

Carolyn J. Kelley
School of Education
University of Wisconsin-Madison
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EXPERTISE

The preparation, development and assessment of school leaders to advance student learning; distributed instructional leadership; strategic compensation and human resources management in education; educational reform and accountability; organizational theory; educational policy

EDUCATION

Stanford University

Ph.D. in Educational Administration and Policy Analysis 1993

University of Michigan

Master of Public Policy 1985

University of Illinois

Bachelor of Science in Journalism 1982

PROFESSIONAL EXPERIENCE

Senior Associate Dean for Academic Programs 2016-2021

School of Education
University of Wisconsin-Madison

Jim and Georgia Thompson Distinguished Chair in Education 2016-present

Department of Educational Leadership and Policy Analysis
University of Wisconsin-Madison

Department Chair 2002-04, 2007, 2013-14

Department of Educational Leadership and Policy Analysis
University of Wisconsin-Madison

Professor 2005-present

Department of Educational Leadership and Policy Analysis
University of Wisconsin-Madison

Associate Professor 2000-2005

Department of Educational Leadership and Policy Analysis
University of Wisconsin-Madison

Senior Research Associate and Research Director 1994-2002

Teacher Compensation Project
Consortium for Policy Research in Education
Wisconsin Center for Education Research

Assistant Professor Department of Educational Leadership and Policy Analysis University of Wisconsin-Madison	1993-2000
Evaluator/Consultant SRI International, Menlo Park, California	1992-1993
Financial Analyst/Capital Planner Office of University Advancement and Planning University of California-San Francisco	1988-1989
Policy Analyst Joint Illinois Board of Higher Education- Illinois State Scholarship Commission Financial Aid Study Committee, Springfield, Illinois	1987-1988
Presidential Management Intern Office of the Assistant Secretary for Planning and Evaluation U.S. Department of Health and Human Services, Washington, D.C.	1985-1987
Research Associate Office of Academic Planning and Analysis The University of Michigan, Ann Arbor, Michigan	1984-1985
Institutional Research Data Specialist Illinois State Scholarship Commission, Springfield, Illinois	1982-1983

GRANT FUNDING

Principal Investigator. Collaboration with Danish researchers at the University Capitol Campus, Copenhagen, Denmark, to develop and implement a Danish version of the Comprehensive Assessment of Leadership for Learning. University Capitol Campus, Copenhagen, Denmark; School of Education Seed Funding, SOE Global Education Committee. (2014-2015), \$17,000.

Co-Principal Investigator. Developing and Validating the Next Generation of Leadership Evaluation Tools: Formative Assessment for High-Stakes Accountability (with Richard Halverson). U.S. Department of Education, Institute for Educational Sciences. (2009-2014), \$1,600,000.

Principal Investigator. Formative School Leadership Assessment. University of Wisconsin-Madison Graduate School Research Committee (2009-2010). Awarded.

Author and Grant Recipient. Leadership for Learning: Advancing an Aligned System of Leader Development in the State of Wisconsin. DeWitt-Wallace Readers Digest Foundation awarded to the Wisconsin Department of Public Instruction, (July 2008 – December 2010), \$1,000,000

Grant Recipient. Wisconsin Urban Schools Leadership Project. DeWitt-Wallace Readers Digest Foundation (January, 2005 – May, 2008), \$180,000.

Principal Investigator. Master Administrator Capstone Certificate. University of Wisconsin-Madison, Office of Educational Outreach, (October, 2002 – June, 2003), \$50,000.

Grant Recipient. Consortium for Policy Research in Education (with Allan Odden). Wisconsin Center for Education Research. Multiple Awards.

AWARDS AND HONORS

Academic Leadership Program Fellow 2017-2018
Big Ten Academic Alliance

Journal of Research on Leadership Education Best Article Award 2017
University Council for Educational Administration

School of Education Faculty Distinguished Achievement Award 2014
University of Wisconsin-Madison

ELPA Teaching Award 2013
Department of Educational Leadership and Policy Analysis
University of Wisconsin-Madison

ELPA Mentoring Award 2009
Department of Educational Leadership and Policy Analysis
University of Wisconsin-Madison

Spencer Foundation Future Deans Development Conference 2006
Chicago, Illinois

Outstanding Reviewer 2004
Educational Administration Quarterly

Kauffman Leadership Development Seminar 2002-2003

Jack Culbertson Award 1999
University Council for Educational Administration

Matthew M. Goldstein Award 1992
Stanford University

PUBLICATIONS

Books and Monographs

Halverson, R. & Kelley, C. (2017). *Mapping Leadership: The Tasks that Matter for Improving Teaching and Learning in Schools*. San Francisco: Jossey-Bass.

Kelley, C. (2010). *Advancing Student Learning Through Distributed Instructional Leadership: A Toolkit for High School Leadership Teams*. Madison, WI: Wisconsin Department of Public Instruction.

Kelley, C. & Shaw, J. (2009). *Learning First! A School Leader's Guide to Closing Achievement Gaps*. Thousand Oaks, CA: Corwin Press.

Odden, A. & Kelley, C. (2002). *Paying Teachers for What They Know and Do: New and Smarter Compensation Strategies to Improve Schools*. Second Edition. Thousand Oaks, CA: Corwin Press.

Kelley, C., Heneman, H.G. III, & Milanowski, A. (2000). *School-Based Performance Award Programs, Teacher Motivation, and School Performance: Findings from a Study of Three Programs*. CPRE Monograph, Consortium for Policy Research in Education, University of Wisconsin-Madison.

