institute Annual National Conference on Instructional Leadership and Teacher Quality: Mentoring and Monitoring for Increased Student Learning, Washington, DC.

Gunter, M.B. & Dickerson, M. (2003). *Forging a future: Cultivating a school/university partnership steeped in theory and moved to practice through collaboration.* Refereed paper presented at the American Association of School Administrators National Conference, New Orleans, LA.

Gunter, M.B., Shopfner, R.A., Brody, C., & Endel, K.D. (2003). *Leadership roles and compensation redefined through a school-university partnership.* Presentation of a school university model at the Association for Supervision and Curriculum Development International Conference, San Francisco, CA.

2002

Arkansas Department of Education and Arkansas Department of Higher Education. (2002). Task Force on Arkansas Teacher Quality Enhancement Professional Development. *Arkansas professional development standards,* Little Rock, AR: Author.

Gunter, M.B. (2002). *An integrated teacher/administrator preparation design for performance based coaching.* Refereed paper presented at the Arkansas Association of College Teachers of Education State Conference, Little Rock, AR.

Gunter, M.B. (2002). *Classroom-walk through for reflective practice.* Invited presenter at the Arkansas Association of Educational Administrators State Conference, Little Rock, AR.

Gunter, M.B. (2002). *Dealing with the marginal performer.* Invited keynote speaker for the Arkansas Association of Supervision and Curriculum Development State Conference, Hot Springs, AR.

Gunter, M.B. (2002). *Educational specialist portfolio manual.* Center for Leadership and Learning. Russellville, AR: Arkansas Tech.

Gunter, M.B. & Shopfner, R.A. (2002). *An integrated design for the supervision of instruction:*

Building a bridge between graduate leadership preparation and undergraduate teacher preparation. Refereed paper presented at the National Council of Professors of Educational Administration National Conference. Burlington, VT.

Learning 24/7, (2002). *Classroom-walk through for reflective practice. National training model and manual (Lead Developer),* Phoenix, AZ.

2001

Arkansas Department of Education. (2001). *Recommendations for administrative licensure requirements agenda packet.* Chair and lead author of state licensure committee that presented recommended requirements to the Arkansas State Board of Education. Little Rock, AR: Author.

Arkansas Department of Education. (2001). *Recommendations for administrative licensure requirements for building level and district level licensing.* Lead author of state licensure committee recommended requirements that were adopted by the Arkansas State Board of Education on August 13, 2001. Little Rock, AR: Author.

Arkansas Department of Education. (2001) *Recommendations for administrator licensure requirements.* Invited presenter/facilitator for an Arkansas State Board of Education work session, Conway, AR.

Gunter, M.B. (2001). *Standards for school leaders: the next generation.* Invited presenter for the Arkansas Leadership Academy, Principal's Institute, Fairfield Bay, AR.

Gunter, M.B. (2001). *Who moved my cheese? A look at change.* Invited speaker for the Milken Family Foundation State Conference, Little Rock, AR.

Gunter, M.B. (2001). *Technical assistance for national board for professional teaching standards candidates.* Invited facilitator for the National Board for Professional Teaching Standards Candidate State Orientation Conference, Little Rock, AR.

Gunter, M.B. (2001). *Milken family foundation memorandum of understanding and contractual agreement for the teacher advancement program.* Arkansas Tech University Center for Leadership and Learning. Russellville, AR.

Gunter, M.B. (2001). *National board for professional teaching standards.* Presentation to the Arkansas Department of Education 11th Annual Mid-Winter Teaching and Learning State Conference, Hot Springs, AR

Gunter, M.B. (2001). *Institutional reports on administrator cores.* Presentation at the Administrator Licensure Meeting for state university department chairs, Little Rock, AR.

Gunter, M.B. (2001). *Mission and programs of the cll.* Keynote presenter for the Center for Leadership and Learning Open House, Russellville, AR.

Gunter, M.B. (2001). *A look at mentoring for administrators*. Invited facilitator for one-day work session of the Arkansas Administrator Licensure Advisory Sub-Committee, Little Rock, AR.

Gunter, M.B. (2001). *Teacher and administrator licensure*. Invited co-presenter at the 48th Annual School Board Conference State Conference, Little Rock, AR.

Gunter, M.B., Fleniken, D.W., & Croom, K.S. (2001). *Center for leadership and learning overview and school counseling program update*. Invited presentation for the Regional School Counselors Meeting, Russellville, AR.

2000
Council of Chief State School Officers. (2000). *Professional development and re-licensure*. In *Standards based professional development for school leaders*. Contributing committee authorship (pp. 1- 8). Washington, DC: Author.

Gunter, M.B. (2000). *Middle school: What's best for kids?* Invited presenter to faculty *Back-to-School* Luncheon, Pinkston Middle School, Mountain Home, AR.

Gunter, M.B. (2000). *Critical friend model*. Developer/Presenter: Teacher Quality Enhancement School of Education Retreat, Fairfield Bay, AR.

Gunter, M.B. (2000). *Working with the marginal performer*. Invited presenter for the Arkansas Association of Educational Administrators Fall State Conference, Little Rock, AR.

Gunter, M.B. (2000). *Grant writing seminar*. Invited presentation to the Governor's Partnership Network, Winrock International, Petit Jean, AR.

1999
Gunter, M.B. (1999). *Educational leadership administrative intern manual*. Developed for the Arkansas Tech University Educational Leadership Program. Russellville, AR: Arkansas Tech University Bookstore.

Gunter, M.B. (1999). *Changes in administrative licensure. Invited presenter at the* Arkansas Association of School Administration, Little Rock, AR

Gunter, M.B. (1999). *Results-based leadership for school improvement*. Invited presenter Southeast Educational Development Laboratory (SEDL) School Improvement State Conference, Little Rock, AR.

1998
Gunter, M.B. (1999). Keynote speaker for the Association for Childhood Education International Arkansas State Meeting, Fort Smith, AR.

Gunter, M.B. (1999). *Distance learning: Instructional delivery methods.* Invited presenter to the staff and university instructors at the Western Arkansas Educational Cooperative, Branch, AR.

Gunter, M.B. (1999). *Reflective practice.* Invited presenter for Forum IV of the Arkansas Leadership Academy Teacher Institute, Fairfield Bay, AR.

Gunter, M.B. (1999). *The difficult teacher.* Invited manuscript reviewer for Eye on Education Publishing Company. Larchmont, NY.

Gunter, M.B. (1999). *Networking seminar.* Invited facilitator for Arkansas Milken Family Foundation Awardees, Little Rock, AR.

Grant Awards

Year	Amount Funded	Type/Purpose	Awarded by
2007	$12,000	Program Development	Arkansas Department of Education
2006	12,000	Program Development	Arkansas Department of Education
2004	3,000	Focus Groups for Policy Papers	Association for Supervision and Curriculum Development, Arlington, VA
2004	15,000.	Arkansas Shareholder Retreat	Arkansas Department of Education
2000 - 2004	35,000.	Administrative Licensure	Arkansas Department of Education
2002	2.500.	SLLA	Arkansas Department of Education
2002	2,000.	Partnership Activities with Van Buren Public Schools	Walton Family Foundation
2001	75,000.	Teacher Advancement Program	Walton Family Foundation
2001	30,000.	Teacher and Administrative Induction Mentoring	Arkansas Department of Education
2001	25,000.	Administrative Mentoring	Arkansas Department of Education
2000	25,000.	Teacher Quality Enhancement	Arkansas Department of Higher Education – (Fleniken, Gunter, & Shopfner)
Total	$236,500.		