

CURRICULUM VITAE

MEGAN TSCHANNEN-MORAN

College of William and Mary
School of Education
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ACADEMIC DEGREES

Ph.D. in Educational Administration
The Ohio State University, Columbus, OH 1998
M.Ed. in Educational Administration
The Ohio State University, Columbus, OH 1997
B.S. in Education
Northwestern University, Evanston, IL 1978

PROFESSIONAL EMPLOYMENT HISTORY

Associate Professor, **The College of William and Mary** (Williamsburg, VA) 2000-present
Lecturer, **The Ohio State University** (Columbus, OH) 1998-2000
Novice Fawcett Graduate Scholar, **The Ohio State University** (Columbus, OH) 1995-1998
Founder and Principal, **Good News Educational Workshop** (Chicago, IL) 1979-1993

RESEARCH

Books

Tschannen-Moran, M. (2004). *Trust Matters: Leadership for Successful Schools*. San Francisco: Jossey-Bass.

Refereed Publications:

Tschannen-Moran, M., Parrish, J., & DiPaola, M. F. (in press). School climate and state standards: How interpersonal relationships influence student achievement. *Journal of School Leadership*.

Goddard, Y., Goddard, R. D. & Tschannen-Moran, M. (in press). A theoretical and empirical investigation of teacher collaboration for school improvement and student achievement in

- public elementary schools, *Teachers College Record*.
- DiPaola, M. F. & Tschannen-Moran, M. (2005). Bridging or Buffering: The Impact of Schools' Adaptive Strategies on Student Achievement. *Journal of Educational Administration*, 43, 60 - 71.
- Tschannen-Moran, M. & Nestor-Baker, N. (2004). The tacit knowledge of productive scholars in education. *Teachers College Record*, 106, 1484 - 1511.
- Tschannen-Moran, M. & Gareis, C. (2004). Principals' sense of efficacy: Assessing a promising construct. *Journal of Educational Administration*, 42, 573-585.
- Tschannen-Moran, M. & Barr, M. (2004). Fostering student achievement: The relationship between collective teacher efficacy and student achievement. *Leadership and Policy in Schools*, 3, 187 - 207.
- Uline, C., Tschannen-Moran, M. & Perez, L. (2003). Constructive conflict: How controversy can contribute to school improvement, *Teachers College Record*, 105, 782-815.
- DiPaola, M. F. & Tschannen-Moran, M. (2003). The principalship at a crossroads: A study of the conditions and concerns of principals. *NASSP Bulletin*, 87 (634), 43-65.
- Tschannen-Moran, M. (2001). Collaboration and the need for trust. *Journal of Educational Administration*, 39, 308-331.
- Tschannen-Moran, M & Woolfolk Hoy, A. (2001). Teacher efficacy: Capturing an elusive construct. *Teaching and Teacher Education*, 17, 783-805.
- Goddard, R. D., Tschannen-Moran, M. & Hoy, W. K. (2001). A multilevel examination of the distribution and effects of teacher trust in students and parents in urban elementary schools. *Elementary School Journal*, 102 (1), 3-17.
- DiPaola, M. F. & Tschannen-Moran, M. (2001). Organizational citizenship behavior in schools and its relationship to school climate. *Journal of School Leadership*, 11, 424-447.
- Tschannen-Moran, M. (2001). The effects of a statewide conflict management initiative in schools. *American Secondary Education*, 29 (3) 2-32.
- Tschannen-Moran, M. & Hoy, W. K. (2000). A multidisciplinary analysis of the nature, meaning, and measurement of trust. *Review of Educational Research*, 71, 547-593.
- Tschannen-Moran, M., Uline, C., Woolfolk Hoy, A., & Mackley, T. (2000). Creating smarter schools through collaboration. *Journal of Educational Administration*, 38, 247-271.
- Tschannen-Moran, M., Firestone, W., Hoy, W. K., & Johnson, S. M. (2000). The write stuff: A study of productive scholars in educational administration. *Educational Administration Quarterly*, 36, 358-390.