Odden, A. & Kelley, C. (1997). *Paying Teachers for What They Know and Do: New and Smarter Compensation Strategies to Improve Schools*. Thousand Oaks, CA: Corwin Press.

Peer-Reviewed Journal Articles

Modeste, M. & Kelley, C. (2018). "Examining distributed leadership practices by school grade configuration." *Leadership and Policy in Schools*, DOI: [10.1080/15700763.2018.1514057](https://doi.org/10.1080/15700763.2018.1514057)

Modeste, M., Hornskov, S., Bjerg, H., & Kelley, C. (2018). "School leadership practice across international policy contexts: Organizational roles and distributed leadership in Denmark and the U.S." *Educational Management, Administration & Leadership*, 1-29.

Kelley, C. & Mead, J. (2017). "The Downfall of Collective Bargaining and the Rise of Counter-Networks in Wisconsin." In C. Marshall, M. Johnson & Tichnor-Wagner, A. (Eds.), *The Politics of New Policy Network Governance and Counter-Networks: Actions and Reactions in State Education Policy Arenas*. Politics of Education Association Yearbook, 2017.

Kelley, C. & Dikkers, S. (2016). The Case for Framing Multisource Feedback around Distributed Leadership. *Educational Administration Quarterly*, 52(3), 392-422.

Pavlakakis, A. & Kelley, C. (2016). Accreditation in the professions: Implications for Educational Leadership Preparation Programs. *Journal of Research on Leadership Education*, Special Issue on Accreditation.

Modeste, M. & Kelley, C. (2016). Distributed Leadership and the Comprehensive Assessment of Leadership for Learning. In H. Bjerg & N. Vaaben (Eds.) *Leading for Learning*. Copenhagen, Denmark: Samfunds Litteratur. (Published in Danish.)

Blitz, M., Salisbury, J. & Kelley, C. (2014). The Role of Cognitive Validity Testing in the Development of CALL, the Comprehensive Assessment of Leadership for Learning. *Journal of Educational Administration*, 52(3), 358-378.

Halverson, R., Kelley, C. & Shaw, J. (2014, March). A CALL for improved school leadership. *Phi Delta Kappan*, 95(6), 57-60.

Bredeson, P. & Kelley, C. (2013). Special Issue of the *Journal of School Leadership on Distributed Instructional Leadership*, 23(2). Presents research from the University of Wisconsin-Madison and the University of Washington Wallace grant-related research.

Kelley, C. & Salisbury, J. (2013). Leadership for Learning at the High School Level: Leveraging the Role of Department Chair as Instructional Leader. *Journal of School Leadership*, 23(2), 286-321.

Maslow, V. J. & Kelley, C. (2012). Does Evaluation Advance Teaching Practice? The Effects of Teacher Evaluation on Equity and System Change in Large Diverse High Schools. *Journal of School Leadership*, 22(3), 600-632.

Kelley, C. & Halverson, R. (2012). The Comprehensive Assessment of Leadership for Learning. *Journal of Applied Research on Children: Informing Policy for Children At Risk*, 3(2), Article 4 (<http://digitalcommons.library.tmc.edu/childrenatrisk/vol3/iss2/4>).

Kelley, C. (2011). Reviewing Literature and Formulating Problems. Chapter in Conrad, C. & Serlin, R., (Eds.), *Sage Handbook for Research in Education: Pursuing Ideas as the Keystone of Exemplary Inquiry*. Thousand Oaks, CA: Sage Publications.

Kelley, C. & Shaw, J.J. (2009). Comprehensive School Leadership Development: A Portrait of Programs, in Young, M., Crow, G., Murphy, J., Ogawa, R. (Eds.), *Handbook of Research on the Education of School Leaders*. New York: Routledge.

Peterson, K.D. & Kelley, C. (2005). Developing school leaders: Issues in professional development, in J. Simmons (Ed.), *Breaking Through: How to Transform the Results of Urban School Districts*. New York: Teachers College Press.

Kelley, C. & Finnigan, K. (2004). Teacher compensation and teacher workforce development, in M.A. Smylie & D. Miretzky (Eds.), *Developing the Teacher Workforce* (pp. 253-273). Chicago, Illinois: University of Chicago Press.

Halverson, R., Kelley, C. & Kimball, S. (2004). Implementing teacher evaluation systems: How principals make sense of complex artifacts to shape local instructional practice. In W. Hoy & C. Miskel, *Educational Administration, Policy and Reform: Research and Measurement* (pp.153-188). Greenwich, CT: George F. Johnson, Publisher.

Kelley, C. & Finnigan, K. (2003). The effects of organizational context on teacher expectancy. *Educational Administration Quarterly*, 39(5), 603-634.

Kelley, C., Heneman, H.G. III, & Milanowski, A. (2002). Teacher motivation and school-based performance awards. *Educational Administration Quarterly*, 38(3), 372-401.

Jackson, B.L. & Kelley, C. (2002). Exceptional and innovative programs in educational leadership. *Educational Administration Quarterly*, 38(2), 192-212.

Kelley, C. & Peterson, K. (2002). The work of principals and their preparation: Addressing critical needs for the 21st Century. In M.S. Tucker & J.B. Coddling (Eds.), *The Principal Challenge: Leading and Managing Schools in an Era of Accountability* (pp. 247-312). San Francisco: Jossey-Bass.

Peterson, K. & Kelley, C. (2002). Principal inservice programs: A portrait of diversity and promise. In M.S. Tucker & J.B. Coddling (Eds.), *The Principal Challenge: Leading and Managing Schools in an Era of Accountability* (pp. 313-346). San Francisco: Jossey-Bass.

