

**Rebecca H. Woodland, Ph.D.**  
**Curriculum Vitae**

University of Massachusetts Amherst - College of Education  
Department of Educational Policy, Research, and Administration | Educational Leadership Program  
259 Hills House South | 111 Thatcher Road | Amherst, MA 01003  
PH 413-545-1751 | Rebecca.Woodland@educ.umass.edu  
[http://people.umass.edu/woodland/Rebecca\\_Woodland/Home.html](http://people.umass.edu/woodland/Rebecca_Woodland/Home.html)

**APPOINTMENTS/PROFESSIONAL EXPERIENCE**

Associate Professor of Educational Leadership, University of Massachusetts Amherst, Sept. 2009 – present  
Assistant Professor, University of Massachusetts Amherst, August 2006 – August 2009  
Assistant Professor, The University of Vermont, Burlington, VT September 2001 – May 2006  
Director of Secondary Teacher Education, University of Vermont, Burlington, VT August 2001 – May 2006  
Senior Research Associate, R&D Ctr for the Advancement of Student Learning, Fort Collins, CO 1999-2001  
STEM Intern Supervisor, Rocky Mountain Technology Educ. Collaborative, Fort Collins, CO 1999-2000  
Teacher, Secondary Social Studies, Poudre School District, Fort Collins, Colorado, 1993-1999  
Dropout Prevention Administrator, Poudre School District, Fort Collins, Colorado, 1993-1996  
Director of Education, Youth SAFE, Department of Social Services, Fort Collins, Colorado, 1992

**EDUCATION**

|                                 |       |      |   |
|---------------------------------|-------|------|---|
| Colorado State University       | Ph.D. | 2001 | Educational Leadership & Human Resource Studies |
| University of Northern Colorado | M.A.  | 1997 | Special Education                               |
| University of Massachusetts     | B.A.  | 1991 | Political Science                               |

**PUBLICATIONS**

REFEREED JOURNAL ARTICLES

Note name change from Gajda to Woodland in 2010

- Woodland, R.** & Mazur, B. (2015). Beyond hammers vs. Hugs: Leveraging educator evaluation and professional learning communities into job-embedded professional development. *NASSP Bulletin*. 1-21.
- Woodland, R.**, Barry, S. & Crotts, K. (2014). Using social network analysis (SNA) to promote school-wide instructional innovation: A case study. *Journal of School Leadership*. (24) 1, 114-145.
- Woodland, R.**, Minji, K., and Randall, J. (2013). A validation study of the teacher collaboration assessment survey. *Educational Research and Evaluation: An International Journal of Theory and Practice*. (19) 5, 442-460.
- Woodland, R.** & Hutton, M. (2012). Evaluating organizational collaborations: Suggested entry points and strategies. *American Journal of Evaluation*. (33) 3, 366–383.
- Anderson, T., Silvera, C., **Woodland, R.**, & Hutton, M. (2011). Massachusetts nurse regulators use of collaboration theory to promote safe medication administration. *Journal of Nursing Regulation*. (2) 1, 56-61.
- Militello, M., **Gajda, R.** & Bowers, A. (2009). The impact of accountability policies and alternative certification on principals' perceptions of pre-service preparation. *Journal of Research on Leadership Education*. (4) 3, 234-239.

- Koliba, C. & **Gajda, R.** (2009). Communities of practice as an analytical construct: Implications for theory & practice. *International Journal of Public Administration*. (32) 2, 97-135.
- Gajda, R.** (2008). What states' expect teachers to know about the law: Results of national survey. Special issue of *Action in Teacher Education*. (30) 2. 15-24.
- Gajda, R.** & Koliba, C (2008). Evaluating and improving the quality of teacher collaboration: A Field-Tested framework for school leaders. *NASSP Bulletin*. (92) 2, 133-154.
- Gajda, R.** & Militello, M. (2008). Recruiting and retaining school principals: What we can learn from practicing administrators. *AASA Journal of Scholarship and Practice*. (5) 2, 14-20.
- Rallis, S. F. & Rossman G. B., & **Gajda, R.** (2007) From procedures to probity. In L. Goodyear (ed.), *Beyond the Guiding Principles for Evaluators: Professional Ethics, Cultural Norms and Trustworthiness in Evaluation*. Special Issue of *Evaluation and Program Planning*, (30), 4, 404-409.
- Gajda, R.** & Koliba, C. (2007). Evaluating the imperative of inter-personal collaboration: A school improvement perspective. *American Journal of Evaluation*. (28) 1, 26-44.
- Patrizio, K. & **Gajda, R.** (2007). Demystifying an Imperative: Understanding and applying collaboration theory in the PDS. *Journal of School-University Partnerships*. (1) 1, 18-28.
- Gajda, R.**, & Cravedi, L. (2006). Assimilating "real" teachers into pre-service teacher education: The benefits and limitations of a PDS course delivery model. *Action in Teacher Education*. (28) 3, 42-52.
- Gajda, R.** & Dorfman, D. (September, 2006). Career academies and the arts. Implications for schooling. *Art Education*. 13-18.
- Gajda, R.**, (2006). Safe schools through strategic alliances: How assessment of collaboration enhances school violence prevention and response. *Journal of School Violence*. (5) 1, 63-79.
- Gajda, R.** (2004). Utilizing collaboration theory to evaluate strategic alliances. *American Journal of Evaluation*. 25, 1, 65-77.
- Gajda, R.** (2004). Responding to the needs of the adopted child. *Kappa Delta Pi. The Record*. (40)4, 160-164
- Gajda, R.** & Jewiss, J (2004). Thinking about how to evaluate your educational initiative? These strategies will get you started. *Practical Assessment, Research & Evaluation*, (9) 8. (retrieved September 2, 2008 at <http://PAREonline.net/getvn.asp?v=9&n=8>)
- Gajda, R.** (2001). Fundamental change in teacher education. *American Association of Colleges for Teacher Education Briefs*, (22),\_17. 4-6.