- Tschannen-Moran, M. & Woolfolk Hoy, A. (2000). Collaborative learning: A memorable model. *The Teacher Educator*, 36(2), 148-165.
- Hoy, W.K. & Tschannen-Moran, M. (1999). The five faces of trust: An empirical confirmation in urban elementary schools. *Journal of School Leadership*, 9, 184-208.
- Tschannen-Moran, M. & Hoy, W. K. (1998). Trust in schools: A conceptual and empirical analysis. *Journal of Educational Administration*, 36, 334-352.
- Tschannen-Moran, M., Woolfolk Hoy, A., & Hoy, W. K. (1998). Teacher efficacy: Its meaning and measure. *Review of Educational Research*, 68 (2), 202-248.
- Uline, C., Miller, D., & Tschannen-Moran, M. (1998). School effectiveness: The underlying dimensions. *Educational Administration Quarterly*, 34, 462-483.
- Hoy, W. K., Hannum, J., & Tschannen-Moran, M. (1998). Organizational climate and student achievement: A parsimonious and longitudinal view. *Journal of School Leadership*, 8, 336-359.
- Morris, D., Tschannen-Moran, M, & Weidemann, E. (1981). An inner-city LEA tutoring program. *Journal of Language Experience*, 3, 9-25.

Book Chapters:

- Tschannen-Moran, M. (2003). Fostering organizational citizenship: Transformational leadership and trust. In W.K. Hoy & C.G. Miskel, *Studies in Leading and Organizing Schools* (pp. 157-179). Information Age Publishing: Greenwich: CT.
- Hoy, W. K. & Tschannen-Moran, M. (2003). The conceptualization and measurement of faculty trust in schools: The omnibus T-Scale. In W.K. Hoy & C.G. Miskel, *Studies in Leading and Organizing Schools* (pp. 181-208). Information Age Publishing: Greenwich: CT.
- Woolfolk Hoy, A. & Tschannen-Moran (1999). Implications of cognitive approaches to peer learning for teacher education. In A.M. O'Donnell & A. King (Eds.) *Cognitive perspectives on peer learning*. Mahwah, NJ: Lawrence Erlbaum.

Unrefereed Articles:

- DiPaola, M., Tschannen-Moran, M., & Walter-Thomas, C. (2004). Principals and special education: The critical role of school leaders. *Focus on Exceptional Children*.
- Tschannen-Moran, M. (2000). Ties that bind: the importance of trust in schools. *Essentially Yours: Coalition News for Ohio Schools*.

Research Reports from grant or contract work:

Tucker, P. & Tschannen-Moran, M. (2002, October). *School Leadership in an Era of Accountability*. Policy Brief for the State Action on Educational Leadership Project commissioned by the Commonwealth Educational Policy Institute.

DiPaola, M. F. & Tschannen-Moran, M. (2001). *Report of the 2001 Virginia Principals Study*. A project funded by the Virginia Department of Education, in collaboration with the College of William and Mary, the Virginia Association of Secondary School Principals, and the Virginia Association of Elementary School Principals.

Tschannen-Moran, M. (2000). *The Ohio Success Document*. An analysis documenting the progress made toward reform in schools affiliated with the Coalition of Essential Schools in Ohio. On-line at http://www.ohioces.org/documents/other_documents/ohiosd.pdf

Tschannen-Moran, M. (1999, August). *Seeds of Peace: Ohio's School Conflict Management Grant Program*. An Evaluation of the 1996 High School Conflict Management Grant Program of the Ohio Commission on Dispute Resolution and Conflict Management.

FELLOWSHIPS, GRANTS, AND CONTRACTS

LEADERSHIP PREPARATION FOR COLLABORATIVE SERVICE DELIVERY 2003-2007

Co-Principal Investigator with Brenda Williams in a Personnel Preparation Grant funded by the Office of Special Education Projects at the United States Department of Education for \$799,024 over four years. This grant supports full and part-time doctoral students studying special education administration.

SOCIAL PROCESSES IN SCHOOLS STUDY III

2001-2002

Principal Investigator for a study of 85 middle schools in Virginia. This study examined the relationships between a number of variables (including faculty and principal trust, teacher and principal efficacy, collective efficacy, organizational citizenship, social capital, transformational and instructional leadership) and the relationship of these constructs to student achievement.

A STUDY OF VIRGINIA PRINCIPALS

2000-2001

Collaboration with Michael DiPaola and the Virginia Association of Secondary School Principals and the Virginia Association of Elementary School Principals to conduct an extensive study of K-12 principals and assistant principals in Virginia. The study was funded by a \$50,000 grant from the Virginia Department of Education.

DUPONT STUDY OF RURAL VIRGINIA SCHOOLS

2000-2003

Participated in the analysis of baseline and annual survey data of five rural school divisions in Virginia. Constructs under include school climate, organizational citizenship, trust, collaboration, collective efficacy and school effectiveness.