Kelley, C. & Kimball, S. (2001). Financial Incentives for National Board Certification. *Educational Policy*, 15(4), 547-574.

Kelley, C., Conley, S., & Kimball, S. (2000). Payment for results: The effects of the Kentucky and Maryland group-based performance award programs. *The Peabody Journal of Education*, 75(4), 159-199.

Odden, A. & Kelley, C. (2000). Addressing teacher quality and supply through compensation policy. Albany, NY: New York State Education Finance Research Consortium.

Kelley, C. (2000). From policy to performance: Weaving policy and leadership strategies to improve student achievement. Chapter 4 in B.A. Jones, *Educational Policy in the 21st Century, Volume 1, Educational Leadership*. Stamford, CT: Ablex Publishing Corporation.

Kelley, C. (1999). Leveraging human and fiscal resources for school improvement. *Educational Administration Quarterly*, 35(4), 642-657.

Kelley, C. (1999). The motivational impact of school-based performance awards. *Journal of Personnel Evaluation in Education*, 12(4), 309-326.

Kelley, C. (1998). The Kentucky school-based performance award program: School-level effects. *Educational Policy*, 12(3), 305-324.

Odden, A. & Kelley, C. (1997). *Paying Teachers for What They Know and Do: New and Smarter Compensation Strategies to Improve Schools*. Thousand Oaks, CA: Corwin Press.

Kelley, C. & Protsik, J. (1997). Risk and reward: Perspectives on the implementation of Kentucky's school-based performance award program. *Educational Administration Quarterly*, 33(4), 474-505.

Kelley, C. (1997). Teacher compensation and organization. *Educational Evaluation and Policy Analysis*, 19(1), 15-28.

Kelley, C. (1996). Implementing teacher compensation reform in public schools: Lessons from the field. *Journal of School Business Management*, 8(1), 37-54.

Kelley, C. & Kahne, J. (1995). Designing effective school-linked services programs: Lessons from collaborative programs for children with disabilities. *Journal of School Leadership*, 5(2), 163-182.

Kirst, M. & Kelley, C. (1995). Collaboration to improve education and children's services: Politics and policymaking. National Center on Education in the Inner Cities and National Center on Families, Communities, Schools, and Children's Learning (Eds.), *School/Community Connections*. San Francisco: Jossey-Bass.

Kelley, C. (1994). Determining curricula and exam content in the Advanced Placement Program: Implications for the formulation of national content standards. *Education and Urban Society*, 26, 172-184.

Kirst, M., Koppich, J., & Kelley, C. (1994). School linked services and Chapter I: A new approach to improve children's outcomes. In Ken Wong (Ed.), *Rethinking Categorical Programs* (pp. 197-220). Berkeley, CA: McCutchen.

Levin, H. & Kelley, C. (1994). Can education do it alone? *Economics of Education Review*, 13(2), 97-108.

Kahne, J. & Kelley, C. (1993). Assessing the coordination of children's services: Dilemmas facing program administrators, evaluators, and policy analysts, *Education and Urban Society*, (February).

Kirst, M. & Kelley, C. (1993). Positive impacts of reform efforts in the 1980s. Paper prepared for symposium, A Nation at Risk Ten Years Later, sponsored by the University of California, Berkeley, California, April 8, 1993. Published in *Network News and Views*, 12, 6, (June). The Educational Excellence Network, a project of the Hudson Institute.

Professional Papers, Publications, and Book Reviews

Pavlakakis, A. & Kelley, C. (2013). *An Analysis of Accreditation in Medicine, Psychology, Teacher Education, Engineering and Law: Challenges, Strengths, Opportunities, and New Directions*. Paper prepared for the University Council for Educational Administration and the Wallace Foundation Accreditation Project.

Shaw, J. & Kelley, C. (2012). *Making Matters Worse: School Funding, Achievement Gaps, and Poverty under Act 32*. ELPA Working Paper. Available at <http://elpa.education.wisc.edu/elpa/research/educational-policy-research>

Kelley, C. (2002). *Financial incentives in state accountability systems: Performance pay for teachers*. Paper prepared for the Center on Reinventing Public Education at the University of Washington and the Washington State Academic Achievement and Accountability Commission.

Kelley, C. (2001). What do we really know about school-based performance award programs. *Orbit*, 32(1), 21-26. Ontario Institute for Studies in Education of the University of Toronto.

Odden, A., Kelley, C., Heneman, H., & Milanowski, A. (2001). *Enhancing Teacher Quality through Knowledge and Skills-based Pay*. CPRE Policy Brief RB-34, Consortium for Policy Research in Education, University of Pennsylvania.

Odden, A. & Kelley, C. (2001). Addressing teacher quality and supply through compensation policy. In Center for Policy Research, *The Teaching Workforce*, Education Finance Research Consortium Symposium Proceedings 2001, Albany, NY: author.

Peterson, K. & Kelley, C. (2001). Developing school leaders: Issues and ideas in professional development. In Simmons, J., *School Reform in Chicago: Lessons and Opportunities*. Chicago: Chicago Community Trust.

Peterson, K. & Kelley, C. (2001). Transforming school leadership. *Leadership*, 30(3), 8-11.

Kelley, C. (2000). Making merit pay work. *School Spending: The Business of Education*. A publication of the *American School Board Journal*. Alexandria, VA: National School Boards Association.

Kelley, C., Odden, A., Milanowski, A., & Heneman, H. G. III. (2000). *School-based performance awards: A policy strategy to focus and enhance student learning*. CPRE Policy Brief. Consortium for Policy Research in Education, University of Wisconsin-Madison.