#### PEER-REVIEWED ARTICLES IN REVIEW

- Woodland, R.** (revise and resubmit). Evaluating PreK-12 professional learning communities: An improvement science perspective. *American Journal of Evaluation*. Submitted June 10, 2015.
- Whitcomb, S., **Woodland, R.** & Barry, S. (in review). An exploratory case Study of PBIS implementation using social network analysis. *International Journal of School and Educational Psychology*. Submitted July 24, 2015.

Barry, S. & **Woodland, R.**, & Whitcomb, S. (in review). Using social network analysis to evaluate school leadership team capacity for diffusion of instructional innovation. *Evaluation and Program Planning*. Submitted July 23, 2015.

Mazur, R. & **Woodland, R.** (in review). What we talk about when we talk about collaboration: Toward a conceptual framework for research, policy, and practice. *Educational Administration Quarterly*. Submitted July 21, 2015.

#### PEER-REVIEWED ARTICLES IN PREPARATION

Mazur, R., Jutzi, M. & **Woodland, R.** What we talk about when we talk about collaboration: An international analysis. Anticipated submission to *Educational Research Review* in August 2015.

Jutzi, M. & **Woodland, R.**, & Mazur, R., Assessing after-school program quality for research and practice: Results from a Swiss study. Anticipated submission to *Frontline Learning Research* by September 2015.

Abbott, S. & **Woodland, R.** Results and implications of an evaluation of the instructional leadership institute for Pakistani educators. Anticipated submission to *Teacher Development: An International Journal of Teachers' Professional Development* in Fall 2015.

**Woodland, R.**, Vanasse, M., and Torma, D. The promises and pitfalls of instructional rounds as a school improvement strategy: A case study. Anticipated to be submitted to the *Journal of School Leadership* or *Journal of Educational Administration* in Spring 2016.

Brandt, T. & **Woodland, R.** Investigating the relationship between teacher collaboration and self-efficacy: Results from the 2013 TALIS international survey. Anticipated submission to the *Journal of Educational Research* in summer 2016.

#### PROFESSIONAL WORKBOOKS/CURRICULUM MATERIALS

**Woodland, R.** & Hutton, M. (September, 2010). *Handbook on Planning, Evaluating, and Improving Interagency Collaboration*. Written for the Association of State and Territorial Dental Directors (ASTDD). Sponsored by the Centers for Disease Control & Prevention (CDC). 140 pages

#### ENCYCLOPEDIA ENTRIES

**Woodland, R.** (2015). Differentiated instruction. Teaching Philosophies/Approaches. In Scarlett, G. (Ed.) *Encyclopedia of Classroom Management: An A-Z guide*. Thousand Oaks: SAGE Publications. p. 251-254.

**Woodland, R.** (2015). Instructional rounds. In Scarlett, G. (Ed.) *Encyclopedia of Classroom Management: An A-Z guide*. Thousand Oaks: SAGE Publications. p. 422-425.

**Woodland, R.** (2015). Teaching Philosophies/Approaches. In Scarlett, G. (Ed.) *Encyclopedia of Classroom Management: An A-Z guide*. Thousand Oaks: SAGE Publications. p. 832-835.

**Woodland, R.** & Mazur, R. (2015). Teacher Teaming and Professional Development. In Scarlett, G. (Ed.) *Encyclopedia of Classroom Management: An A-Z Guide*. 2,300 words. Thousand Oaks: SAGE Publications. p. 812-815

**Gajda, R.** (2006). Action Research. In English, F. (Ed.) *Encyclopedia of education leadership and administration*. p.19-20. Thousand Oaks: SAGE Publications.

**Gajda, R.** & Rich, W. (2006). Differentiated Instruction. In English, F. (Ed.) *Encyclopedia of education leadership and administration*. p. 286-289. Thousand Oaks: SAGE Publications.

## BOOK

**Gajda, R.** and Tulikangas, R. (August, 2005). *Getting the grant: How educators can write winning proposals and manage successful projects*. Alexandria: Association for Supervision and Curriculum Development. ISBN: 1-4166-0172-4

## BOOK REVIEWS, ESSAYS & NEWSLETTERS

**Woodland, R.** (November, 2013). Book review. *Mastery teaching skills: A Resource for implementing the common core state standards* by Marie Menna Pagliaro. *Teachers College Record*. ID Number: 17322

**Gajda, R.** & Militello, M. (2009, Winter). Standards that work: Teachable, actionable, measurable standards for 21<sup>st</sup> century school leaders. *MASCD Perspectives*. Winter, 24-28.

**Gajda, R.** (Winter, 2008). Evaluating preK-12 health education partnerships. Written for the *RMC Health Educator*, published by the Rocky Mountain Center for Health Promotion and Education, Lakewood, CO.

**Gajda, R.** & Tulikangas, R. (2007). Educators can get the grant. Written for *Something Better*, a newsletter of the Missouri Education Association.

**Gajda, R.** (2006) You can get that grant!. Written for the *Virginia Journal of Education*, published by the Virginia Education Association. 100(1), 11-14.

Butler, E., Bierman, P., & **Gajda, R.**, (2003) Investigation-stimulated discussion sections make geoscience more relevant in large lecture class. *EOS*. (84) 47, 517-522.

**Gajda, R.** (2003). Essay review. *The Abandoned Generation: Democracy Beyond the Culture of Fear* by Henry Giroux. *Teachers College Record*. (106) 2, 383-386.

**Gajda, R.** (2002). Essay review. *Free Schools, Free People: Education and Democracy After the 1960's* by Ron Miller. *Teachers College Record*. (105) 4, 613-617.

## WEB PUBLICATIONS

**Woodland, R.** (forthcoming, week of August 3rd, 2015). Evaluating organizational collaboration. *AEA 365 Tip-a-Day by and for Evaluators*.

**Woodland, R.** (July 24th, 2015). Using social network analysis to evaluate and build capacity for program implementation. *AEA 365 Tip-a-Day by and for Evaluators*.