SOCIAL PROCESSES IN SCHOOLS STUDY II

2000

Spearheaded instrument development and supervision of data collection in a large study of 100 high schools in Ohio. The constructs under study included: faculty and principal trust, teacher and principal efficacy, collective efficacy, organizational citizenship, social capital, formalization, standardization, enabling bureaucracy, coercive bureaucracy, principal spin, teacher spin, and powerlessness. The relationship of these constructs to student achievement was also examined. This principal investigator was Wayne Hoy and was funded through the Fawcett Chair in Educational Administration at The Ohio State University.

OHIO COALITION OF ESSENTIAL SCHOOLS

1999-2000

Conducted a study of 12 schools affiliated with the Coalition of Essential Schools in Ohio toward the development of The Ohio Success Document, documenting the progress made in schools affiliated with the Coalition of Essential Schools in Ohio. The Coalition of Essential Schools is a school reform movement centered on ten common principles that encourage school personnel to reconceptualize their work and create structures that foster positive interpersonal relationships.

PRODUCTIVE AND INFLUENTIAL SCHOLARS PROJECT

1999

Co-Principal Investigator of Productive and Influential Scholars Project of the Task Force on Research and Inquiry, Division A of the American Educational Research Association with funding from the Spencer Foundation. This study was conducted under the guidance of a sub-group consisting of Susan Moore Johnson, William Firestone, and Wayne Hoy. The study involved a survey of a sample of 50 highly productive and influential scholars, as well as a random sample of Division A members. This was followed by an examination of information gleaned from scholars' vitae and in-depth interviews with 18 of the influential scholars.

CONFLICT RESOLUTION PROGRAMS IN THE STATE OF OHIO

1999

An evaluation of conflict resolution programs in 50 high schools funded by The Ohio Commission on Dispute Resolution and Conflict Management in 1996 and 1997.

PRESENTATIONS

Refereed Scholarly Papers and Talks:

Tschannen-Moran, M & McMaster, P. (2006, April). *Teachers' sense of efficacy in relation to four professional development models and implementation of a new teaching strategy.* Paper to be presented at the annual meeting of the American Educational Research Association, San Francisco.

Uline, C. & Tschannen-Moran, M. (2006, April). *The walls speak: Facilities and school climate.* Paper to be presented at the annual meeting of the American Educational Research Association, San Francisco.

- Tschannen-Moran, M. (2006, April). *Professional culture within a bureaucratic structure: The role of trust*. Paper to be presented at the annual meeting of the American Educational Research Association, San Francisco.
- Gareis, C. R. & Tschannen-Moran, M. (2005, Nov.). *Cultivating principals' sense of efficacy: Supports that matter*. Paper presented at the annual meeting of the University Council for Educational Administration, Nashville, TN.
- McDonald, J., Tschannen-Moran, M., & Parks, D. (2005, July). *Speaking Up in the Policy Arena: The Influences and Challenges of a State-wide Organization of Professors of Education Leadership*. Paper presented at the annual conference of the National Council of Professors of Educational Administration, Arlington, VA.
- Tschannen-Moran, M. (2005, April). *Cultivating a culture of trust in schools: Principals and teachers working together*. Paper presented at the annual meeting of the American Educational Research Association, Montreal, Canada.
- DiPaola, M. F. & Tschannen-Moran, M. (2005, April). *Organizational Bridging or Buffering: The Impact of Schools' Responses to Parent/Community Involvement on Student Achievement*. Paper presented at the annual meeting of the American Educational Research Association, Montreal, Canada.
- Schechter, C. & Tschannen-Moran, M. (2005, April). *Teachers' Sense of Collective Efficacy: An International View*. Paper presented at the annual meeting of the American Educational Research Association, Montreal, Canada.
- Tschannen-Moran, M. (2004, Nov.). *What's trust got to do with it? The role of faculty and principal trust in fostering student achievement*. Paper presented at the annual meeting of the University Council for Educational Administration, Kansas City, MO.
- Tschannen-Moran, M., Tucker, P. & MacDonald, J. (2004, Nov.). *Pushing Back: Virginia Professors Engage with Policy Makers*. Paper presented at the annual meeting of the University Council for Educational Administration, Kansas City, MO.
- Johnson, D. & Tschannen-Moran, M. (2004, April). *Teachers' Sense of Efficacy for Literacy Instruction*. Paper presented at the annual meeting of the American Educational Research Association, San Diego.
- Gareis, C. R. & Tschannen-Moran, M. (2004, April). *Principals' sense of efficacy and trust*. Paper presented at the annual meeting of the American Educational Research Association, San Diego.
- Tschannen-Moran, M., & McDonald, J. (2003, Nov.). *Refining our internships: Structured conversations using a tuning protocol*. Session presented at the annual meeting of the University Council for Educational Administration, Portland, OR.
- Tschannen-Moran, M., DiPaola, M. F., Gareis, C. R., Stronge, J., & Williams, B. (2003, Nov.). *Performance assessment in a standards-based preparation program: Translating*

