**Curriculum Vita**

**Betty M. Merchant, Ph.D., Professor**

The University of Texas at San Antonio

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San Antonio, TX. 78207

210-458-7191

[Betty.Merchant@utsa.edu](mailto:Betty.Merchant@utsa.edu)

**RESEARCH INTERESTS**

Educational leadership, educational policy; politics of education; diversity, equity and access; international comparative perspectives on research on school leadership

**EDUCATION**

B.S. State University of New York at Plattsburgh Elementary Education

M.S. State University of New York at Plattsburgh Elementary Education

M.A. Stanford University Administration and Policy Analysis

Ph.D., Stanford University Administration and Policy Analysis

**PROFESSIONAL EMPLOYMENT HISTORY**

**UNIVERSITY EXPERIENCE**

**Professor U.T. San Antonio 2016-Present**

**Dean, COEHD U.T. San Antonio 2005-2016**

**Full Professor U.T. San Antonio 2005**

**Interim Dean, College of Education U.T. San Antonio 2004-2005**

**and Human Development (COEHD)**

**Chair, ELPS U.T. San Antonio 2001-2004**

**Associate Professor, Department of U.T. San Antonio 2000-2004**

**Educational Leadership and Policy**

**Studies (ELPS)**

**Associate Professor, Department of University of Illinois 1998-2000**

**Educational Organization & Leadership Urbana-Champaign**

**Co-director, Policy Center for Educational University of Illinois 1998-2000**

**Leadership and Policy Research in Illinois Urbana-Champaign**

**(ELPRI)**

**Assistant Professor, Department of University of Illinois 1991-1998**

**Educational Organization & Leadership Urbana-Champaign**

**Instructor, Department of Educational University of Illinois 1989-1990**

**Organization & Leadership Urbana-Champaign**

**Research/Teaching Assistant Stanford University 1985-1988**

**K-12**

**PRACTITIONER EXPERIENCE**

**Coordinator, K-12 Program for Gifted Students** Durango, CO 1981-1984

**Teacher, K-12 Program for Gifted Students** Durango, CO 1979-1981

**Teacher Trainer, Head Start 1977-1984**

**Ute Mountain Ute Tribe** Ute Mt., CO

**Southern Ute Tribe** Aztec, New Mexico

**Instructor, Teacher Preparation Program** Durango, CO 1976-1978

**Fort Lewis College**

**Third Grade Teacher, Bilingual Class** Crownpoint, NM 1975-1976

**Borrego Pass Community School**

**Navajo Reservation**

**Instructor, Special Education** Gallup, NM 1974-1975

**University of New Mexico**

**Established Two (Special. Needs) Schools** Mission, St. Francis Summer 1973

Under the auspices of Sinte Gleska South Dakota

College, I helped establish two schools

for Rosebud Sioux children with special

needs—one in Mission and the other in

St. Francis, South Dakota.

**Kindergarten teacher, Bedford Elementary** Bedford, MA 1972-1974

**Algebra teacher, Shiprock Boarding School** Shiprock, NM 1970-1972

**Navajo Reservation**

**Kindergarten teacher, Chazy Rural Elementary** Chazy, NY 1969-1970

**HONORS, RECOGNITIONS**

2013 First Recipient, Henrietta Frances Zezula Lowak Endowed Distinguished Professor Award

2013 *UCEA Exemplary Educational Leadership Preparation Program Award,* University Council of Educational Administration (inaugural year for this award)

The Urban School Leaders Collaborative at UTSA was recognized as the 2013 exemplary educational leadership preparation program for quality educational leadership preparation for the benefit of all children and schools by the University Council for Educational Administration. (I was one of the program’s co-founders)

2013 *Emerald Literati Network Awards for Excellence 2013*: *Highly Commended Paper*

(Every year Emerald invites each journal’s Editorial Team to nominate up to three Highly Commended Papers from the previous year:

**Merchant, B**., Ärlestig, H., Garza, E., Johansson, O., Murakami, E. & Törnsén, M. (2012). Successful School Leadership in Sweden and the U.S.:  Contexts of Social Responsibility and Individualism. *International Journal of Educational Management* 5 (26), 428-441.

2012 Recipient, North Star Award, San Antonio Women’s Chamber of Commerce.

2004 Recipient, American Education Research Association Award for Outstanding Reviewer for the American Educational Research Journal section on Social and Institutional Analysis

2004 Invited Reviewer for the National Science Foundation Math and Science Partnership Grant, Alexandria, VA

2001 Faculty Research Grant, College of Education and Human Development,

University of Texas San Antonio

2001,2002 Invited Member, National Grant Review Panel, National Science Foundation,

Arlington, Virginia

2000 Distinguished Achievement Award, presented by the Educational Administration Alumni Association, University of Illinois, Urbana-Champaign

1998-2000 Member, National Policy Board for Educational Administration

1991-2000 Included in the Incomplete List of Teachers Ranked as Excellent by their

Students, University of Illinois, Urbana-Champaign

1996-1997 Visiting Scholar, Special Populations Unit, Research Division, Educational

Testing Service, Princeton, New Jersey.

1996 Recipient, Council of Graduate Students of Education Award for Excellence in

Advising, Teaching, and Research.

1994-1996 Faculty fellow, Bureau of Educational Research, College of Education, University of Illinois.

1995 Recipient, University of Illinois Award for Excellence in Extramural Teaching.

**FUNDED GRANTS**

2015-2020 Co-PI. (Jo Ann Browning-PI). ***Collaborative Research: Deep Roots: Wide-Spread*  *Implementation of Community-Driven Evidence-Based Pedagogy*, National Science Foundation 1525345, $22,3072**

1997-1998Co-Principal Investigator, U.S. Department of Education Office of Postsecondary Education Grant for Programs to Encourage Minority Students to Become Teachers (with Bonnie Armbruster, Lizanne DeStefano, Georgia Carcia, Eunice Greer, Mildred Trent, and Arlette Willis), funded in the amount of $292,300.