**Woodland, R.** (September, 2014). Evaluating and improving K-12 teacher teaming. *AEA 365 Tip-a-Day by and for Evaluators*.

**Woodland, R.** (October, 2011). Social network analysis as a tool for improving teacher collaboration. *AEA 365 Tip-a-Day by and for Evaluators*.

## EDITORIAL

**Gajda, R.** (2001, November). Teacher quality, quantity issues not solved with alternative licensing. *Burlington Free Press* (It's My Turn), 7A.

## TECHNICAL REPORTS

- Woodland, R.** (February 2015). SUSI Delegation - Instructional Leadership Institute for Pakistani Educators Final Report. For the US Embassy in Pakistan – Donahue Institute. University of Massachusetts, Amherst, MA.
- Woodland, R.,** Whitcomb, S. and Valdiviezo, (August 2013). Final Report – ARPS Teacher Collaboration and Instructional Improvement Project. American Re-Investment and Recovery Grant.
- Woodland, R.,** & Churchill, A. (November, 2010). *Proposed MA DESE Standards for School Leaders and Alignment and the Research Base* for the MA Department of Elementary and Secondary Education. Center for Education Policy. University of Massachusetts, Amherst, MA.
- Gajda, R.,** Churchill, A., Militello, M. & Rallis, S. (August 2008). *Proposed Massachusetts Professional Standards for Principals* for the MA Department of Elementary and Secondary Education. Center for Education Policy. University of Massachusetts, Amherst, MA.
- Gajda, R.** (January, 2008). *Curriculum Mapping in Educational Administration: Enhancing Professional Practice Through the Use of Technology Implementation Report*. University of Massachusetts-Amherst, MA. UMASS President's Office of Information Technology.
- Gajda, R.,** Militello, M., Rallis, S. (July, 2007). *Administrator Standards for Preparation, Performance Assessment, and Licensure, Phase 2 – Final Report*. Center for Education Policy. University of Massachusetts, Amherst, MA.
- Churchill, A., Militello, M., **Gajda, R.,** Rallis, S. (June 2007). *Principal Preparation Gap Analysis: Initial Data Summary*. Center for Education Policy. UMass-Amherst, MA.
- Sprague, D., **Gajda, R.,** Killeen, K. (2006, September). *The effects of TASS on secondary science teachers' assessment practices*. Burlington, VT: University of Vermont.
- Gajda, R.,** Marineau, S., Patrizio, K. (November, 2005). *Teaching All Secondary Students. Evaluation Report..* Burlington, VT: University of Vermont, College of Education and Social Services
- Gajda, R.** (2005, May). *Communities of Practice: Collaboration Assessment Report*. Evaluation sponsored by the Vermont Higher Education Collaborative. Burlington, VT: University of Vermont, College of Education and Social Services
- Gajda, R** (2004, June). *Peoples Academy-Career Academy of the Arts (PACAA), Program Evaluation Report*. Intervention effects on student engagement, and achievement. Burlington, VT: University of Vermont, College of Education and Social Services
- Gajda, R.** & Massell, L. (2004, March). *Climate Survey Final Evaluation Report and the Safe Schools/Healthy Students Initiative*. Descriptive and inferential analysis, qualitative analysis, 300 pages. Burlington, VT: University of Vermont, College of Education and Social Services.
- Gajda, R.** & Massell, L. (2003, September). *PASS Project Implementation Findings: Safe Schools/Healthy Students Initiative*. Use of Concerns Based Adoption Model (CBAM) to assess levels and type of Project implementation. Burlington, VT: University of Vermont.
- Gajda, R.** (2003, Spring). *Career Academies Pilot Year One Report*. Vermont High Schools on the Move Design Team and Project Management. Burlington, VT: University of Vermont, College of Education and Social Services.

- Gajda, R.** (2003, January). *Linking Learning to Life Final Evaluation Report*. Analysis of archival data; synthesis of interviews and survey data; used for grant writing and marketing. Burlington, VT: University of Vermont, College of Education and Social Services.
- Gajda, R.** (2002, Summer). *Enhancing Vermont's Statewide Mentoring Capacity*. (a report on the formative and summative evaluation of the PATHWISE Mentoring program; Eisenhower School Improvement Grant; Burlington, VT: University of Vermont.
- Gajda, R.** (2000). *Becoming a Teacher in the Wake of School Violence*. Impact of the tragedy at Columbine High School on the perspectives and decision-making of teacher licensure students. R&D Center for the Advancement of Student Learning, Ft. Collins, CO.
- Gajda, R.** (2000). *An Assessment Tool for the Alignment of Colorado Educator Preparation Standards*. Literature review of standards-based instruction; Colorado Commission of Higher Education, Colorado Partnership for Educational Renewal. Denver, CO.
- Gajda, R.** (1999). *Learning and Sustainable Communities*. A report on enhancing success for first year students at Colorado State University. Center for Teaching and Learning. Research and Development Center for the Advancement of Student Learning. Ft. Collins, CO.
- Gajda, R.** (1999). *Standards Alignment Through Partnership*. An analysis of a K-12 linkage incentive grant; findings utilized by the Colorado Commission on Higher Education). Research & Development Center for the Advancement of Student Learning. Ft. Collins, CO.