- standards into practice*. Paper presented at the annual meeting of the University Council for Educational Administration, Portland, OR.
- Uline, C., Tschannen-Moran, M., Hoffman, D., DiPaola, M., Gareis, C. R. & Stronge, J. (2003, Nov.). *Leveraging ELCC reviews for organizational learning*. Symposium presented at the annual meeting of the University Council for Educational Administration, Portland, OR.
- Barr, M. & Tschannen-Moran, M. (2002, Nov.). *Fostering student achievement: A study of the relationship between collective teacher efficacy and student achievement*. Paper presented at the annual meeting of the University Council for Educational Administration, Pittsburgh, PA.
- DiPaola, M. & Tschannen-Moran, M. (2002, Nov.). *The changing face of the principalship: Leadership perspectives of Virginia's principals*. Paper presented at the annual meeting of the University Council for Educational Administration, Pittsburgh, PA.
- Tschannen-Moran, M, DiPaola, M., Gareis, C. Stronge, J., & Williams, B. (2002, Nov.). *Performance assessment in a standards-based preparation program: Translating standards into practice*. Paper presented at the annual meeting of the University Council for Educational Administration, Pittsburgh, PA.
- Nestor-Baker, N. & Tschannen-Moran, M. (2002, April). *The tacit knowledge of productive scholars in educational administration*. Paper presented at the annual meeting of the American Educational Research Association, New Orleans.
- Woolfolk Hoy, A. & Tschannen-Moran, M. (2002, April). *Cultivating teacher efficacy: The effects of context*. Paper presented at the annual meeting of the American Educational Research Association, New Orleans.
- Uline, C., Tschannen-Moran, M., & Perez, L. (2001, November). *Constructive controversy: How conflict can contribute to school effectiveness*. Paper presented at the annual meeting of the University Council for Educational Administration, Cincinnati, OH.
- Nestor-Baker, N. & Tschannen-Moran, M. (2001, November). *Tacit knowledge in trust development: First year efforts of two newly-hired superintendents*. Paper presented at the annual meeting of the University Council for Educational Administration, Cincinnati, OH.
- McLeod, S., Lopez, G., Murtadha-Watts, K., Quinn, D., Tschannen-Moran, M., & Tucker, P. (2001, November). *Now what? Making the transition from student to faculty member*. Presentation given at the Annual Convention of the University Council for Educational Administration, Cincinnati, OH.

- Tschannen-Moran, M. & Goddard, R. (2001, April). *Collective efficacy and trust: A multilevel analysis*. Paper presented to the annual meeting of the American Educational Research Association, Seattle.
- DiPaola, M. F. & Tschannen-Moran, M. (2000, November). *Organizational citizenship in public schools*. Paper presented at the annual meeting of the University Council for Educational Administration, Albuquerque, NM.
- Tschannen-Moran, M., Firestone, W., Hoy, W. K., & Johnson, S. M. (2000, April). *Learning from productive and influential scholars in educational administration*. Paper presented at the annual meeting of the American Educational Research Association, New Orleans.
- Tschannen-Moran, M. (2000, April). *The development of a new measure of teacher efficacy*. Paper presented at the annual meeting of the American Educational Research Association, New Orleans.
- Tschannen-Moran, M. (1998, November). *Collaboration and the need for trust*. Paper presented at the annual meeting of the University Council for Educational Administration, St. Louis, MO.
- Tschannen-Moran, M., Uline, C., & Woolfolk Hoy, A. (1998, April). *Creating smarter schools through collaboration*. Paper presented at the annual meeting of the American Educational Research Association, San Diego.
- Tschannen-Moran, M. (1998, April). *The measurement of efficacy*. Paper presented at the annual meeting of the American Educational Research Association, San Diego.
- Woolfolk Hoy, A. & Tschannen-Moran, M. (1997, August). *Teacher efficacy: Its meaning and measure*. Paper presented at the annual meeting of the American Psychological Association, Chicago.
- Tschannen-Moran, M. (1997, November). *Trust in schools*. Paper presented at the annual meeting of the University Council for Educational Administration, Orlando, FL.
- Tschannen-Moran, M. & Hoy, W. K. (1997, April). *Trust in and around schools: A conceptual and empirical study*. Paper presented at the annual meeting of the American Educational Research Association, Chicago.

