

VITA

J. Robert Hendricks
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Current Position: Associate Dean for Professional Preparation and Associate Professor,
 Educational Leadership, University of Arizona

Education

Ed.D. 1975 Educational Administration, Sociology Minor, Arizona State University,
 Temp, Arizona

M.A. 1966 Curriculum and Supervision, Arizona State University, Temp, Arizona

B.A. 1964 Elementary Education, Earlham college, Richmond, Indiana

Professional Experience

2004 to Present **Associate Dean**, University of Arizona, College of Education

1999 to 2004 **Assistant Dean**, University of Arizona, College of Education

1996 to Present **Associate Professor**, University of Arizona, Educational Leadership

1983 to 1996 **Superintendent**, Flowing Wells School District, Tucson, Arizona

1986 to 1996 **Adjunct Assistant Professor**, University of Arizona; Northern Arizona University; University of Phoenix; Courses include--The Superintendency; Principalship; Evaluation and Supervision; Strategic Planning; Human Resources Management; Educational Leadership cohort-Personal and Interpersonal; Organizational Theory; Research Design; Peer Assessment

1981 to 1983 **Associate Superintendent/Personnel Services**, Flowing Wells School District

1977 to 1981 **Principal**, Flowing Wells Junior High (grades 7-9)

1974 to 1977 **Principal**, Indian Bend Elementary School (grades K-6), Paradise Valley School District, Phoenix, Az

1972 to 1974 **Principal**, Shea Middle School (grades 7-8), Paradise Valley School District, Phoenix, Az

- 1971 to 1972 **Principal**, Greenway Intermediate School (grades 7-8), Paradise Valley School District, Phoenix, Az
- 1970 to 1971 **Principal**, Roadrunner Elementary School (grade K-3), Paradise Valley School District, Phoenix, Az
- 1969 to 1970 **Assistant Principal**, Fremont Junior High School (grades 7-8), Mesa Unified School District, Mesa, Az
- 1968 to 1969 **Graduate Assistant**, Bureau of Educational Research and Services, Arizona State University, Tempe, Az
- 1964 to 1968 **Teacher**, Jefferson County Public Schools, Denver, Co

Professional Service

Member, Teacher Education Partnership, Maricopa Community College, Phoenix, AZ (2000-present)

Member, Education Coalition (representing College of Education Dean's Office), Phoenix, Az (1999-present)

Member, Arizona Committee on Teacher Certification and Professional Standards (1998-present)

Select Panelist/Trainer, Blue Ribbon Schools Program, United States Department of Education, Office of Educational Research, OERI (1990-present)

Chair, Curriculum Review and Audit, United States Department of Defense, Atlantic Region, London, England (1997-98)

Panelist, Secretary Richard Riley's Initiative on National School Reform, PBS telecast (9/1997)

Chairperson, Accreditation Teams, North Central Association of Schools, Tempe, Arizona. Chair responsibilities for overseas site visits to Brussels American School; Oslo (Norway) American; Izmir (Turkey) Elementary and High School; London Central High School; San Juan (Puerto Rico) Dependent Schools; Aviano (Italy) Elementary; Rota (Spain) Elementary; Ankara (Turkey) High School; Zaragoza (Spain) Elementary; Iceland Dependent Schools; Sicily High School; Torrejon (Spain) High School. Chair responsibilities for state side visits include: Mesa Junior High; Galveston (Chandler) Elementary; Vail Middle School; Poston Junior High; Sabino High School (1981 -present).

Site Reviewer, United States Department of Education, Recognition Division, OERI. Chaired site audits to elementary and secondary schools in Greenville, North Carolina; Philadelphia, Pennsylvania; New York City, New York; Northshore, Oahu; Jacksonville, Florida; Los Angeles,

California; Frankfurt, Germany; Redding, California; Dallas, Texas; St. Louis, Missouri (1984-present)

Chair, Metropolitan Education Commission (1995-96)

Member, Superintendent's Advisory Council to State Superintendent Lisa Graham appointed (1995-96)

Member, President's K-16 Council; University of Arizona(1994-96)

Member, Governor's Summit of Finance Reform (1996)

Member, Arizona Department of Education Task Force on Professional Teacher Training and Preparation; appointed administrative representative (1995)

Member, Strategic Planning Committee, Catalina Foothills School District (1996-present)

Member, University representative on the Arizona Department of Education Committee on Administrative Certification (1995-97)

Member, Arizona School Administrators ASA committee on Administration Certification Standards (1996-97)

Member, Executive Board, Southern Arizona university representative, Arizona School Administrators Association (1995-96)

Co-Chair, Pima County Board/Superintendent Collaborative (1995-96)

Member, Arizona School Boards Association Task Force on Finance Reform; appointed (1994-96)

Panelist, Arizona Administrators Association Legislative Coalition, Phoenix, Arizona (8/1995)

Member, KGUN (Channel 9) Education Advisory Panel (1995-96)

Member, Education Advisory Panel to Senator John McCain (1994-96)

Member, State Superintendent's Task Force-Revision of A.R.S. 15-State Rules and Regulations (1993-95)

Chairman, Pima County Technology Council (1990-92)

Chairman, Southern Arizona Legislative Coalition (1989-90)

Panelist, Dialogue with Secretary of Education Lamar Alexander; Assistant Secretary David Kearns; Mutual Radio Network, Washington, D.C. (11/1989)

Member, Arizona Task Force on Values Education; appointed (1989-90)

Delegate, Phi Delta Kappa International Study Tour, Suchow, China (12/1989)

President, Southern Arizona Superintendent's Association (1987-88)