## SPONSORED RESEARCH

### EXTERNALLY FUNDED

- Woodland, R. PI** – Erving School Union #28 PLC Research and Development Project. July 1, 2015 – July 30, 2015. \$10,000.
- Woodland, R. PI** – Massachusetts School Counselors Association Strategic Planning Leadership Project. July 1, 2015 – July 30, 2015. \$14,971.
- Boscardin, M. L., PI, **Woodland, R. Co-PI** - PATHWAYS. Preparation of Leadership Personnel U.S. Department of Education, Office of Special Education and Rehabilitative Services. OGCA# 114-1297, Sept. 2014-Aug 2019, \$1,200,486.
- Hannahan, M. PI, **Woodland, R. Co-PI**, *Instructional Leadership Institute for Pakistani Educators*. US State Department. Award # SPK-330-13-GR-128, Sept. 2013 – August 2015, \$401,682.
- Woodland, R. PI**, *ARPS Teacher Collaboration and Instructional Improvement Partnership*. American Reinvestment and Recovery grant (Race to the Top). OGCA# 110-1938, July 2010 - June 2013, \$247,806.
- Boscardin, M. L., PI, **Woodland, R. Co-PI** - *Excellence in Collaborative Educational Leadership for School Improvement, Opportunities, and Results for Educating Students with Disabilities from Diverse Backgrounds (EXCELSIOR)*. Preparation of Leadership Personnel (CFDA 84.325D). U.S. Department of Education, Office of Special Education and Rehabilitative Services, September 2009 – June 2013. \$799,809.
- Woodland, R. PI** – *Development of Professional Standards for Massachusetts' School Administrators*. Massachusetts Department of Elementary and Secondary Education. March 2009 – June 2010, \$127,000.
- Woodland, R. PI** - *Harwood Union High School Program Evaluation*. Funded by the Vermont State Department of Education. January 2010 - June 2010. \$7,000.

**Woodland, R. PI**, Millitello, M. Co-PI, & Rallis, S. Co-PI – *Evaluation of Massachusetts’ Professional Standards for School Principals*. Massachusetts Department of Education. February 2007 – August 2008, \$137,621.

#### EXTERNAL UNDER REVIEW

Hannahan, M. PI, **Woodland, R. Co-PI**, Instructional Leadership Institute for Pakistani Educators II (ILIPE2)  
Funder: US Department of State. US Mission to Pakistan. Submitted March 30, 2015. Grant period:  
September 2015 – March 31, 2017. Amount requested: \$441,664.

Lapan, R. PI, **Woodland, R. Co-PI**, & Hintze, J. Co-PI. The Use of Brief Solution Focused Counseling and Social Network Analysis to Improve Transition Outcomes for Incarcerated Youth with Disabilities. Funder: IES NCSER (Institute for Education Sciences - National Center for Special Education Research). Submitted August, 2015. Amount requested: \$500,000/year, 4 years.

#### PROPOSALS SUBMITTED – NOT FUNDED

Andrianopoulos, M. V. PI, **Woodland, R. H., Co-PI** - Speech Language Pathologists as Educational Leadership Scholars (SLPELS), US Dept of Education (DOED) Traineeship Grant. Requested: 5 year grant, Sept. 2014-Aug 2019, \$1,247,625. Proposal submitted February 2014.

**Woodland, R. H., PI** & Whitcomb, S. Co-PI – Education Research Grant, Institute of Education Sciences. Research-Practitioner Partnerships in Education. \$399,738 Proposal submitted September 20, 2012.

Boscardin, M. L., PI, **Woodland, R. Co-PI** – Pathways to Effective Leadership and Administration for Special Education (PATHWAYS). Preparation program for leadership personnel. US Department of Education. \$1,248,899. Proposal submitted February, 22 2013.

**Woodland, R. H. PI** – Strange Matters Green Earth Network Analysis Research (SMGENA). National Science Foundation. Advancing Informal STEM Learning (AISL). \$477,847. Proposal submitted January 14, 2013.

Peterfreund, A. PI, & **Woodland, R. Co-PI**, Examining the Relationship between STEM/ICT Professional Development Features and Teacher and Student 21<sup>st</sup> Century Outcomes. National Science Foundation – ITEST program. \$516,459. Proposal submitted May 2011.

Dimmitt, C. PI, Torres, I. Co-PI, & **Woodland, R. Co-PI** - Proposal to evaluate the process and effects of a comprehensive sexuality education curriculum on middle school student achievement. Funder: Planned Parenthood League of Massachusetts. \$1 million/5 years. Submitted March 2008.

#### UNIVERSITY/INTERNAL GRANTS FUNDED

**Woodland, R. PI**. *Instructional Rounds for Educational Improvement*. UMass Amherst Public Service Engagement Grant. UMass Amherst. \$11,800. July 1, 2015 – June 30, 2016.

**Woodland, R. PI**, *Massachusetts Society of Professors FY15 Research Support award*. April – August 2015. \$1000.

**Woodland, R. PI** & Whitcomb, S. Co-PI - *Springfield Public School Systems’ Capacity for Job-Embedded Professional Development*. UMass College of Education Faculty Research Grant Sept. 2013 – June 2014. \$13,974.

Davis, K. PI & **Woodland, Co-PI** - UMass School of Education Research Fellowship. *Using a Virtual Community of Practice to Improve the Quality of High School Teachers’ inquiry-Based Instruction*. September 2012 - May 2013. \$10,689.

**Woodland, R. PI** - *Social Network Analysis [SNA] for School Improvement 2*. UMass School of Education Research Fellowship. October 2011 - May 2012. \$5,430.

**Woodland, R. PI** - *Social Network Analysis [SNA] for School Improvement*. UMass School of Education Research Fellowship. October 2010 - May 2011. \$6,417.40.

**Woodland, R. PI** – *Curriculum Mapping in Educational Administration: Enhancing Professional Practice Through the use of Technology*. Academic Technology Grant. Office of the President. University of Massachusetts. May 2007 – June 2008. \$6,800.

## CONFERENCE PRESENTATIONS

### PEER-REVIEWED NATIONAL & INTERNATIONAL

\* = Peer-Reviewed    + = Invited

**Woodland, R.** & Barry, S. (in review). *Using Social Network Analysis to Evaluate School Capacity for Diffusion of Instructional Innovation*. Paper submitted for presentation at the annual meeting of the American Educational Research Association in Washington, DC (April 8 – 12, 2016).

**Woodland, R.** & Mazur, R. (in review). *Getting Beyond the Rhetoric of Teacher Collaboration: A Review of Theory, Policy, and Practice*. Paper submitted for presentation at the annual meeting of the American Educational Research Association in Washington, DC (April 8 – 12, 2016).