Kelley, C. (1999). Improving student performance under standards-based reform. *University of Wisconsin-Madison Educational Administration News*, 5, 2-3.

Kelley, C. & Odden A. (1996). *New ideas for reinventing teacher compensation*. CPRE Finance Brief. Consortium for Policy Research in Education, University of Wisconsin-Madison.

Kelley, C. (1996, February 28). A new teacher-pay system could better support reform. *Education Week*, February 28, 1996, p. 38, 35.

Illinois Student Financial Aid Study Committee. (1988). *Illinois student financial aid*. Report to the Illinois Board of Higher Education. Contributing author.

Office of Academic Planning and Analysis, Undergraduate Admissions Office, Office of Financial Aid. (1985). *The class of 1988 admissions and enrollment decision analysis*. The University of Michigan. Contributing author.

Reprints

Kelley, C. & Peterson, K. (2006). The work of principals and their preparation: Addressing critical needs for the 21st Century. In M. Fullan (Ed.), *The Jossey-Bass Reader in Educational Leadership*. San Francisco: Jossey-Bass. Reprinted from M.S. Tucker & J.B. Coddling (Eds.), *The Principal Challenge: Leading and Managing Schools in an Era of Accountability* (pp. 247-312). San Francisco: Jossey-Bass.

Levin, H. & Kelley, C. (1997). Can education do it alone? In A.H. Halsey, Hugh Lauder, Phillip Brown, and Amy Stuart Wells (eds.) *Education Culture, Economy, and Society*. New York: Oxford University Press (pp. 240-252) Reprinted from *Economics of Education Review*, 13(2), 97-108.

Levin, H. & Kelley, C. (1996). "Basta con solo educacion?" in Esteve Oroval Planas (ed.), *Economia de la Educacion* (Barcelona: Editorial Ariel, S.A., 1996), pp. 183-205. Reprinted from the *Economics of Education Review*, 13(2), 97-108.

PRESENTATIONS

Peer-Reviewed Presentations

Kelley, C., Bjerg, H., Hornskov, S. & Modeste, M. (2016, March). Exploring the Role of Culture and Policy Context in Distributed Leadership Practices in the U.S. and Denmark. Nordic Educational Research Association Congress, Helsinki, Finland.

Kelley, C. & Mead, J. (2015, November). Revolution and Counter-Revolution: Network Mobilization to Preserve Public Education in Wisconsin. University Council for Educational Administration Conference, San Diego, CA.

Modeste, M. & Kelley, C. (2015, November). Examining Distributed Leadership Practices by School Grade-Configuration using the Comprehensive Assessment of Leadership for Learning. University Council for Educational Administration Conference, San Diego, CA.

Kelley, C. & Modeste, M. (2015, January). An Examination of Current Patterns of Distributed Leadership Practice Using the Comprehensive Assessment of Leadership for Learning. International Conference of School Effectiveness and Improvement, Cincinnati, Ohio, January 5, 2015.

Masterson, S. & Kelley, C. (2013, April). Principal Evaluation Practices in Wisconsin: Implications for Emerging State Educator Effectiveness Frameworks. American Educational Research Association Conference, San Francisco, CA.

Shaw, J.J. & Kelley, C. (2013, April). Making Matters Worse: the Impact of Reducing State Funding and Expanding School Choice on Student Poverty and Achievement Gaps in Wisconsin. American Educational Research Association Conference, San Francisco, CA.

Kelley, C., Halverson, R., Camburn, E., Blitz, M., Salisbury, J., Dikkers, S., & Clifford, M. (2012, March). *The Design and Validation of the Comprehensive Assessment of Leadership for Learning (CALL) Formative School Leader Assessment*. Association of Educational Finance and Policy Conference, Boston, MA.

Kelley, C. (2011, October). *The Comprehensive Assessment of Leadership for Learning*. University Council of Educational Administration Conference Plenary Session, Pittsburgh, PA.

Kelley, C. & Blitz, M. (2011, October). *Assessing Leadership Effectiveness for Preparation Program Improvement*. University Council of Educational Administration Conference Plenary Session, Pittsburgh, PA.

Bredeson, P. & Kelley, C. (2011, April). *Recreating Leadership for Learning in Urban High Schools*. American Educational Research Association, New Orleans, LA.

Kelley, C. (2011, April). *Building Formative Feedback to Improve Leadership Practice in Middle and High Schools*. American Educational Research Association, New Orleans, LA.

Kelley, C. (2010, October). *Leadership Lessons from High Performing Urban Schools*. University Council for Educational Administration Conference, New Orleans, LA.

Bredeson, P. & Kelley, C. (2010, October). *Laying the Foundation for Distributed Instructional Leadership: Transforming the Work of Department Chairs*. University Council for Educational Administration Conference, New Orleans, LA.

Kelley, C., Kimball, S., & Clifford, M. (2010, October). *Building Effective Formative Feedback*. University Council for Educational Administration Conference, New Orleans, LA.

Kelley, C. & Salisbury, J. (2010, October). *Defining and Activating the Role of Department Chair as Instructional Leader*. University Council for Educational Administration Conference, New Orleans, LA.

Kelley, C. (2010, May). *Learning First! A School Leader's Guide to Closing Achievement Gaps*. National Center for Urban School Transformation Conference, Long Beach, California.

Kelley, C., Bredeson, P. & Klar, H. (2010, April). *Building Leadership for Learning in the Urban High School: Leveraging the Department Chair as Instructional Leader*. American Educational Research Association, Denver, Colorado.