1994-1997 Principal Investigator: Campus Research Board Grant, University of Illinois, Urbana-Champaign, for research project entitled, *Limited and non-English speaking*  *teenagers in British schools*, funded in the amount of $1,000.

* 1. Co-Principal Investigator (with Kathryn Wentzel): Campus Research Board Grant, University of Illinois, Urbana-Champaign, for research project entitled,  *Teacher goals and self-efficacy*, funded in the amount of $1600.

1990 Principal Investigator: Philip Zodhiates, Co-Investigators: Fred Coombs, Lizanne DeStefano, Betty Merchant. Illinois State Board of Education Grant, *An evaluation of the Illinois State School Report Card*, funded in the amount of $45,000.

**RESEARCH, SCHOLARLY WORK**

***Journals Edited***

**Merchant, B**. & Slater, C. (2005). *Journal of School Leadership: Special Edition on Leadership in an*  *increasingly global society.* (15), 2.

***Journal Articles***

McKeon, K.; **Merchant, B**,; Flanagan-Gonzalez, C. & Sultan, S. (under review). Thin Places of Resistance: A Caring Response to Refugees in Rural American Schools. Submitted to *Intersections: Critical Issues in Education.*

Smith, P.; Kearney, W. & **Merchant, B**. (2020). Keeping students safe: The relationship between collective efficacy, teacher protection, and student bullying *International Journal of Social Policy and Education.* 2 (1), 1-13.

Abeyta, J.; Gachupin, R.; Gulibert, F.; Lovato, R.; Andriamanana, R. & **Merchant, B.** (2020). Indigenous Perspectives on Leadership—A Communal Reflection. *Journal of Cases in Educational Leadership Special Issue on Indigenous Leadership* (Eds.) Veenis, J., Berry,J., Brooks, M. & Robertson. S. Charlottesville, VA: University Center for the International Study of School Leadership*.* 23(1), 67-92.

**Merchant, B.;** Johansson, O. & Ärlestig, H. (2019). Welcome and Välkommen:  School Administrators in the U.S. and Sweden Responds to Unexpected Numbers of Refugees in Their Rural Communities. *International Journal of Leadership in Education*. 23:1, 41- 56,  DOI: [10.1080/13603124.2019.1690958](https://doi.org/10.1080/13603124.2019.1690958)

**Merchant, B.** (2017). What we are called to do “When the unthinkable becomes the thinkable and the impossible really happens.” *International Journal of Qualitative Studies in Education.* (10) 1027-1035.

**Merchant, B**. & Lopez, G. (2017). Preparation for mid-tenure retention review. In *UCEA Retention, Tenure, and Promotion Guidebook.* Pounder, D. & Gonzalez, M. (Eds.). Charlottesville, VA: University Council for Educational Administration.

**Merchant, B.**, & Garza, E. (2015). The Urban School Leaders Collaborative: Twelve Years of Promoting Leadership for Social Justice. *Journal of Research on Leadership Education,* 10(1), 39-62.

Garza, E., Drysdale, L., Gurr, D.,, Jacobson, S. & **Merchant, B.** (2014). Leadership for school success: Lessons from Effective Principals. *International Journal of Educational Management. (28)* 7, 798-811.

**Merchant, B.,** Ärlestig, H., Garza, E., Johansson, O., Murakami, E. & Törnsén, M. (2012). Successful School Leadership in Sweden and the U.S.:  Contexts of Social Responsibility and Individualism. *International Journal of Educational Management* 5 (26), 428-441.

Murakami-Ramalho, E., Garza, E., & **Merchant, B.** (2012). When Hispanic students are not expected to succeed: A successful principal’s experience. *Journal of Cases in Educational Leadership.*

Murakami, E., Garza, E. & **Merchant , B**.(2011). Leadership Succession and successful leadership: The Case of Laura Martinez*. Journal of Educational Leadership, Policy and Practice* 10 (4), 428-443.

Garza, E.., Ramalho, E. & **Merchant, B.** (2010). Successful school leadership in socio- economically challenging contexts: School principals creating and sustaining successful school improvement. *Journal of International Studies in Educational Administration* 38/2.

Ramalho, E.; Garza, E. & **Merchant, B**. (2010). Lessons from country borders: Preparing leaders for social justice and diversity through a district and university partnership *School- University Partnerships: The Journal of the National Association for Professional Development Schools.* 3(2), 80-97.

Garza, E.; Barnett, B.; **Merchant, B.;** Shoho, A. and Smith, P. (2006). The Urban School Leaders Collaborative: A school-university partnership emphasizing instructional leadership and student and community assets. *International Journal of Urban Educational Leadership* 1, 14- 30.

Cisneros-Cohernour, E. **& Merchant, B.** (2005) The Mexican High School Principal: The Impact of

the National and Local culture. *Journal of School Leadership: Special Edition on Leadership in an increasingly global society*  (15), 2.

**Merchant, B**. and Ruff, B. (2001). International activities in UCEA: Past and future conventions. *UCEA: The Review, XLII* (2), 25.

**Merchant, B.** (2000). Review of New concepts for new challenges: Professional development for teachers of immigrant youth. In Gonzalez, J. & Darling-Hammond, L. (Eds.) (1997). Washington, DC: Center for Applied Linguistics. *Bilingual Research Journal* 24 (2&3). 301-305).

**Merchant, B.** (1999). Now you see it; now you don’t: A district’s short-lived commitment to an alternative high school for newly-arrived immigrants. *Urban Education*, 34 (1), 26-51.

**Merchant, B.** (1999). Ghosts in the classroom: Unavoidable (?) casualties of a principal’s commitment to the status quo.  *Journal of Education for Students Placed At Risk*, 4 (2) , 153- 171.