**Woodland, R.** *Evaluating and Improving Educator Collaboration*. Expert lecture to be presented at the annual meeting of the American Evaluation Association in Chicago, IL (Nov 4 - 9, 2015). \*

**Woodland, R.** *Utilizing the Collaboration Evaluation Improvement Framework*. Pre-conference workshop to be presented at the annual meeting of the American Evaluation Association in Chicago, IL (November 4 - 9, 2015). \*

Mazur, R., Jutzi, M., and **Woodland, R.** *What We Talk About When We Talk About Collaboration: An International Analysis*. Paper to be presented at the 16th European Conference for Research on Learning and Instruction, Limassol, Cyprus. (August 25 – 29, 2015). \*

Jutzi, M., **Woodland, R.**, and Mazur, R. *Assessing After-School Program Quality for Research and Practice: Results from a Swiss Study*. Paper to be presented at the 16th European Conference for Research on Learning and Instruction (EARLI) Limassol, Cyprus. (August 25 – 29, 2015.) \*

**Woodland, R.** *Using Social Network Analysis (SNA) to Promote School-wide Instructional Innovation: A Case Study*, Paper presented at the annual meeting of the American Educational Research Association in Chicago, IL (April 2015). \*

**Woodland, R.** *Measuring Quality of Job-Embedded Teacher Collaboration*. Demonstration presented at the American Evaluation Association Annual Conference. Denver, CO. (October 2014). \*

**Woodland, R.** *Evaluating the Process and Effects of Teacher Collaboration: A Framework for K-12 Educational Evaluators*. Expert lecture presented at the annual meeting of the American Evaluation Association in Minneapolis, MN (October 2012). \*

**Woodland, R.** & Barry, S. *Using Social Network Analysis to Evaluate District Capacity for Professional Development*. Paper presented at the annual meeting of the American Evaluation Association in Minneapolis, MN (October 2012). \*

**Woodland, R.** & Ray, M. *Summary of the 2011-2012 Review of the American Evaluation Association's Guiding Principles*. Presentation delivered at the annual meeting of the American Evaluation Association



in Minneapolis, MN (October 2012). \*

**Woodland, R.** & Barry, S. *Using Social Network Analysis to Evaluate and Improve Teacher Collaboration: A District Case Study*. Paper presented at the annual meeting of the American Educational Research Association (AERA) in Vancouver, B.C., Canada (April 2012). \*

**Woodland, R.** *Evaluating Organizational Collaboration*. CDC HIV Prevention – National Professional Development Conference. San Francisco, CA (February 2012). +

**Woodland, R.**, Barry, S. & Crotts, K. *Using Social Network Analysis for School Improvement. Results of a District Case Study*. Paper presentation at the annual meeting of the American Evaluation Association in San Diego, CA (October 2011). \*

**Woodland, R.** *Making Working Together Work: Improving and Evaluating Organizational Collaboration*. Dept. of Health and Human Services - Centers for Disease Control. Webcast (March 2010). +

**Woodland, R.** *Is Working Together Worth it? Results of a Longitudinal Evaluation of a District Professional Learning Community Initiative*. Expert lecture p at the annual meeting presented at the meeting of the American Evaluation Association in San Antonio, TX (November 2010). \*

Anderson, T., **Woodland, R.**, Hutton, M. & Silveria, C. *Forming a Strategic Alliance: The Use of Collaboration Theory to Evaluate and Improve Nurses' Safe Medication Administration in Massachusetts' Nursing Homes*. Paper presented at the annual meeting of the American Evaluation Association in San Antonio, TX (November 2010). \*

**Woodland, R.** *Evaluating Organizational Collaboration*. Pre-conference workshop delivered at the annual meeting of the American Evaluation Association. (November 2010). \*

Hegdeus, A., and **Gajda, R.** *Testing, taming, and tapping collaboration: Multi-level methods and models for evaluating communities of practice*. Panel presentation at the American Evaluation Association Annual Conference. Orlando, FL. (November 2009). \*

**Gajda, R.** *Evaluating Strategic Alliances and Intra-Organizational Collaboration*. Paper presented at the American Evaluation Association Annual Conference. Orlando, FL. (November 2009). \*

**Gajda, R.** *Evaluating Organizational Collaboration*. Centers for Disease Control and Prevention – American Evaluation Association. Atlanta, GA. (June 2007, June 2008, June 2009). +

Militello, M., **Gajda, R.**, Bowers, A. *The impact of Accountability Policies on Principal's Pre-service Preparation and In-service Skills*. Paper accepted for presentation at the University Council on Educational Administration annual conference. Lake Buena Vista, FL. (October, 2008). \*

Rallis, S., **Gajda, R.**, Churchill, A., *Evaluating A State's Principal Licensure Standards: The Good, the Bad, and the Ugly of Including and Managing Multiple Stakeholders to Ensure Use*. Paper accepted for presentation at the American Evaluation Association annual conference. Denver, CO. (November, 2008). \*

Koliba, C. and **Gajda, R.** *The Application of Intra-organizational Networking Research to Improve Organizational Effectiveness*. American Society of Public Administration Annual Conference. Dallas, TX. (December 2007). \*

**Gajda, R.** *Curriculum Mapping in Educational Administration: Enhancing Professional Practice Through the Use of Technology*. Demonstration presentation. UMASS Information Technology Conference. (April 11, 2008). \*

Rallis, S, Rossman, G. B., and **Gajda, R.** *Trustworthiness Beyond Procedures to Probity*. In L. Goodyear (Chair), *Beyond the guiding principles for evaluators: Professional ethics, cultural norms and trustworthiness in evaluation*. Panel at the annual meeting of the American Evaluation Association, Portland, OR, November 2006. \*

**Gajda, R.** *Evaluating Educational Collaboration*. Pre-conference workshop presentation. American Educational Research Association annual meeting. Chicago, IL. (April 2007). \*