WORK IN PROGRESS

- Tschannen-Moran, M. & Johnson, D. (2005). *Fired up: Igniting reading teachers' self-efficacy beliefs* (Under Review, *Journal of Literacy Research*.)
- Tschannen-Moran, M. & Woolfolk Hoy, A. (2005). *The differential antecedents of self-efficacy beliefs of novice and experienced teachers*. (Under Review, *Teaching and Teacher Education*).

- Tschannen-Moran, M. & Gareis, C. R. (2005). *Cultivating principals' sense of efficacy: What supports matter?* (Under Review, *Journal of School Leadership*).
- Tschannen-Moran, M & McMaster, P. (2005) *Sources of Self-Efficacy Beliefs: Four professional development formats and their relationship self-efficacy and implementation of a new teaching strategy.* (In preparation for the *American Educational Research Journal*).
- McMaster, P. & Tschannen-Moran, M. (2005). *The impact of follow-up coaching on self-efficacy beliefs and implementation of a new reading strategy.* (In preparation for the *Journal of Staff Development*).
- Uline, C. & Tschannen-Moran, M. (2004). *The walls speak: Facilities and school climate.* (In preparation for the annual meeting of AERA).
- Tschannen-Moran, M. (2005). *Professional culture within a bureaucratic structure: The role of trust.* (In preparation for the annual meeting of AERA).
- Tschannen-Moran, M., Pyles, D., & Gareis, C. R. (2004). Professional learning communities. (In preparation).

PROFESSIONAL SERVICE

College of William and Mary School of Education

School of Education Executive Committee	2004 – 2006
Faculty Affairs Committee	2002 – 2005, Chair, 2004-2005
Task Force on Faculty Evaluation	2004 – 2005
Search Committee for Educational Technology Faculty Position	2004 – 2005
Search Committee for Educational Leadership Faculty Position	2001 – 2002
EPPL Task Force on research preparation of our students	2001 – 2002
School of Education Faculty Secretary	2001 – 2002
Brickell School Leaders Partnership Program	2000 – present

American Educational Research Association (AERA)

AERA 2005 Division A Program Chair	2004 – 2005
AERA 2004 Division A Section Chair	2003 – 2004
Division A Dissertation Award Committee	2001 – 2002
Division A Nominating Committee (for Vice President and Secretary)	2000 – 2001
Reviewer, Discussant, Chair for Annual Meeting	1998 – present
Member of Teaching in Educational Administration SIG	1999 – present
Member of Organizational Theory SIG	1998 – present

Division A New Member Session Panel Member 2000
Division A Graduate Student Representative 1996 – 1998

University Council for Educational Administration (UCEA)

Clark Graduate Student Seminar (Planning Committee and Faculty) 2001 – 2002
Reviewer, Discussant, Chair for Annual Conference 2000 – present

Educational Administration Quarterly

Editorial Board term: 2002 – 2006
Acquisitions Editor term: 2004 – 2006

Manuscript Referee for the following journals:

American Educational Research Journal
Contemporary Educational Psychology
Educational Administration Quarterly
Educational and Psychological Measurement
Journal of Applied Social Psychology
Journal of Educational Psychology
Journal of School Leadership
Psychological Reports
Review of Educational Research
Teaching and Teacher Education

Virginia Professors of Educational Leadership (VPEL)

President 2003 – 2004
Subcommittee on the Alternative Certification of Administrators 2003 – 2005
Subcommittee on the Internship 2001 – 2004
Representative from the College of William and Mary 2000 – present

State Action for Educational Leadership Project

Preparation of a policy brief for the Commonwealth Education Policy Initiative. 2002

School Leadership Institute

School Climate Data Analysis and Presentations for PLLRS.

2001 – 2002

Leadership Coach

2004-2005

Provided external coaching to district and building level leadership in a small city school district in Ohio.