Kelley, C. & Salisbury, J. (2009, November). *Leadership for Learning at the High School Level: Leveraging the Role of Department Chair as Instructional Leader*. University Council for Educational Administration Research Conference. Anaheim, California.

Kelley, C., Bredeson, P., & Klar, H. (2009, June). *Strengthening School Leadership in Wisconsin: The Wallace Initiative to Advance an Aligned System of Leader Development and Build Leadership for Learning in Wisconsin High Schools*. 2009 Wisconsin Research Seminar on Improving Educator Quality: Improving Practice and Expanding Collaboration in Challenging Times. Chula Vista, Wisconsin.

Kelley, C. & Shaw, J. (2009, January). *Doubling Student Performance: A School Leader's Guide to Closing Achievement Gaps*. New Wisconsin Promise Conference, Madison, Wisconsin.

Kelley, C., Kimball, S. & Milanowski, A. (2007, April). *The Promise and Practice of Teacher Evaluation in the United States*. American Educational Research Association. Chicago, Illinois.

Kelley, C. & Maslow, V. (2005, April). *The effects of teacher evaluation on equity and system change in large, diverse high schools*. American Educational Research Association. Montreal, Canada.

Behn, D. & Kelley, C. (2005, April). *Advances in defining and assessing administrative mastery: Perspectives of a participant-observer*. American Educational Research Association. Montreal, Canada.

Best, M.J. & Kelley, C. (2005, April). *Defining a Master Administrator: Wisconsin's Effort to Establish a License based on Improved Pupil Learning*. American Educational Research Association. Montreal, Canada.

Halverson, R., Kelley, C. & Kimball, S. (2003, April). *Implementing teacher evaluation systems: How principals make sense of complex artifacts to shape local instructional practice*. American Educational Research Association. Chicago, Illinois.

Kelley, C. & Best-Louther, M. (2003, April). *Principal certification, licensure, and professional mastery*. American Educational Research Association. Chicago, Illinois.

Kelley, C., Zehrbach, G. & Williams, A. (2002, October). *The Political Context of Leadership Reform*. University Council for Educational Administration Conference. Pittsburgh, Pennsylvania.

Kelley, C. & Gardner, D. (2002, April). *Good Return on the Investment? Teacher Perceptions of the Value of Incentives and Rewards for National Board Certification*. American Educational Research Association. New Orleans, Louisiana.

Kelley, C. (2000, November). *Preparing Effective School Leaders*. University Council for Educational Administration Conference. Albuquerque, New Mexico.

Kelley, C. & Kimball, S. (1999, October). *Teacher Professionalism and Pay: Financial Incentives and National Board Certification*. University Council for Educational Administration Conference. Minneapolis, Minnesota.

Kelley, C., Heneman, H.H. III, & Milanowski, A. (1999, April). *School-Based Performance Awards*. American Educational Research Association. Montreal, Canada.

Kelley, C. (1999, March). *The Effects of Organizational Context on Teacher Expectancy*. American Educational Finance Association. Seattle, Washington.

Kelley, C., Conley, S., & Kimball, S. (1999, March). *Incentives, Professional Norms, and Local Realities: Evidence from Kentucky and Maryland*. American Educational Finance Association. Seattle, Washington.

Kelley, C., Heneman, H. G. III, & Milanowski, A. (1999, March). *School-based Performance Award Programs, Teacher Motivation, and School Performance: A Synthesis of Findings from Qualitative and Quantitative Research*. American Educational Finance Association. Seattle, Washington.

Kelley, C. & Smithmier, A. (1998, October). *Aligning Organizational Features and School Reform: An Examination of Two Recent Reforms*. University Council for Educational Administration Research Conference. St. Louis, Missouri.

Kelley, C., Heneman, H. H. III, & Milanowski, A. (1998, October). *School Responses to School-Based Performance Reward Policies*. Association for Public Policy Analysis and Management Research Conference. New York, New York.

Kelley, C. (1998, April). *Schools that Succeed: The Role of Enabling Conditions in Facilitating Student Achievement in School-Based Performance Award Programs*. American Educational Research Association Conference. San Diego, California.

Kelley, C., Heneman, H.H.III, & Milanowski, A. (1998, April). *Changing Teacher Compensation: Cross-Site Analysis of the Effects of School-Based Performance Award Programs*. American Educational Research Association Conference. San Diego, California.

Kelley, C. (1997, March). *The Kentucky School-Based Performance Award Program: School-Level Effects*. American Educational Research Association Conference. Chicago, Illinois.

Kelley, C. (1996, November). *School-Based Performance Award Programs as a Mechanism for Devolution of Authority and Control in Education Policy*. Association for Public Policy Analysis and Management Research Conference. Pittsburgh, Pennsylvania.

Kelley, C. & Protsik, J. (1996, April). *Risk and Reward: Perspectives on the Implementation of Kentucky's School-Based Performance Award Program*. American Educational Research Association Conference. New York, New York.

Kelley, C. (1995, November). *Implementing Private Sector-Based Compensation Reform in Public Schools: Lessons from the Field*. Association for Public Policy Analysis and Management Research Conference. Washington, D.C.

Kelley, C. (1995, October). *Implementing Teacher Compensation Reform in Public Schools: Lessons from the Field*. University Council for Educational Administration Conference. Salt Lake City, Utah.

Kelley, C. (1995, April). *Compensation and Organization*. American Educational Research Association Conference. San Francisco, California.

Kelley, C. (1995, April). *Integrated and Linked Education, Health, and Human Services: An Overview and Prospectus for the Future: An Educational Policy Perspective*. American Educational Research Association Conference. San Francisco, California.