**Gajda, R.** *Utilizing Collaboration Theory to Evaluate Professional Learning Communities: Implications for School Improvement*. Paper presented at the American Evaluation Association annual conference. Portland, OR, (November, 2006). \*

**Gajda, R.** & Sprague, D. *Evaluating the Effects of TASS on Science Teacher Assessment Practices*. Paper presented at the American Evaluation Association annual conference. Portland, OR, (November, 2006). \*

Patrizio, K. & **Gajda, R.** *Evaluating Collaboration in the Professional Development School*. Paper presented at the National Professional Development School Conference. Orlando, FL. (March 2006). \*

**Gajda, R.** *Experienced Teachers Assuming Leadership in Teacher Preparation: How Teaching Subject-Matter Methods Retains and Sustains Quality Professionals*, Paper presentation. American Association of Colleges for Teacher Education. Washington, D.C. (February, 2005). \*

Massell, L. & **Gajda, R.** *Facilitating the Interpretation of School Safety and Climate Survey Data: Building Capacity for Evaluation Use*. Paper presentation. American Evaluation Association. Atlanta, GA. (November, 2005). \*

Bellum, J. & **Gajda, R.** *The Need for States, Schools and IHEs to Face the Assessment and Accreditation Challenge Together*. Paper presentation. American Association of Colleges for Teacher Education. Washington, D.C. (February, 2005). \*

**Gajda, R.** *Evaluating the Effect of Teacher Preparation Programming on the Formation of Pre-Service Teacher Beliefs*. Paper presentation. American Evaluation Association. Atlanta, GA. November, 2004. \*

**Gajda, R.** & Jewiss, J. *Before You Say Yes: Responding to Potential Clients Who Pop the "Evaluation" Question* Paper presentation. American Evaluation Association. Atlanta, GA. November, 2004.

**Gajda, R.** & Massell, L. *Assessing School Climate and Safety in The Era of No Child Left Behind (NCLB)*, Paper presentation. American Evaluation Association. Atlanta, GA. (November, 2004). \*

**Gajda, R.** *Evaluating Collaborative Efforts*. Paper Presentation at the American Evaluation Association Annual Conference, Las Vegas, NV. (November 2003). \*

**Gajda, R.** *Using Technology and Empowerment Evaluation to Meet the Challenges of Teacher Education Accreditation*. Paper Presentation. Accepted for presentation at the American Association of Higher Education Annual Conference, Seattle, WA. (June 2003). \*

**Gajda, R.** *A School Shooting Case Study: Lessons in Prevention, Response, and Long-Term Resolution*. Paper presentation. American Educational Research Association. New Orleans, LA. (April, 2002). \*

**Gajda, R.** *The Impact of School Violence on Pre-Service Teachers*. Paper presentation at the American Educational Research Association Annual Meeting; Seattle, April 2001. \*

#### REGIONAL PRESENTATIONS

\* = Peer-Reviewed    + = Invited

**Woodland, R.** *Professional Learning Communities 2.0 – Revisiting our Commitment to Teacher Collaboration*. Simsbury Public School District Administrative Council. Simsbury, CT. (February 27, 2014). +

**Woodland, R.** *Social Network Analysis and the Diffusion of Innovation in K-12 Education*. Presentation at the New England Educational Research Association (NERA) conference. Rocky Hill, CT. (Oct. 2013) \* +

**Woodland, R.** *Massachusetts' Model System of Educator Evaluation: The Rationale & Rhetoric Behind the Rubrics*. Massachusetts School Psychologists Association. Norwood, MA. (October 11, 2013) +

**Woodland, R.** SMGE Research Project: Examining the Diffusion of Innovation. Materials Research Society Conference. Boston, MA. (November 2012) +

**Woodland, R.** *Strategies for Program Evaluation*, United Way of Hampshire County. (January 27, 2010). +

Sylwester, B. & **Gajda, R.** *Evaluation of the Afghan Project Academic Success Initiative*. Paper presented at the Northeastern Educational Research Association annual conference. Rocky Hill, CT. (October 2008) \*

**Gajda, R.** *Professional Learning Communities for School Improvement*. VT Department of Education – Office of the Commissioner. (June 5, 2006) +

**Gajda, R.** *Evaluating Collaboration in Organizations*. The University of Vermont 2006 doctoral cohort. College of Education and Social Services. (April 13, 2006) +

**Gajda, R.** *Democracy, the NNER, and Pre-Service Teachers' Philosophic Orientations*. Paper presentation. New England Educational Research Organization. Northampton, MA. (April 2002) \*

**Gajda, R.** *High Schools on the Move*. Facilitator at 1<sup>st</sup> Annual Statewide Conference. Burlington, VT. (December, 2003) +

#### LOCAL PRESENTATIONS

All Invited

**Woodland, R.** *Teacher as Action Researcher*. U-28 Regional School District. Shutesbury, MA. (March 14, 2014)

**Woodland, R.** *Differentiated Instruction*. East Penn School District Instructional Leadership Team. Emmaus, PA. (January 30, 2014)

**Woodland, R.** *Making Sense of Job-Embedded Professional Development*. Simsbury Public School District Administrative Council. Simsbury, CT. (December 12, 2013)

**Woodland, R.** *Evaluating Systems of Teacher Collaboration: A Framework for K-12 Evaluators*. Webinar presented for the American Evaluation Association. (April 25, 2013)

**Woodland, R.** *Schooling in the United States*. UMass Civic Initiative. UMass Amherst. (July 20, 2010)

**Woodland, R.** *Making Working Together Work: Evaluating and Improving the Quality of Teacher Collaboration*. Lower Pioneer Valley Educational Consortium. Springfield, MA. (June 29, 2010)

**Woodland, R.** *Careers in Educational Administration*. Presentation for UMass undergraduates enrolled in EDUC 125, (October 19, 2009)

**Gajda, R.** *Evaluating and Improving Collaboration*. New Hingham Elementary School, Chesterfield, MA (March 12, 2009)

**Gajda, R., Militello, M. & Churchill, A.** *New Standards for Massachusetts Principals*. School of Education Centennial Celebration. UMass-Amherst. (June 2008)