**Merchant, B.** (1999). Review of the book *New concepts for new challenges: Professional development for teachers of immigrant youth*]. *Education Review*. [Available http:// coe.asu.edu/edrev/].

D'Amico, J., Matthes, W., Sankar, A., **Merchant, B**., & Zurita, M. (1996). Young voices from the midwest. *Journal of Research in Rural Education*, 12 (3), 142-149.

**Merchant, B.** (1995). Current educational reform: Shapeshifting or genuine improvement in the quality of teaching and learning? *Educational Theory* , 45 (2), 251-268.

**Merchant, B. (1995)**. A reaction to Lomotey's article: "Social and cultural influences on schooling: A commentary on the UCEA Knowledge Base Project, Domain I" *Educational Administration Quarterly*, 31 (2), 304-312.

Willis, A., **Merchant, B.,** McGreal, T., & Tozer, S. (1995). Meeting the challenge of diversity in academia. *Entext*, 1 (1), 7-36.

Tucker-Ladd, P., **Merchant, B.,** & Thurston, P. (1992). School leadership: Encouraging leaders for change. *Educational Administration Quarterly*, 28 (3), 397-409.

***Books***

**Merchant, B.,** & Willis, A. (Eds.) (2000). *Multiple and intersecting identities in qualitative research*. Hillsdale, NJ: Lawrence Erlbaum Associates.

***Book Chapters***

**Merchant, B.** & Nino, J. (expected publishing date January 2022). Students Learn to Appreciate Their Own Value By Recognizing the Assets of Their Community: The Transformation of a School in a Challenging Context in San Antonio, Texas. (Invited Book Chapter for: Day, C. & Gurr, D. (Eds.). *Going Beyond the ‘Effective’: How Successful Principals build and sustain teachers’ and students’ academic, social and individual learning and achievement.*)

**Merchant, B.;** Garza, E.; Nino, J.; Vielma, K. & Saucedo, H. (2020). Talking the Talk and Walking the Walk: Students’ Experiences in Two Programs to Prepare Leaders for Predominantly Latino Schools. In *Multiculturalism and Multilingualism at the Crossroads of School Leadership*. Berry, J.; Veenis, J. & Robertson, S. (Eds.). New York, New York: Springer Publishers.

**Merchant, B.**, Garza, E., & Murakami, B. (2014). Culturally-responsive leadership: Laura Martinez’ journey as a principal. In D. Gurr, & C. Day (Ed.), *Leading Schools Successfully: Stories from the Field* (1st ed., pp. 174-183). New York, NY: Routledge.

Murakami-Ramalho, E., Garza, E., & **Merchant, B.** (2012). Lessons from a principal preparation program: Creating support through social justice practices. In E. Murakami-Ramalho and A. Pankake, *Educational leaders encouraging the intellectual and professional capacity of others: A social justice agenda.* Charlotte, NC: Information Age Publishers.

Murakami, E., Garza, E., & **Merchant, B.** (2012) Leadership succession and policies and practices that work: The case of Laura Martinez. In D. Day and D. Garr (Eds.). *Leading Schools*

Murakami-Ramalho, E., Garza Jr., E., **Merchant, B.** (2011). Emerging Principals Advocating For Social Justice Practices. In E. Murakami-Ramalho and A. Pankake, (Eds.), *Leadership for Social Justice: Encouraging the development of others.* Charlotte, NC: Information Age Publishing.

Wentzel, K., Russell, S., Garza, E., & **Merchant, B.** (2010). Understanding the Role of Social Supports in Latina/o Adolescents' School Engagement and Achievement. In N. Cabrera, F. Villarruel, & H. Fitzgerald (Eds.), *Volume of Latina/o adolescent psychology and mental health: Vol. 2: Adolescent development*. Santa Barbara, CA: ABC-CLIO.

Garza, E. and **Merchant, B.** (2009). American culture: Latino realities. In J. Collard A. and Normore (Eds.), *Leadership and Intercultural Dynamics* (pp. 131-149). Charlotte, NC: Information Age Publishing Inc.

**Merchant, B**. & Steele, M. (2008). Canadian and U.S. Language Policy. In Gonzalez, Josue (Ed.) *Encyclopedia of Bilingual Education*. Thousand Oaks, CA: Sage Publications.

**Merchant, B**. & Shoho, A. (2005). Bridge people: Civic and educational leaders for social justice in an urban community. In C. Marshall & M. Oliva (Eds.), *Leadership for Social Justice: Making it Happen*. Boston, MA: Allyn & Bacon.

**Merchant, B.** & Shoho, A. (2004). Bridge people: Leaders for social justice. In J. Collard & C. Reynolds (Eds.). *Leadership, gender and culture*. Berkshire, England: Open University Press.

**Merchant, B.** (2004). Roadblocks to effective k-16 reform in Illinois. In M. Kirst and A. Venezia (Eds.). *From high school to college*: *Improving opportunities for success in postsecondary education*. San Francisco, CA: Jossey-Bass.

Shoho, A.; **Merchant, B**. & Lugg, C. (2004). Social Justice: Seeking a Common Language. In F. English (Ed.). *The Sage handbook of educational leadership: Advances in theory, research, and practice.* Thousand Oaks, CA: Sage Publications.

**Merchant, B.** (2002). Negotiating the currents in the mainstream: Cross-national transitions and schooling experiences of English language learners. In L. Bresler & S. Ardichvilli (Eds.), *Research in international education:: Experience, theory & practice*. New York: Peter Lang.

**Merchant, B.** (2000). Negotiating the boundaries and sometimes missing the mark: A White Researcher and a Mexican American research assistant. In B. Merchant & A. Willis (Eds.), *Multiple and intersecting identities in qualitative research*. Hillsdale, NJ: Lawrence Erlbaum Associate.

Willis, A. & **Merchant. B.** (2000). Introduction, In B. Merchant & A. Willis (Eds.), *Multiple and intersecting identities in qualitative research*. Hillsdale, NJ: Lawrence Erlbaum Associates.