Kelley, C. (1995, March). *Organizational Structure and Teacher Compensation*. American Educational Finance Association Conference. Savannah, Georgia.

Kelley, C. (1994, October). *Using Market-Based Organizational Theories for Transforming Poor Performing Public Schools*. University Council for Educational Administration Conference. Philadelphia, Pennsylvania.

Kelley, C. (1994, October). *The Applicability of Market-Based Solutions to Public Sector Problems*. Association for Public Policy Analysis and Management Research Conference. Chicago, Illinois.

Kelley, C. (1994, April). *Advanced Placement and National Standards*. American Educational Research Association Conference. New Orleans, Louisiana.

Kelley, C. & Kahne, J. (1993, October). *Collaborative Reform: Comparing PL 94-142 and the School-Linked Services Movement*. University Council for Educational Administration Conference. Houston, Texas.

Levin, H. & Kelley, C. (1991, November). *Can Education Do It Alone?* Paper presented in the Daniel Saks Memorial Lecture Series of Vanderbilt University at the Sixty-First Annual Conference of the Southern Economic Association. Nashville, Tennessee.

Invited Addresses

Kelley, C. & Modeste, M. (2016, March). *Leadership for Learning: Between Standardization and Localization*. University Capitol Campus, Copenhagen, Denmark, March 7, 2016.

Kelley, C. (2014, October). *Advice on Service as a Department Chair*. Women Faculty Mentoring Program, Madison, WI, October 2, 2014.

Kelley, C. (2014, April). *The Comprehensive Assessment of Leadership for Learning*. Wisconsin Collaborative Education Research Network. Madison, WI, April 10, 2014.

Kelley, C. (2014, February). *The Smartest Kids in the World*. Presentation sponsored by the Citizen Advocates for Public Education, Lake Mills, WI, February 6, 2014.

Kelley, C. (2013, October). *Making Matters Worse*. Presented to the Mount Horeb Rotarians, Mount Horeb, WI, October 30, 2013.

Kelley, C. (2013, October). *The Principal as Instructional Leader*. Presented to the West Comprehensive Center Western States meeting on Educator Effectiveness, Building the Capacity of Principals as Instructional Leaders, Scottsdale, AZ, October 22, 2013.

Kelley, C. (2010, September). *District Leadership to Promote Student Learning*. Presented to the Kent Intermediate School District Change Network, Grand Rapids, MI, September 30, 2010.

Kelley, C. (2009, August). *Learning First! A School Leader's Guide to Closing Achievement Gaps*. Presented to the Racine Unified School District Leadership Retreat, Racine, WI.

Kelley, C. & Shaw, J. (2009, April). *Leadership for High Performance*. Wisconsin Charter Schools Conference, Waukesha, WI.

Kelley, C. (2009, March). *Socio-Cognitive Leadership*. University of Wisconsin-Madison Leadership Communication Seminar. Madison, Wisconsin.

Kelley, C. (2009, February). *Doubling Student Performance: A School Leader's Guide to Closing Achievement Gaps*. CESA 9 Professional Leadership Series Webex Conference.

Kelley, C. (2008, July). *Doubling Performance*. Presented to the National School Board Association Regional Meeting. Milwaukee, Wisconsin.

Kelley, C. (2007, October). *Working Effectively with People*. Presented to the Graduate Student Collaborative and Multi-Cultural Graduate Network's Professional Development Symposium, Madison, Wisconsin.

Kelley, C. (2003, November). *Knowledge and Skills-based teacher evaluation systems*. Presented to the Wisconsin Department of Public Instruction, Madison, Wisconsin.

Kelley, C. (2002, September). *Financial Incentives in State Accountability Systems: Performance Pay for Teachers*. Presented to the Washington State Academic Achievement and Accountability Commission, Tacoma, Washington.

Kelley, C. (2002, July). *Personnel Issues*. Presented to the Charter School Development Conference, Madison, Wisconsin.

Kelley, C. (2002, April). *Charter School Staffing Issues*. Presented to the Wisconsin Charter School Association Conference, Appleton, Wisconsin.

Kelley, C. (2001, May). *Performance Award Programs*. Presented to the Hechinger Institute on Education and the Media Seminar on Education for Editorial Writers, New York, New York.

Kelley, C. (2000, December). *The Kentucky School-Based Performance Award Program*. Presented to the All Children Can Learn Conference, Louisville, Kentucky.

Kelley, C. (2000, October). *Training School Leaders*. Presented to the National Conference on State Legislatures Education Chairs Conference, Denver, Colorado.

Kelley, C. (2000, October). *Faculty Compensation Systems*. Presented to the Ohio Association of Independent Schools, Columbus, Ohio.

Kelley, C. (2000, May). *Knowledge and Skills-Based Pay for Teachers*. Presented to the Glenn Commission on Math and Science Education, Washington, D.C.

Kelley, C. (2000, April). *Alternative Strategies for Rewarding Teacher Performance*. Michigan State Policy Network Policy Forum: Issues in Improving and Rewarding Teacher Effectiveness. Sponsored by NCREL and ECS, Lansing, Michigan.

Kelley, C. (2000, January). *Expectancy Theory Behind SBPA Programs and Findings from CPRE Research on How Such Programs Have Worked*. Pay for Performance Conference, Chicago, Illinois.

Kelley, C. (2000, January). *The Single Salary Schedule, 1921-?* National Foundation for the Improvement in Education Conference on Linking Professional Development to Teacher Compensation, Seattle, Washington.

