

CURRICULUM VITAE

**MEGAN TSCHANNEN-MORAN**

College of William and Mary  
School of Education  
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**ACADEMIC DEGREES**

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

**PROFESSIONAL EMPLOYMENT HISTORY**

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<b>The College of William and Mary</b>	Williamsburg, VA
Wakefield Distinguished Associate Professor	2007 – present
Associate Professor	2005 – present
Assistant Professor	2000 – 2005
<b>The Ohio State University</b>	Columbus, OH
Lecturer	1998 – 2000
Novice Fawcett Graduate Scholar	1995 – 1998
<b>Good News Educational Workshop</b>	Chicago, IL
Founder and Principal	1979 – 1993

**RESEARCH**

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**Books**

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

### **Refereed Publications:**

- Uline, C., Tschannen-Moran, M., Wolsey, T. D. (2009). The walls still speak: Stories occupants tell. *Journal of Educational Administration*. (in press).
- Tschannen-Moran, M. (2009). Professional orientation within a bureaucratic structure: The role of trust. *Educational Administration Quarterly*. (in press)
- Uline, C. & Tschannen-Moran, M. (2008). The walls speak: Facilities and school climate, *Journal of Educational Administration*, 46 (1).
- Tschannen-Moran, M. & Gareis, C. R. (2007). *Cultivating principals' sense of efficacy: What supports matter? Journal of School Leadership*, 17, 89 - 114.
- Tschannen-Moran, M. & Woolfolk Hoy, A. (2007). The differential antecedents of self-efficacy beliefs of novice and experienced teachers, *Teaching and Teacher Education*, 23, 944-956.
- Goddard, Y., Goddard, R. D. & Tschannen-Moran, M. (2007). A theoretical and empirical investigation of teacher collaboration for school improvement and student achievement in public elementary schools, *Teachers College Record*, 109, 877-896.
- Tschannen-Moran, M., Parish, J., & DiPaola, M. F. (2006). School climate and state standards: How interpersonal relationships influence student achievement. *Journal of School Leadership*, 16, 386 - 415.
- Schechter, C. & Tschannen-Moran, M. (2006). Teachers' sense of collective efficacy: An international view, *International Journal of Educational Management*, 20, 480-489.
- 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:**

- Hoy, W. K. & Tschannen-Moran, M. (2007). The conceptualization and measurement of faculty trust in schools: The omnibus T-Scale. In W.K. Hoy & M. F. DiPaola, *Essential Ideas for Reform of American Schools* (pp. 87 - 114). Information Age Publishing: Greenwich: CT.
- Goddard, R. D., Tschannen-Moran, M. & Hoy, W. K. (2007). A multilevel examination of the distribution and effects of teacher trust in students and parents in urban elementary schools. In W.K. Hoy & M. F. DiPaola, *Essential Ideas for Reform of American Schools* (pp. 115 - 136). Information Age Publishing: Greenwich: CT.

Tschannen-Moran, M. (2007). Becoming a trustworthy leader. In *The Jossey-Bass Reader on Educational Leadership (Second Edition)*. San Francisco: Jossey-Bass.

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:**

Tschannen-Moran, M. & Tschannen-Moran, R. (2006, Nov.). Appreciating trust: Unleashing a culture of learning. *The Appreciative Inquiry Practitioner*, 47-50.

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](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**

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### ***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**

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### **Refereed Scholarly Papers and Talks:**

Tschannen-Moran, M. & Tschannen-Moran, R. (2008, May). *Strengths-based focus improves school climate*. Presented at the Athens Institute for Education and Research, Athens, Greece.

Tschannen-Moran, M. & Tschannen-Moran, R. (2007, Oct.). *Strengths-based focus improves school climate*. Presented at the Women in Educational Leadership Conference, Lincoln, Nebraska.

Uline, C. & Tschannen-Moran, M. (2007, April). *The walls still speak: Stories that occupants tell*. Paper presented at the annual meeting of the American Educational Research Association, Chicago.

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 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 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 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.