Male, T. & **Merchant, B.** (2000). Chief executive or lead professional? In K. Stott & V.Trafford (Eds.), *Partnerships; Shaping the Future of Education*. (21 pages) London: Middlesex University Services Limited.

**Merchant, B.** (1999). Schools in the context of changing demographics. In B. Jones (Ed.), *Educational Leadership: Vol. 1, Policy dimensions in the 21st centur*y. Stamford, CT: Ablex Publishing Corporation.

**Merchant, B.** (1996). A university, business foundation, and school working together. In R. Ackerman (Series Ed.) & P. Cordeiro (Vol. Ed.), *New directions for school leadership: Vol. 2 Boundary crossings: Educational partnerships and school leadership*. (pp. 85-98). Cambridge, MA: Jossey-Bass.

**Merchant, B.** (1995). From hierarchical to distributed leadership: Operationalizing the shift. In R. Clift & Paul Thurston (Eds.), *Advances in educational administration,* Vol. 4, (pp. 121-53). Greenwich, CT: JAI Press.

**RESEARCH IN PROGRESS**

*International Collaborations*

--**Merchant, B**., Garza, E. & Nino, J. (2004-present) ***International Successful School Principals’ Project (ISSPP).***   
 This multi-year, on-going international project highlights case studies examining successful school principals across the world who serve in schools in low socio- economic environments that reflect high student achievement in state/national examinations. To date, we have contributed two principal case studies to the project, and are currently working on a third case—all in the San Antonio area. 

--**Merchant, B**.; Breslin, T. & Nino, J. **Cross-national research project**

This collaboration involves on-going cross-national comparisons of educators’ responses to COVID-19 in England and Texas, from the time of initial school closures in March 2020 through the present. We’re completing our third round of focus groups with teachers and principals from both countries in December, via Zoom, and will be co- authoring several journal articles in 2021, based on our on-going data collection.

*Publications*

--**Merchant, B**.; McKeon K.; Flannagan-Gonzales, C.; & Sultan, S.-“Multi-year Case studies of Three Superintendents”

A multi-year case study of three superintendents: a first-time superintendent new to the community; a superintendent who has successfully sustained his position for several years in the same community; a superintendent attempting to transfer his successful policies and practices from a district in one state to a district in another state.

--**Merchant, B**,. Nino, J., Saucedo, H. & Vielma, K. **Invited Chapter** (expected publishing date, January 2022)Students Learn to Appreciate Their Own Value By Recognizing the Assets of Their Community: The Transformation of a School in a Challenging Context in San Antonio, Texas. (In Day, C. & Gurr, D. (Eds.). *Going Beyond the ‘Effective’: How Successful Principals build and sustain teachers’ and students’ academic, social and individual learning and achievement.* New York: Springer Publishers.

**Merchant, B**., Garza, E.,Garza, R., Nino, J. & Saucedo, H. *From “One Day At A Time” to “One Step At A Time."*

Garza, E., **Merchant, B.,** Niño, J. & Vielma, K. and Saucedo, H. *The Principals’ Life History.*

**Merchant, B**., Nino, J., Garza, E., Saucedo, H. & Vielma, K. (in progress). *Explorer High School: Historical and Political Context.*

Niño, J., **Merchant, B.,** Garza, E. , Vielma, K. & Saucedo, H. *The Journey of School Improvement****.***

**Merchant, B**., Garza, E., Niño, J., Sucedo, H. & Vielma, K. *A Principal’s Contribution to School Improvement: A Case Study.*

**POLICY REPORTS, EVALUATION REPORTS**

**Merchant, B.** & Haynes, D. (2004). *The Healing Arts Project: An Evaluation*. Report provided to the Executive Council of the Healing Arts Project and to the Robert Wood Johnson Foundation.

**Merchant, B.,** Haynes, D., Botello, A. & Aguinaga, T. (2004). *An interim evaluation report of the Healing Arts Project*.

**Merchant, B.** & Medley, C. (2002). *The Bridge Project: Strengthening K-16 transition policies. Illinois case study Phase II*. Palo Alto, CA: Stanford University.

Medley, C. and **Merchant, B.** (2001). *Illinois Case Study: Phase II Qualitative Study*. Report provided to Bridge Project, Stanford University, Stanford, CA

**Merchant, B.,** & Zurita, M. (1995). *Silent voices from rural Illinois*. Oakbrook, IL: North Central Regional Educational Laboratory. (20 pages)

Stake, R.; **Merchant, B.;** Cole, C.; Sloane, F.; Migotsky, C.; Miron, M.; & Medley, C. (1994). An evaluation report of the Teachers' Academy for Mathematics and Sciences. Champaign, IL: University of Illinois at Urbana-Champaign, CIRCE. (Chap 5, pp. 37-47.)

Tucker-Ladd, P.; **Merchant, B.** & Thurston, P. (1992). *School leadership: Encouraging leaders for change* (Occasional Papers: School Leadership and Education Reform—OP#8). Champaign, IL: National Center for School Leadership*.*

Zodhiates, P.; DeStefano, L.; Holste, D.; **Merchant, B.** (1991). Illinois school report card evaluation: A report to the Illinois State Board of Education. (Part I, 65 pages, Part II, 78 pages), Champaign, IL: College of Education, University of Illinois.

Zodhiates, P.; Coombs, F.; DeStefano, L.; Holste, D.; **Merchant, B**. & Thurston, C. (1991). *Evaluation of the Illinois School report card: Preliminary findings and recommendations*. Champaign, IL: College of Education, University of Illinois, Urbana-Champaign.

**Merchant, B.** (1987). Dropping out: A preschool through high school concern. (53 pages) Berkeley, CA: Policy Analysis for California Education Policy Paper, University of California.