Kelley, C. (1999, December). *Knowledge and Skills-Based Pay*. National Education Association Research Conference, Key West, Florida.

Kelley, C. (1999, September). *Compensation, Accountability, and Teacher Quality*. Presentation to the Hoover Institute Conference on Education Reform. Stanford, California.

Kelley, C. (1999, August). *Teacher Compensation – More than a Money Matter*. Presentation to the Southwest Education Development Laboratory 1999 Regional Policy Networkshop. New Orleans, Louisiana.

Kelley, C. (1999, June). *Organizational Conditions that Support Performance Improvement*. Presentation to the Consortium for Policy Research in Education/Department of Educational Administration Wisconsin Idea Seminar. Madison, Wisconsin.

Kelley, C. (1999, March). *Implementing School-Based Performance and Knowledge and Skill-Based Pay*. Presentation to the Jefferson City, Missouri School District Task Force on Compensation. Jefferson City, Missouri.

Kelley, C. (1998, December). *School-Based Performance Pay Workshop*, presented to the Colonial School District Teacher Compensation Working Group. Pennsylvania.

Kelley, C. (1998, September). *New Approaches to Compensating Teachers: Implications for State Policy*. Presentation to the Iowa Council on Continuous Improvement in Education. Des Moines, Iowa.

Kelley, C. (1998, September). *New Approaches to Compensating Teachers: Knowledge and Skill-Based Pay*. Presentation to the Delaware Task Force on Teacher Compensation. Wilmington, Delaware.

Kelley, C. (1998, August). *Compensating administrators more effectively*. Presentation to the Plainville, Connecticut task force on administrator compensation. Plainville, Connecticut.

Kelley, C. (1998, July). *New Approaches to Teacher Compensation: Research Findings*. Kentucky Department of Education Accountability Task Force. Frankfort, Kentucky.

Kelley, C. (1998, January). *Teacher performance and pay*. Wisconsin Association of School Boards Annual Conference. Milwaukee, WI.

Kelley, C. (1997, September). *How to use results*. National Governor's Association Midwest Forum on Assessment and Accountability. Wisconsin Center for Education Research, Madison, WI.

Kelley, C. (1997, August). *Developing State Performance Pay for Teachers*. Presentation to the Delaware Department of Education Accountability Task Force. Wilmington, Delaware.

Kelley, C. & Milanowski, A. (1997, July). *Case studies of skill-based pay and school-based performance awards*. California Teacher Policy Leaders. Sponsored by the Consortium for Policy Research in Education, Hoover Institute, and Policy Analysis for California Education. Sacramento, California.

Kelley, C. (1997, March). *Teacher compensation issues*. National Association of State Boards of Education Study Group on Funding Education in the 21st Century. Washington, D.C.

Kelley, C. (1997, March). *Compensation and standards-based reform*. Wisconsin Center for Education Research Conference for Intermediaries. Wisconsin Center for Education Research, University of Wisconsin-Madison. Madison, Wisconsin.

Kelley, C. (1997, February). *Risk and reward: How high stakes accountability for teachers can facilitate educational change*. Educational Administration Student Association Brown Bag Series, University of Wisconsin-Madison. Madison, Wisconsin.

Kelley, C. (1996, December). *Redesigning faculty evaluation systems*. Illinois State University Laboratory School. Normal, Illinois.

Kelley, C. (1996, November). *Reinventing faculty wage and salary systems*. Association of Independent Schools in New England Fall Conference: Innovative Compensation and Benefits Practices. Boston, Massachusetts.

Kelley, C. (1996, August). *Risk and reward: Perspectives on the implementation of Kentucky's school-based performance award program*, Kentucky State Board of Education, Carter Caves State Park. Olive Hill, Kentucky.

Kelley, C. (1996, August). *New ideas in teacher compensation*, EdVentures 96, Marquette University. Milwaukee, Wisconsin.

Kelley, C. (1995, September). *Alternative approaches to teacher compensation*. Arizona School Boards Association Annual School Law Conference. Phoenix, Arizona.

Kelley, C. (1995, August). *Strategies to cope with performance pay*. Colorado Education Association Collective Bargaining Workshop. Denver, Colorado.

Kelley, C. (1995, June). *Teacher Compensation and Career Development*. Kentucky Education Association. Louisville, Kentucky.

Kelley, C. (1995, January). *Teacher compensation*. WASB, WASDA, WASBO Annual Conference, Teacher Compensation Symposium. Milwaukee, Wisconsin.

Kelley, C. (1994, January). *Rethinking schools: Financing schools*. Presented to the First United Methodist Church Rethinking Schools Forum. Madison, Wisconsin.

Kelley, C. (1993, December). *Assessing the coordination of children's services*. Paper presented at the Educational Administration Conference, University of Wisconsin-Madison.