## **PROFESSIONAL SERVICE**

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### **College of William and Mary School of Education**

Educational Policy, Planning, and Leadership Area Coordinator	2006 – present
Task Force on Research Preparation, Chair	2007 – 2008
School of Education Executive Committee	2004 – 2008
Search Committee for Assistant to the Dean and Admissions Director Positions	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 – 2010
Acquisitions Editor	term: 2004 – 2010
Guest Editor of a Special Issue devoted to research on Trust	2007 – 2009
Reviewer of the Year Award	2007

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

**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)

**Practitioner Workshops and Invited Addresses:**

Tschannen-Moran, M. (2008, Nov. 10). *Communicating to Enhance Empathy, Trust, and Understanding*, 15<sup>th</sup> Annual Symposium on Collaboration and Inclusive Education, Williamsburg, VA.

Lemmerman, C., Tschannen-Moran, M., & Tschannen-Moran, R. K. (2007, December 4). *Celebrate What's Right with Schools: Revitalizing Schools through Appreciative Inquiry*. National Staff Development Council annual conference, Dallas, TX.

Tschannen-Moran, M. (2007, Nov. 2). *Celebrating the Best in Schools: Appreciative Inquiry in Schools*. Virginia Association of Elementary School Principals, Williamsburg, VA.

Lemmerman, C. & Tschannen-Moran, M. (2007, October 8). *Building Trust in Schools Through Appreciative Inquiry*. Women in Educational Leadership Conference, Lincoln, NE.

Tschannen-Moran, M. (2007, July 26: Keynote Address). *Building capacity for change: Celebrating strengths, cultivating trust, and enhancing communication skills*. Emerging Leadership Institute with the Virginia Association of Independent Schools, University of Richmond Jepson Center, Richmond, VA.

Tschannen-Moran, M. (2007, June 27: Keynote Address). *Trust Matters: Leadership for Successful Schools*. Principals' Center Institute, Cardinal Stritch University, Milwaukee, WI.

- Tschannen-Moran, M. (2007, June 26: Keynote Address). *Trust Matters: Leadership for Successful Schools*. Cardinal Stritch University, Milwaukee, WI.
- Tschannen-Moran, M. (2007, June 24: Keynote Address). *Building capacity for change: Celebrating strengths, cultivating trust, and enhancing communication skills*. William & Mary School Leadership Institute, Williamsburg, VA.
- Tschannen-Moran, M. (2007, March 27: Keynote Address). *Trust Matters: Leadership for Successful Schools*. Leadership Breakfast, University of Richmond, Richmond, VA.
- Tschannen-Moran, M. (2007, March 21: Keynote Address). *Building capacity for change: Celebrating strengths, cultivating trust, and enhancing communication skills*. Women in Educational Leadership Conference, Charlottesville, VA.
- Tschannen-Moran, M. (2007, February 16). *Rejuvenating Communication*. District-wide Inservice. Fostoria, OH.
- Tschannen-Moran, M. (2007, January 12). Coaching leaders to greater trust. Richmond Area Coaches Association, Richmond, VA.
- Tschannen-Moran, M. (2006, Nov. 30). *Celebrating the Best in Schools: Appreciative Inquiry in Schools*. Virginia Association of Supervision and Curriculum Development, Williamsburg, VA.
- Lemmerman, C. Tschannen-Moran, M., & Tschannen-Moran, R. K. (2006, October 13). *Celebrating the Best in Schools: Appreciative Inquiry in Schools*. Ohio School Boards Association Capital Conference, Columbus, OH.
- Tschannen-Moran, M. (2006, September 9: Keynote Address). *Trust Matters: Leadership for Successful Schools*. Learner-Centered Leadership Project, Phoenix, Arizona.
- Tschannen-Moran, M. (2006, August 24). *Untangling knotty situations: Resolving conflict constructively*. Poquoson City Schools professional development workshop.
- Tschannen-Moran, M. (2006, March 23). *Looking for the best: Appreciative Inquiry in Schools*. Women in Educational Leadership Conference, Charlottesville, VA.
- Tschannen-Moran, M. (2006, March 8). *Trust Matters: Leadership for Successful Schools*. Isle of Wight Aspiring Administrators, Smithfield, VA.
- 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, Smithfield, 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*. 15<sup>th</sup> 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, C. 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*. 14<sup>th</sup> 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.
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