**PEER-REVIEWED CONFERENCE PRESENTATIONS/INVITED PRESENTATIONS**

McKeon, K.; **Merchant, B.;** Nino, J.; Flannagan-Gonzales, C. & Sultan, S. (accepted in 2020) *Not Theirs, But Ours: South Texas Superintendents Take a Stance on Immigrant Students.* Accepted for presentation at the American Educational Research Association Conference, April 2021.

**Merchant, B**.; Johansson, O.; Arlestig, H.; Nino, J,; Smith, P. (2020). *The View from the Top: Superintendents’ Beliefs About Their Role in the Education of Refugee Students.* Accepted for presentation at the European Council on Educational Research Conference, Glasgow, Scotland.

**Merchant, B.** Johansson, O. & H. Arlestig. (2019). *Advocacy and Activism--Neither or Both? Superintendents’ Risk-taking Response to Refugees.* Accepted for presentation at the European Council on Educational Research Conference, Hamburg, Germany.

Smith, P.; **Merchant, B.** & Kearney, W. (2019). *The Morality of Safety: Moderating Campus Bullying of At-Risk Populations Through Collective Efficacy and Teacher Protection of Students*. Accepted for presentation at the European Council on Educational Research Conference, Hamburg, Germany.

**Merchant, B.** Johansson, O. & H. Arlestig. (2019). *In the Midst of the Fray:**American and Swedish Superintendents Respond to Refugee Students Within Increasingly Hostile Political Contexts.* Accepted for presentation at the University Council for Educational Administration Annual Convention, New Orleans, LA.

**Merchant, B.,** Johansson, O. & H. Arlestig. (2018). *A Comparison of How Educational Leaders in Rural Communities in Sweden and the U. S. Respond to Newly-arrived Refugees.* Paper Accepted for Presentation at the University Council for Educational Administration Annual Convention, Houston, TX.

**Merchant, B.,** Johansson, O. & H. Arlestig. (2018). *Welcome/Välkommen: School administrators in the U.S. and Sweden respond to unexpected numbers of refugees in their rural communities*. Paper presented at the European Conference on Educational Research, Bolzano, Italy.

Garza, E., **Merchant, B.,** Nino, J. & V. Agulera (2018). *Social justice leadership: A collective approach to critical consciousness*. Paper presented at the European Conference on Educational Research, Bolzano, Italy.

Nino, J., Garza, E., **Merchant, B.,** Aguilera, V. & K. Vielma. (2018). *Understanding a school’s complexity towards educational reform: A historical context perspective*. Paper presented at the European Conference on Educational Research, Bolzano, Italy.

**Merchant, B.** (and 14 other panel members). (2017). Panel Presentation: *What NO ONE ever tells you about Tenure and Promotion.* Presented at the University Council for Educational Administration 2017, Denver, CO.

Nino, J.; Garza, E. & **Merchant, B.** (2017) and USLC Cohort Members. *Critical Conversation and Networking Session Developing Equity-Oriented Leaders: A Critical Conversation for the Practice of Social Justice in Schools.* Presented at the University Council for Educational Administration 2017, Denver, CO.

**Merchant, B**. & Li Jia. (2016). *The Shortest Distance Between Two Points? ODL: A Social Justice Leadership Perspective*. Invited Keynote Address. Leadership and Innovation for the Future in Open and Distance Learning Conference. Shanghai Open University, Shanghai, China. November 6-7.

Garza Jr., E., **Merchant, B.,** Nino, J., Brewer, C., Okilwa, N. & Vielma, K. (2016). *Understanding the complexity of educational leadership: Engaging the socio-cultural, organizational, and personal dimensions.* European Educational Research Association Conference, Dublin, Ireland. August 22-26.

Niño, J. M., Garza, E., **Merchant, B.,** Garza, R., Alonzo, J., Birmingham, J., Campbell, S., Campos, A., Campos, A., Carrola, S., Castano, B., Figueroa, S., Flores, C., Gomez, S., Gonzalez, A., Leader, N., Leon, J., Merschat, S., Perez, M., Phillips, W., Podojil, B., Seguin, B., Sifuentes, M. (2015). *Autoethnography as Method for Transformation: Leaders as Advocates for Social Justice.* Presented at the University Council for Educational Administration Convention 2015, San Diego, CA.

Garza, E., Niño, J. M., **Merchant, B.,** Garza, R., Alonzo, J., Birmingham, J., Campbell, S., Campos, A., Campos, A., Carrola, S., Castano, B., Figueroa, S., Flores, C., Gomez, S., Gonzalez, A., Leader, N., Leon, J., Merschat, S., Perez, M., Phillips, W., Podojil, B., Seguin, B., Sifuentes, M. (2015). *The Pedagogy of Collective Critical Consciousness: The Praxis of Preparing Leaders for Social Justice.* Presented at the University Council for Educational Administration Convention 2015, San Diego, CA.

Garza, E., **Merchant, B.,** Brewer, C., Okilwa, N., Niño, J., Vielma, K. & Saucedo, H. (2015). *A Principal’s Contribution for School Improvement: A Case Study.* European Conference on Educational Research 2015, Budapest, Hungary.

**Merchant, B.** , Garza, E. Garza, R. , Black, W. & Monreal, J. (2013). University Council for Educational Administration Convention, *From “One Day At A Time” to “One Step At A Time.",* University Council for Educational Administration, Indianapolis, IN. (November 9, 2013).

**Merchant, B.** (20130. Invited Participant , *Role-Alike Session for Sitting and Aspiring Deans*

University Council for Educational Administration, Indianapolis, IN. (November 9, 2013).

Garza, E. (Panelist), & **Merchant, B**. (2013). (Panelist) University Council for Educational Administration Convention, "We Know What Effective Leadership Preparation Looks Like", University Council for Educational Administration, Indianapolis, IN. (November 8, 2013).