Ohio Coalition of Essential Schools Coach

1999 – 2002

Provided external coaching to an elementary school serving a low-income community in a small city in Ohio. This school aligned with the Coalition of Essential Schools with funding through a Comprehensive School Reform Development grant.

Ohio Commission on Dispute Resolution and Conflict Management

2000

Developed Study Guides for Peace Week (Elementary, MS, HS)

Invited Workshops and Addresses:

Tschannen-Moran, M. (2006, February 17: Keynote Address). *Trust Matters: Leadership for Successful Schools*. South Carolina Educators for the Practical Use of Research conference, Columbia, South Carolina.

Lemmerman, C. & Tschannen-Moran, M. (2005, December 7). *Trust Matters: Leadership for Successful Schools – A Book Talk*. National Staff Development Council annual conference, Philadelphia, PA.

Tschannen-Moran, M. (2005, September 14: Keynote Address). *Trust Matters: Leadership for Successful Schools*. CAPS: Career/Technical Administrators Partnering for Success, Mountain Lake Hotel, Pembroke, VA.

Tschannen-Moran, M. (2005, September 10: Keynote Address). *Leaders in the emerging Colorful Female System*. Theta Nu Xi annual convention, Atlanta, GA.

Tschannen-Moran, M. (2005, August 23). *Resolving Conflict Constructively*. Windsor HS, Isle of Wight County Schools, Windsor, VA.

Tschannen-Moran, M. (2005, August 9). *Trust Matters: Leadership for Successful Schools*. Isle of Wight County Schools, Smithfield, VA.

Tschannen-Moran, M. (2005, June 28). *Trust Matters: Cultivating a Community of Learners*. College of William & Mary School Leadership Institute, Williamsburg, VA.

- Tschannen-Moran, M. (2005, June 23). *Trust Matters: Cultivating a Community of Learners*. Virginia Secondary School Principals Association Annual Conference, Williamsburg, VA.
- Tschannen-Moran, M. (2004, Dec. 2). *Building trust in schools*. Virginia Association of Supervision and Curriculum Development, Williamsburg, VA.
- Tschannen-Moran, M. (2004, Nov. 2). *Building trust in collaborative settings*. 15th Annual Symposium on Collaboration and Inclusive Education, Williamsburg, VA.
- Tschannen-Moran, M. (2004, June 29). *The Coach Approach: supporting teachers' instructional practice*. College of William & Mary School Leadership Institute, Williamsburg, VA.
- Johnson, D. & Tschannen-Moran, M. (2004, March 19). *Teachers' Sense of Efficacy for Literacy Instruction*. Paper presented at the annual meeting of the Virginia State Reading Association, Richmond, VA.
- Tschannen-Moran, M. (2003, November 17). *Virginia Professors of Educational Leadership Response to the Task Force Recommendations*. Virginia Legislative Commission on School Leadership, Richmond, VA.
- DiPaola, M. F. & Tschannen-Moran, M. (2003, Nov. 3) *Creating a School Context that Supports Inclusive Practice: A Leadership Challenge*. 14th Annual Symposium on Collaboration and Inclusive Education, Williamsburg, VA.
- Tschannen-Moran, M. (2003, August 14). *Innovative preparation practices*. Ohio Principals' Academy. Columbus, OH.
- Tucker, P and Tschannen-Moran, M. (2002, October 18). *School leadership in an era of accountability*. Virginia Legislative Commission on School Leadership, Richmond, VA.
- Tschannen-Moran, M. (2002, June 21). *Who to include? Shared Decision Making in Schools*. Aspiring Administrators Academy, Richmond City Schools 2002. School Leaders Institute.
- Tschannen-Moran, M. (2002, March 25-28). *Teacher sense of efficacy: Exploring a powerful construct*. The University of Cyprus, Nicosia, Cyprus.
- Tschannen-Moran, M. (2001, Oct. 26). *The Principalship in Virginia in 2001*. Presented to the Virginia Professors of Educational Leadership, Petersburg, VA.
- Tschannen-Moran, M. (2001, Dec. 13). *The use of portfolios in administration preparation*. Symposium sponsored by the Ohio Principal's Leadership Academy Entry-Year Program, the University Parke Hotel, Columbus, OH.

Tschannen-Moran, M., Hoffman, D., & Levak, B. (1999, November). *Documenting success in Ohio*. Paper presented at the Fall Forum of the Coalition of Essential Schools, Atlanta, GA.