**Gajda, R.** *Assessing Organizational Collaboration – What it Means to Work Together*. Meeting of the CT Area Program Evaluators Network, Smith College. Northampton, MA. (April 7, 2008)

- Gajda, R.** Program Evaluation 101. Palm HealthCare Foundation, Inc. Grantee Retreat, West Palm Beach, Florida. (September, 2007)
- Gajda, R.** *High School Renewal and Reform: The Vermont Context*. Lecture presentation. South Burlington School District: South Burlington High School. (September 21, 2005)
- Gajda, R.** *Program Evaluation: Inquiry in Action*. Guest lecture, Education and Foundational Studies summer program. The University of Vermont. (July 19, 2005)
- Gajda, R. & Reyes, C.** *Inclusive Pedagogy*. Doctoral Advisory Committee. College of Education and Social Services. (April, 29, 2005)
- Gajda, R.** *Burlington School District School Board Meeting*. Presentation of the School Climate Survey SS/HSI Evaluation Report. (February 17, 2004)
- Gajda, R.** *Burlington School District All Administrators Meeting*. Context setting and presentation of initial climate survey findings. (January 2004)
- Gajda, R.** *Safe Schools/Healthy Students Initiative*. Local Evaluator forum - invited presenter. SS/HS National Conference. Washington, DC. (April 2003)
- Gajda, R.** *Assessment in Context and in Practice*. Fair Haven Union High School. District In-Service Workshop. Fair Haven, VT. (January 2002)
- Gajda, R.** *The Philosophic Orientation of Pre-Service Teachers*. Department of Education Colloquium Series. The University of Vermont. (November 13, 2001)
- Gajda, R.** *Effective Lesson Planning and Delivery*. Lamoille Union High School. District In-Service Workshop. Hyde Park, VT. (November 2001)
- Gajda, R.** *Professional Goal Setting*. Lamoille Union High School. District In-Service Presentation. Hyde Park, VT. (October 2001)
- Gajda, R.** *Cultivating Linkages for Safe Schools and Healthy Children*. Safe Schools/Healthy Students Initiative, Ft. Collins, CO. (January 2001)
- Gajda, R.** *Evaluation Strategies for Community Educators*. Colorado Association of Community Educators; Annual Conference, Denver, CO. (October 2000)
- Gajda, R.** *Evaluating Collaboration in a Professional Learning Community*. William E. Norris Elementary School, Southampton, MA. (May 20, 2009)
- Gajda, R.** *Collaboration Theory and the Evaluation of Organizational Collaboration*. UMass Medical School. Shrewsbury, MA. (March 27, 2009)

## TEACHING & ADVISING

### COURSES TAUGHT

|   |  |
|---|--|
| Action Research in the Schools (UVM)                | Licensure Portfolio Development (UVM)                |
| Assessment of Student Learning (UVM)                | Organization for Curriculum Development (UMASS)      |
| Collaboration for Student Achievement (UMASS)       | Philosophy of Education (UVM)                        |
| Curriculum, Instruction, and Assessment (UVM)       | Program Evaluation (UVM)                             |
| Educator Evaluation and Development (UMASS)         | Schools and Communities (UMASS)                      |
| Foundations of Schooling in the United States (UVM) | Social Network Analysis for Educ. Leadership (UMASS) |

Introduction to School Leadership (UMASS)  
Leadership for Curriculum and Instruction (UMASS)

Supervision of Instruction (UVM)

### DOCTORAL DISSERTATIONS - CHAIR

Joanne White, University of Massachusetts (anticipated degree award Spring 2016)  
Brendan Keenan, University of Massachusetts (degree awarded Spring 2015)  
Shannon Barry, (Co-Chair) University of Massachusetts (degree awarded Spring 2015)  
Tara Brandt, University of Massachusetts (degree awarded Spring 2015)  
Brett Kustigian, University of Massachusetts (degree awarded May 2013)  
Rita Detweiler, University of Massachusetts (degree awarded May 2012)  
Craig Outhouse, University of Massachusetts (degree awarded May 2012)  
Mark Zito, University of Massachusetts (degree awarded May 2011)  
Joanne Morgan, UMass-Amherst (degree awarded December 2009)  
Fran Bisselle, University of Vermont (degree awarded May 2005)

### **SERVICE & OUTREACH**

#### INTERNATIONAL

**Instructional leadership consultation**, On-going professional development and consultation with Pakistani teachers and administrators. July 2014 – present.

**Faculty Sponsor** for visiting scholar Michelle Jutzi, University of Bern, Switzerland. August 2014 – January 2015.

#### NATIONAL & PROFESSIONAL

**Editorial Advisory Board** member, *Encyclopedia of Educational Research, Measurement and Evaluation*. SAGE. Bruce Frey, Editor. May 2015 – present

**Editorial Board** member, *American Journal of Evaluation*, January 2010 – present

**Editorial Board** member, *Journal of Education and Training Studies*, September 2013 - present

**Editorial Board internal review team member**, *Anthropology & Education Quarterly*, July 2013 – January 2014

**Peer Reviewer**, *Evaluation*, January 2015 - present

**Peer Reviewer**, *American Journal of Evaluation*, Fall 2004 – present

**Peer Reviewer**, *Program Planning and Evaluation*, Fall 2004 - present

**Peer Reviewer**, *NASSP Bulletin*, 2008 – present

**Peer Reviewer**, *Journal of Research on Rural Education*, 2014 - present

**Co-Chair AEA Task Force** for the Review of the AEA Guiding Principles, April 2011 – August 2012

**Chair, Values Priority Area Team** (Ethics Committee), AEA, December 2009 – December 2010

**Chair, Organizational Learning & Evaluation Capacity Building** (OL-ECB) TIG, AEA, Dec 2008 - Dec 2009

**Program Co-Chair**, *Organizational Learning & Evaluation Capacity Building* (OL-ECB) TIG, AEA 12/06 – 12/08

**Peer Reviewer**, *Program Evaluation Standards*, participant in the AERA/NCME and CSSE Hearings, Feb. 2007

**Peer Reviewer**. *Parent Information Resources Centers Grant competition*. US Department of Education, Washington, D.C. June, 2006.