**Merchant, B.** , Garza, E. Garza, R. , Black, W. & Monreal, J. International Successful School Principalship Project Research and Practice Conference, "*From “One Day at a Time” to “One Step at a Time*”", International Successful School Principalship Project, Umea, Sweden. (May 2013).

**Merchant, B.** (2013). Invited Presenter, UCEA Barbara Jackson Scholars Workshop, American Educational Research Association Conference, San Francisco, April, 2013. (the Jackson Scholars are minority scholars in the field of educational administration and policy analysis)

**Merchant, B.** (2011). Presenter, *Preparing school leaders in international contexts: Implications from the International Successful School Principalship Project (ISSPP)*. Presented at the University Council for Educational Administration Annual Convention, Pittsburgh, PA, November 2011.

**Merchant, B.** (2010). Presenter, *A consideration of ethical leadership in culturally diverse contexts*. European Educational Research Association, Helsinki, Finland, August 2010.

**Merchant, B.** (2010). Participant, Symposium: *Re-examining social responsibility as a component of ethical school leadership.*  Presented at the University Council for Educational Administration Annual Convention, New Orleans, October 2010.

**Merchant, B.**  (2010). Participant, Symposium: *International collaborations in educational leadership: A cross-cultural partnership for scholars and educational leaders,* Presented at the University Council for Educational Administration Annual Convention, New Orleans, October 2010.

**Merchant, B.** (2009, November) Organizer and Chair, International Scholars Breakfast and Discussion (, University Council for Educational Administration Annual Convention, Anaheim, California.

Flores, A., Smith, P., **Merchant, B.** (2009, November). *Principal Influence and faculty trust: The organizational hand that fits the efficiency glove.* Paper presented at the University Council for Educational Administration Annual Convention, Anahem, CA.

**Merchant, B.** (2009, November) Discussant, Symposium (2009). *International collaborations in educational leadership: A cross-cultural partnership for scholars and educational leaders.* The University Council for Educational Administration Annual Convention, Anahem, CA.

**Merchant, B.**  (2009). Participant, Symposium: *Re-examining social responsibility as a component of ethical school leadership.* The University Council for Educational Administration Annual Convention, Anahem, CA.

Murakami-Ramalho, E., Garza, E. & **Merchant, B.** (2008, March). *Preparing Leaders for Social Justice and Diversity Through a District and University Partnership*. Paper presented at the American Educational Research Association Conference, New York, NY.

Murakami-Ramalho, E., Garza, E. & **Merchant, B.** (November, 2008). *Successful School Leadership in Socio-Economically Challenging Contexts: School Principals Creating and Sustaining Successful School Improvement.* Paper presented at the University Council for Educational Administration Annual Convention, Orlando, Florida

Murakami-Ramalho, E., Garza, E. & **Merchant, B.** (2007, November). *Lessons from country borders: Preparing leaders for social justice and diversity through a district and university partnership.* Paper presented at the University Council for Educational Administration Convention 2007, Alexandria, VA.

**Merchant, B.** (2007, September). *Leading schools successfully in challenging urban contexts*. Presented at the Centre for Principal Development, Umea University, Umea, Sweden.

Garza, E. & **Merchant, B.** (2006, October). *American culture: Latino realities.* Paper presented at the Annual Convention of the Commonwealth Council of Educational Management, Nicosia, Cyprus.

**Merchant, B**. (2005, April). *The price of winning and the cost of losing: Playing the accountability game*. Paper presented at the American Educational Research Association Conference, Montreal, Canada.

**Merchant, B.(**2004, November*). From Tick TAKS Toe to Dominoes: Third Grade Accountability Games, Texas Style*. Paper presented at the Annual Convention, University Council for Educational Administration, St. Louis, MO.

Garza, E. & **Merchant, B.** (2004, November). *The Urban School Leaders’ Collaborative: From Cohort I to Cohort II.* Paper presented at the Annual Convention, University Council for Educational Administration, St. Louis, MO.

**Merchant, B.** (2004, April). *Tick-TAKS-Toe: Third grade accountability, Texas style*. Paper presented at the American Educational Research Association Conference, San Diego, CA.

**Merchant, B.** (2003, November). *Leading Departments Toward Social Justice and Democratic Community: A Conversation for Department Chairs and “Undesignated” Leaders.* Conversation presented at the Annual Convention, University Council for Educational Administration, Portland, OR.

**Merchant, B.** (2003, November). Convener: *International Scholars Breakfast Conversation and Interactive Round Table Sessions*. Annual Convention, University Council for Educational Administration, Portland, OR

Barnett, B., Garza, E., Shoho, A. & **Merchant, B.,** (2003, November). *The urban school leaders collaborative: A school-university partnership emphasizing instructional leadership and student and community assets.* Paper presented at the Annual Convention, University Council for Educational Administration, Portland, OR

Shoho, A., Barnett, B., Garza, E., **Merchant, B.,** Ruff, W., & Smith, P. (2003, November). *Transforming a department of educational leadership into a learning community: Resolving the undiscussables.* Conversation presented at the Annual Convention, University Council for Educational Administration, Portland, OR

Bonner II, F., Marbley, A., & **Merchant, B.** (2003). *Contextualizing Multicultural Issues across Disciplines in Higher Education: Contemporary approaches to the Development of Multicultural Competencies and Culturally Responsive Guidelines***.** Roundtable Discussion presented at the Annual Meeting of the Association for the Study of Higher Education, Portland, OR.

**Merchant, B.** & Shoho, A. (2003, April). *Bridge people*. Paper presented at Annual Meeting, American Educational Research Association, Chicago, IL.

**Merchant, B.** (2002, November). *The Bridge Project: Strengthening K-16 Transition Policies in Illinois*. Paper presented at the Annual Convention, University Council for Educational Administration, Pittsburgh, PA.

**Merchant, B**. & Shoho, A. (2002, November*). Bridge people: Leaders for social justice*. Paper presented at the Annual Convention, University Council for Educational Administration, Pittsburgh, PA.