COURSES TAUGHT AT UW-MADISON

Advanced Research Methods in Educational Administration
 Organizational Theory and Behavior in Education
 Politics of Education
 Educational Policy Research Design and Implementation
 Theory and Practice of Educational Planning
 Master Administrator Capstone Certificate

Doctoral Inquiry
Advanced Seminar in Organizational Theory

SERVICE

Department Service

Department Chair	2002-04, 2007, 2013-14
Participant, Blend@UW Course Design Program	2014
Chair, Salary Committee	2003-04, 2013-2014
Chair, Program Committee	1998-01, 2006-08, 2011-13
Chair, Human Resources Committee	2006, 2008-09
Chair, Mentoring Committee for Nick Hillman	2013-present
Chair, Mentoring Committee for Eric Camburn	2004-present
Chair, Mentoring Committee for Jennifer Delaney	2007-09
Member, Human Resources Committee	2004-06
Member, Salary Committee	2002-03
Co-Chair, Higher Education Search Committee	2000-01
Member, Program Committee	1993-98
Member, Committee on the Policy Strand	1996-97

University Service

Chair, School of Education Chief Financial Officer Search Committee	2019
Member, Educational Innovations Advisory Committee	2018-present
Member, Search Committee for the School of Education Associate Dean for Diversity and Inclusion	2018-19
Member, Higher Learning Commission Campus Accreditation Advisory Team	2017-19
Chair, Search Committee for the School of Education Associate Dean for Communications, Advancement, and Engagement	2018
Member, Search Committee for the Director of the Office of Quality Improvement	2017
Member, Division of Continuing Studies Summer External Review Committee	2017
University Council on Academic Affairs and Assessment	2016-present
Chair, School of Education Programs Committee	2016-present
Summer Dean, School of Education	2016-present
Commission on Faculty Compensation and Economic Benefits	2013-14, 2015-16
Faculty Senate	
Alternate	2015-16
Representative	2014-15
Graduate School Dean Search Committee	2014-15
School of Education Copyright Policy Committee	2013-14
School of Education Academic Planning Council	2002-04, 2007, 2013-14
Chair, School of Education Programs Committee	2011-13
Graduate School Research Committee	2007-08, 2010-12
Member, School of Education Programs Committee	1998-01, 2006-08
Member, Effort Reporting Task Force	2006-07
Member, School of Education Building Plan Committee	2005-07

Director, Wisconsin Spencer Doctoral Research Program	2005-06
Member, School of Education Dean Search Committee	2004-05
Member, School of Education Development Program Manager Search Committee	2005
Member, WISCAPE Faculty Search Committee	2002-04
Member, WISCAPE Board of Directors	2002-04
Member, Wisconsin Spencer Doctoral Research Program Executive Committee	2000-01
Member, Graduate Assistant Policies Committee	1994-98

Professional Service

Forward Madison Principal Design Team	2014-16
Wisconsin Association of School District Administrators Professional Development Committee	2014-15
Instructor, Data Analytics Academy	2014-15
Technical Advisory Panel, IES Impact Study of Principal Professional Development, Mathematica Policy Research	2014-15
Retooling ISLLC Committee, Council of Chief State School Officers	2014-15
Wisconsin Department of Public Instruction Title I Monitoring and Support Evaluation Study	2014
AERA Clark Graduate Student Research Seminar Faculty Mentor	2013
Editorial Review Board, <i>Journal of Education</i>	2011-present
William L. Boyd National Educational Politics Workshop Mentor	2011
Wisconsin Charter School Association Annual Conference, School Performance Mini-Conference Organizer	2009
Editorial Board, <i>International Studies in Educational Administration</i>	2006-09
Acquisitions Editor, <i>Educational Administration Quarterly</i>	2004-10
UCEA Culbertson Award Committee	2002
AERA Clark Graduate Student Research Seminar Planning Committee	1999-00, 2001-02
UCEA Davis Award Committee	2001
Editorial Board, <i>Educational Administration Quarterly</i>	2000-05
AERA Section Chair on Finance	1998-99
Member, UCEA/NBPEA Policy Circle	1997-98
AERA Membership Committee	1997
Editorial Board for Policy, PRIMIS Project (McGraw-Hill, UCEA)	1995-97
Politics of Education Association Proposal Reviewer	1995-96
AERA Education, Health, and Human Services Special Interest Group Program Planner	1995-96
Proposal Reviewer, AERA and UCEA (multiple years)	1994-2014
AERA Division A Task Force on Linking Policymakers and Administrators	1993-94
UCEA Plenum Representative	1993-94
Manuscript Reviewer for Various Professional Journals and Publishers, including <i>American Educational Research Journal</i> , <i>Educational Evaluation and Policy Analysis</i> , <i>Educational Policy</i> , Corwin Press, Longman Press, Sage,	

McGraw-Hill, State University of New York Press

1993-present

Public Service

Wisconsin Educator Effectiveness Initiative, Principal Practice Workgroup	2012-14
Program Reviewer, University of North Texas	2013
Wisconsin Twenty-First Century Schools Task Force	2007-08
Technical Advisory Panel, Mathematica Policy Research, Washington, D.C.	2006
Citizens Committee to Evaluate Facilities Needs, Mount Horeb School District	2006-07
Mount Horeb Intermediate Center Grants Committee	2006-09
Mount Horeb Intermediate Center Site Council	2005-07
Teacher Quality Compendium Advisory Board, State Higher Education Executive Officers (SHEEO)	2004-06
Program Reviewer, Educational Leadership Doctoral Programs	2003-05
Louisiana Board of Regents	
Illinois Board of Higher Education	
Technical Advisory Panel, Center for Education and Work, High Schools that Work for Students with Disabilities	2002-06
Wisconsin DPI Master Administrator Licensure Task Force	2002-04
Reviewer, Leaders Count Initiative, DeWitt-Wallace Readers Digest Foundation	2001
Reviewer, Field Initiated Studies, U.S. Department of Education	2000,2001
U.S. Country Expert for the Organization for Economic Cooperation and Development Study of Management Innovation in Education, Center for Educational Research and Innovation <i>What Works</i> Series	2000
Technical Consultant on Teacher Compensation	1995-present

PROFESSIONAL AFFILIATIONS

American Educational Research Association
 Politics of Education Association
 University Council for Educational Administration