**Peer Reviewer**. *Dropout Prevention Demonstration Grant Proposal competition*, US Department of Education, Washington, D.C. August 2001

**Peer Reviewer**. *Smaller Learning Communities Grant competition*, US Department of Education, Portland, Summer 2000

#### UNIVERSITY

**Educational Leadership Program Coordinator**, University of Massachusetts Amherst, March 2015 – present

**Chair, Ad-Hoc Committee on Educational Reform**, College of Education, October 2014 – present

**Associate Director**, Center for Education Policy, University of Massachusetts Amherst, August 2012 – present

**College Personnel Committee** member, College of Education, UMass Amherst, August 2014 – present

**Search Committee** member, Urban Education Initiative – Associate Professor/Professor position. College of Education, UMass Amherst, January – May 2013

**College Academic Matters Committee** member, College of Education, UMass Amherst Sept. 2012 – Spring 2013; Fall 2008 – June 2010

**Dean’s Theme Team** member, University of Massachusetts Amherst. Spring 2012

**Technical Reviewer**, Office of Research Development. Faculty Research Grant Program/Healy Endowment Grant Competition. Spring 2013

**Program Coordinator**, Educational Leadership program, UMass Amherst College of Education. January 2012-August 2013 and 2008 - 2009

**College Diversity Committee** member, University of Massachusetts Amherst, College of Education, Fall 2007-present

**Fulbright Program Screening Committee** member, Department of Languages, Literatures and Cultures. September - October 2010

**College Academic Matters Committee** member, UMass Amherst Fall 2008 - Summer 2010

**UMass Amherst Educator Licensure Advisory Council (ELAC)** program representative, Fall 2006 – Fall 2008.

**Search Committee** member, Educational Leadership Program, Dept. of Educational Policy, Research, and Administration. Spring 2008

**Search Committee** member, School Psychology, Student Development and Pupil Personnel Services (SDPPS), Feb. 2008 – May 2008

**Search Committee** member, School Psychology, Student Development and Pupil Personnel Services (SDPPS), October 2007 – Feb. 2008

#### COMMONWEALTH of MASSACHUSETTS

**Design Team** member, *Design Team for the Performance Assessment for Leaders Project, Office of Educator Policy, Preparation and Leadership*, MA Department of Elementary & Secondary Education. September 2012 – present

**Strategic planning** consultation, *Massachusetts School Counselor Association Governing Board*. Jan. 2015 – April 2015

**Peer Reviewer**, *Leadership Program Approval Process*, MA Department of Elementary and Secondary Education. August 2013 – June 2014

#### REGIONAL/LOCAL

**Superintendent Five College Advisory Council** member, *Amherst Regional Public Schools*, August 2013 – present

**UMass Amherst Institutional Liaison**, *Connecticut Valley Superintendents Roundtable (CVSR)*, September 2013 – present

**Vice-Chair, Amherst Personnel Board**. *Amherst Town Human Resources and Human Rights*. Amherst, MA, August 2013 – present

**Planning Consortium** member, *Springfield Public Schools Strategic Planning Consortium*, Springfield MA, December 2012 – January 2014

**Urban Education Institute Development Leadership Team** member, *UMASS College of Education- Springfield Public Schools*. October 2012 – Jan 2014

#### P-12 SCHOOL DISTRICTS

**School leadership consultation**, *Support for the district instructional leadership team & instructional rounds*, East Penn School District, Emmaus, PA. August 2011 – present

**School leadership consultation**, *Evaluate and improve teacher collaboration*. Simsbury Public School District, Simsbury, CT. August 2007 – June 2014

**School leadership consultation**, *School-based professional learning communities*. Longmeadow Public Schools. Longmeadow, MA. Sept. 2010 – 2011.

**School leadership consultation**, *Vertical teaming skill development*. Quaboag Regional School District. Warren, MA. Summer, 2009 & 2010

**Workshop facilitator.** *Evaluating Collaboration in a Professional Learning Community.* William E. Norris Elementary School. Southampton, MA. May 20, 2009

**Workshop facilitator.** *Evaluating and Improving Teacher Collaboration.* New Hingham Elementary School, Chesterfield, MA. March 12, 2009

**School Leadership consultation,** *Curriculum mapping & differentiated instruction.* Pioneer Valley Regional High School. (January 2008 – June 2008.)

**School Leadership consultation,** *Differentiated instruction and professional learning communities.* Stetson School, Barre, MA. (Spring 2008.)

**Workshop facilitator,** *Educator beliefs.* School Leadership Academy, Broom-Tioga BOCES, Bingham, NY. (May 2007.)

**School Leadership consultation,** *Best practices in assessment,* Northampton High School, Northampton, MA. (August 2006 – December 2006)

## PROFESSIONAL AFFILIATIONS

American Educational Research Association (AERA)

American Evaluation Association (AEA)

Learning Forward (NSDC)

## AWARDS/DISTINCTIONS

2015 Candidate, American Evaluation Association Board of Directors, Member at Large

2015 Nominee, UMass Amherst College of Education Outstanding Teaching Award

2014 Nominee, UMass Amherst College of Education Distinguished Mentor Award

2014 Nominee, University of Massachusetts Amherst Distinguished Outreach Research Award

2014 Nominee, University of Massachusetts Amherst Distinguished Teaching Award

2012 "Dynamic Dozen" honoree, American Evaluation Association

2011 "Top-Ten Presenter" of the year, American Evaluation Association

2005 Marcia Guttentag Award – American Evaluation Association

2005 Nominee, Kroepsch-Maurice Excellence in Teaching Award

1998-2001 Graduate Teaching Fellowship, Colorado State University

1991 Phi Beta Kappa

1991 Summa Cum Laude