**Merchant, B**. (2002, April*). Issues in Illinois K-16 transition: Obstacles to successful student transitions*.. Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, Louisiana.

**Merchant, B.** (2002, September). *Issues in the Transition from High School to College: Rural Schools in Illinois*. Paper presented at the Commonwealth Council for Educational Administration and Management Conference: Exploring New Horizons in School Leadership. Umea, Sweden.

Ruff, W. & **Merchant, B.** (2001). *The development of collegiality among doctoral students: Using technology to identify an organizational culture*. Paper presented at the National Council of Professors of Educational Administration Summer Conference, Houston, Texas

Bailey, G.; Cardenas, B.; Bonner, F.; **Merchant, B**. & Shoho, A. (2001). *Transforming a Hispanic service comprehensive university into a flagship institution: Challenging tacit assumptions associated with research institutions*. Focused dialogue presentation to Association for the Study of Higher Education Conference, Richmond, VA.

**Merchant, B.** (2000, October). Invited Panelist, Casey Network Fellows Leadership Development Workshop, *The Changing Face of America.*

**Merchant, B.** (2000, April). *In Plain View: American and Mexican Principals Along the Border.* Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, Louisiana.

**Merchant, B**. (2000, February). Invited Presentation, North Central Regional Educational Laboratory's *Forum on Current Issues in School Governance*.

**Merchant, B.** (1999, October). *Accountability: Improving school spirit or eroding the notion of “community”?* Paper presented at the Annual Convention, University Council for Educational Administration, Minneapolis, MN.

**Merchant, B.** (1999, June). *Culturally-responsive Head Start Programs in El Paso, Texas*. Invited presenter, Symposium on Early Childhood, Kobe University, Kobe, Japan.

**Merchant, B**. (1999, June). *The preparation of educational administrators.* Invited presenter Byuksung College, Korea.

**Merchant, B**. (1999, January). *Now you see it, now you don’t: A district’s short-lived commitment to an alternative high school for newly-arrived immigrants*. Paper presented at Fourth Binational Researchers Conference, El Paso, Texas/Juarez, Mexico.

**Merchant, B.** (1998, October). *Math and Science Course Requirements in California 1986-1992: Pathways to Educational Excellence or Stumbling Blocks?* Paper presented at the Annual Meeting of the University Council for Educational Administration, St. Louis, Missouri.

**Merchant, B.** (1998, May). *The impact of the California secondary curriculum reforms1984-1992: Student diversity, differential outcomes, and implications for policy.* Invited presentation, The Institute for Policy Research, Northwestern University, Program on Poverty, Race, and Inequality, Evanston, IL.

**Merchant, B.** (1998, April). *Math and science course taking patterns of high school students, pre and post California Senate Bill 813.* Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.

**Merchant, B.** (1998, April). *Negotiating the currents in the mainstream: Cross-national transitions and schooling experiences of limited and non-English speaking teenagers.* Paper presented at the Annual Meeting of the American Educational Research Association, San Diego, CA.

**Merchant, B.** (1998, January). *The challenges of leadership at the margin: Responding to the needs of immigrant students and their teachers.* Paper presented at U. S.-Mexico Researchers' Binational Learning Community Conference, Juarez, Mexico.

**Merchant, B.** (1997, October). *The challenges of leadership at the margin: Responding to the needs of immigrant students and their teachers.* Paper presented at the Annual Meeting of the University Council for Educational Administration, Orlando, FLA.

**Merchant, B.** (1997, April). *Doors, windows and fences.* Paper presented at the Annual Meeting of the American Educational Research Association, New York City, NY

**Merchant, B.** (1997, January). *Fantasmas en el salon de clases: Inevitable (?) victimas de los compromisos de un Director de Escuela para con el status quo.* Paper presented at U. S.- Mexico Researchers' Binational Learning Community Conference, Juarez, Mexico.

**Merchant, B.** (1996, October). *Boundary-spanning as a response to the needs of a changing student population: The experiences of two principals.* Paper presented at the Annual Meeting of the University Council for Educational Administration, St. Louis, MO.

**Merchant, B.** (1996, October*). Struggling with the needs of limited and non-English speaking students while attempting to respond to recent educational reforms.* Paper presented at the Annual Meeting of the University Council for Educational Administration, St. Louis, MO.

**Merchant, B.** & Zurita, M. (1996, May). *Martha and me: Reflections on working together in a cross- cultural setting.* Paper presented at the Qualitative Methodologies in Music Education Research Conference II, University of Illinois, Champaign-Urbana, IL.

**Merchant, B**. (1996, April). *The impact of organizational routines on Mexican students.* Paper presented at the National Research Symposium Program, Annual Convention of the National Association of Secondary School Principals, San Francisco, CA.

**Merchant, B.** (1996, April). *The standoff: Public school administrators versus an increasingly diverse student population*. Paper presented at the Annual Meeting of the American Educational Research Association, San Francisco, CA.

**Merchant, B.** (1996, April). *Negotiating the boundaries: Caucasian researchers guiding non- Caucasian students who study their "own."* Paper presented at the Annual Meeting of the American Educational Research Association, San Francisco, CA

Male, T. & **Merchant, B.** (1996, March). *Partners in change: Shaping the future. Manager or educational leader?* Paper presented at the British Educational Management and Administration Society Research Conference, Cambridge, England.

Male, T. & **Merchant, B.** (1995, October). *Chief executive or instructional leader? Experiences of principals and headteachers in the U.S. and the U.K.* Paper presented at the Annual Meeting of the University Council of Educational Administration, Salt Lake City, UT.

**Merchant, B**. & Willis, A. (1994). *School administrators: Strategies for responding to the needs of an increasingly diverse student population.* Woodridge School District, Woodridge, Illinois.

**Merchant, B.** (1994, October). *Developing and implementing a culturally-responsive administrator preparation program*. Paper presented at the Annual Meeting of the University Council for Educational Administration, Philadelphia, PA.

**Merchant, B.** (1994, October). *Building student-faculty connections: The best of mentoring and networking.* Paper presented at the Annual Meeting of the Association for the Study of Higher Education. Tucson, AZ.

**Merchant, B.,** Schultz, H. & Abeyta, J. (1994, May). *The Santa Fe Indian School and the College of Education, University of Illinois, Urbana-Champaign: A model of cross-cultural collaboration.* Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, LA.

**Merchant, B.** (1993, October). *The Newcomer's Center: A case study of a high school for immigrants.* Paper presented at the Annual Meeting of the University Council for Educational Administration, Houston, TX.

**Merchant, B.** (1993, April). *Congruency of state-mandated and local instructional goals and factors predicting their attainment.* Paper presented at the Annual Meeting of the American Educational Research Association, Atlanta, GA.

**Merchant, B**. (1992, October). *Conducting research in culturally diverse settings.* Invited presentation at Graduate Student Symposium, Annual Meeting of the University Council for Educational Administration, Minneapolis, MN.

**Merchant, B.** & Reiley, I. (1992). Team building. Illinois Coalition of Essential Schools, University of Illinois, Urbana-Champaign, Illinois.

Schultz, H.; Romero, M. & **Merchant, B.** (1991, May*). "New visions": A culturally-sensitive approach to Indian education at the Santa Fe Indian School*. Eleventh Annual International Seminar on Teacher Education, Miami, FLA.

**Merchant, B.** (1991, April*). Increased graduation requirements in science: An analysis of associated changes in student mobility or stratification in course-taking*. Paper presented at the Annual Conference of the American Educational Research Association, Chicago, IL.

**Merchant, B.** (1991). *Improving the relationship between student teachers and their co-operating teachers*. Illinois State University, Bloomington, IL

**Merchant, B.** (1991). *Changing student demographics: Implications for educators.* Presentation to the Annual Conference of the Illinois State Deans' Association, Peoria, IL.

**Merchant, B.** (1990). *School improvement.* Paper presented to Educational Policy Assembly Conference, University of Illinois, Urbana-Champaign, IL.

**Merchant, B.** (1990). *Administering schools amidst rapidly changing demographics: A challenge to "Business as usual."* Presentation to Educational Administration Alumni Association, College of Education, University of Illinois, Urbana-Champaign, IL.

**Merchant, B.** (1989, April). *Educational stratification in the high school--pre and post California Senate Bill 813.* Paper presented at the Annual Conference of the American Educational Research Association, San Francisco, CA.

**WORKSHOPS, EVALUATIONS, AND CONSULTATIONS**

Garza, E. and **Merchant, B.** (2007). Leadership Training for High School Department Chairs, San Antonio Independent School District, San Antonio, TX.

**Merchant, B.** (2003-2004). Principal Evaluator, Healing Arts Project for physically and sexually abused children. San Antonio, TX.

**Merchant, B.** (2001). Evaluator, San Antonio Technology in Education Coalition (SATEC), U.S. Department of Education Technology Innovation Challenge Grant.

**Merchant, B.** (1998-2000). Consultant, research methodology. Center for the Study of Addiction and Substance Abuse (CASA), Columbia, University.

**Merchant, B.** (2001). Consultant to a follow-up special edition of the Decatur Herald and Review newspaper on the dropout problem in the Decatur school system (December 2001).

**Merchant, B**. & Goody, A. (February, 1998). Presenters, SERVE Illinois 1998 Conference on Service and Volunteerism, Champaign, IL.

**Merchant, B.** (December 1995). Consultant on teacher dismissal case, Joliet Township High Schools, Joliet Illinois.

**Merchant, B.** (1995). Consultation with Superintendent, Cerro Gordo School District regarding

working with diverse student populations.

**Merchant, B.** (May, 1995). Research seminar on school change. Seminar for teachers and administrators in Cerro Gordo School District, Cerro Gordo, IL.

**Merchant, B.** (1995, October). Administrative gender equity, Presentation to Educational Administration Alumni Association, University of Illinois, Allerton, IL.

**Merchant, B.** (1995, April). Site-based decision making, Two-day Teacher and transition to site- based decision making, Cerro Gordo, IL, ongoing,1995-1997. Administrator Inservice, Cerro Gordo School District, Cerro Gordo, IL.

**Merchant, B**. & Willis, A. (1994, January). School administrators: Strategies for responding to the needs of an increasingly diverse student population. Building and District-level Administrator In-service Day, Woodridge School District, Woodridge, IL.

**Merchant, B**. (January, 1994), Young women in science. Presentation to parent group, Franklin Middle School, Champaign, IL.

**Merchant, B**. & Rielly, I. (1992, November). Team building. Workshop for members of Illinois Coalition of Essential Schools, University of Illinois, Urbana-Champaign, IL.

**Merchant, B.** (1992). Emerging issues in curriculum and instruction, Presentation to the West Cook Division of the Illinois Association of School Boards, Lombard, IL.

**Merchant, B.** (1991, November). Student diversity: Implications for deans. Invited presentation, Annual Conference of the Illinois State Deans' Association, Peoria, IL.

**Merchant, B**. (1991, April). Improving the relationship between student teachers and their cooperating teachers. Workshop for High School Science Teachers, Illinois State University, Bloomington, IL.

**Merchant, B.** (1991, February). *Administering schools amidst rapidly changing demographics: A challenge to "Business as usual.* Presentation to Educational Administration Alumni Association, University of Illinois, Allerton, IL.

**Merchant, B.** (January 1991). Consultant to the special edition of the Decatur Herald and Review newspaper on the dropout problem in the Decatur school system

**Merchant, B.** (November, 1990). *Addressing the needs of the at-risk student*, Presentation to staff and students, Urbana High School, Urbana, IL.