College Service

Member, Professional Preparation Board (1999-present)

Chair, Academic Program Committee (1996-1998)

Acting Program Head, Educational Leadership (spring 1998)

Member, Dean's ABOR Advisory Group (1997-98)

Chair, Personnel Search Committee, Educational Leadership

Co-Chair, Tier I/II undergraduate proposal initiative (1997-98)

Member, College Council (fall 1997)

Member, College Grade Appeal Committee (4/1997)

University Service

Member, NCAA governance and policy audit (1997-1999)

University Liaison, University of Arizona and Arizona Department of Education; pre-service and in-service education (1996-1999)

Community Service

Chair, Pima Drug Court Advisory Board, Tucson, Arizona (1999-2001)

Board of Directors, School-to-Work, Tucson, Arizona (1999-2001)

President, Family Advocacy, Resource, and Wellness Centers, Inc., Tucson, Arizona (1995-2000)

Board of Directors, *SALUD para Los Todos* (1995-2000)

Chair, Governor's Symposium on Violence - "One Voice", Phoenix, Arizona (4/1997)

Political Coordinator, Flowing Wells Override Campaign (1997)

Chair, Tucson Volunteer Center "Visit from St. Nicholas" Project (1996-98)

Chair, Pueblo District Boy Scout Council (1996-97)

Board of Directors, National Safety Council, Tucson Chapter (1993-1995)

Member, Flowing Wells Community Effort Council (1993-95)

Group Study Leader, Rotary Foundation, Northern India (2/1993)

President, Saguaro Rotary Club (1990-91), member 15 years to present

Chairman, Greater Tucson United Way Education Division (1988-89)

Board of Directors, Tucson Children's Museum (1987-89)

Projects/Grants

Co-Principal Investigator w/Clark, Donald, Edna McConnell Clark Foundation study of Middle School Principals - Standards Based Reform, National Association of Secondary Principals, 1999 (funded)

Project Director, The Impact of Site Based Management on School Governance-A Teacher Leadership Model, Amphitheater Public Schools, Tucson, Arizona; adopted three year study, 1997-2000 (funded)

Collaborator, Model to Create The Women's Institute for 21st Century Educational Leadership (proposed as a UA/Community Partnership-not funded)

Co-Principal Investigator w/Clark, Donald, validation study of Leadership assessment profile instrument for the National Association of Principals, 1998 (funded)

Research Consultant, validation of climate and aptitude instrument for the National Ball Foundation, 1997-present (funded)

Researcher, a study of middle school leadership funded by the National Association of Secondary Principals, Corpus Christi, Texas and Louisville, Kentucky, 1996-1998 (funded)

Project Director, grant for the establishment of a cohort Assessment Center with the Arizona Department of Education, 1996-97 (funded)

Project Director, grant submitted to U of A Technology Committee, The Educational Leadership Laboratory: Creating an Interactive Learning Environment for Leaders, (not funded)

Scholarship

Publications in Progress

Human Resources Management-A Case Study Approach, Technomic Press, projected completion, spring 2003

Case Study – “A House Divided”, under review, University Council for Educational Administration (UCEA)

"Collaborative Skills for the Teacher Leader in School Governance", AASA Professor, (accepted - no publication date)

Publications

Hendricks, J. Robert. Cornerstones - The Research Building Blocks of High Performing Schools (book), OERI, RMC Research Corporation, Portsmouth, N.H., 2002

Hendricks, J. Robert. "Leadership Skills for the 21st Century", International Journal of Educational Reform, Spring 1999

Hendricks, J. Robert. "School Board Governance - the Art of Giving Up the Power", National School Board Journal, lead article October 1998

Hendricks, J. Robert. "Personnel Implications of Career Ladder Restructuring", Journal of Personnel Evaluation, September, 1998

Hendricks, J. Robert. "School Boards -The Last Vestige of Grassroots Governance", Arizona School Board Journal, December, 1997

Hendricks, J. Robert. "Learning the Law-Saving Time, Money, and Frustration" (with Corkill, P.) The School Administrator, November, 1997

Hendricks, J. Robert. "Preparing for Leadership", International Journal of Educational Reform, October, 1997

Hendricks, J. Robert. Book Review: Empowering Ourselves and Transforming Schools, Judith Irwin, The School Administrator, October, 1997

Hendricks, J. Robert. "Leadership and Collaborative Decision Making -What are the Implications for School Boards?", Arizona School Board Journal, September, 1997

Hendricks, J. Robert. "The president was on target pushing national standards testing", The Arizona Daily Star, February 15, 1997

Hendricks J. Robert. "Recognizing Leadership in Effective School Districts", monograph, Office of Educational Improvement, U.S. Department of Education, January, 1997

Hendricks J. Robert. contributing author, Fitting the Pieces -Studies of Educational Reform, OERI, U.S. Department of Education, January, 1997

Hendricks, J. Robert. "Teachers quit when school administrators throw them to the wolves", The Arizona Daily Star editorial, September 27, 1996

Hendricks, J. Robert. "Arizona Schools Can't Cut Back Any Further", The Arizona Daily Star editorial, February 12, 1995

Hendricks, J. Robert. contributing author, edited Ogden, Evelyn, The Nation's Best Schools' Blueprints for Excellence, Technomic Press, 1994

Hendricks, J. Robert. Human Resources Management - A Curriculum Study Guide, University of Phoenix, 1994

Hendricks, J. Robert. "Open-Enrollment Law Raises Hopes, but May Dash Them", The Arizona Daily Star editorial, October II, 1994

Hendricks, J. Robert. (With Corkill, P., Pedicone, P.) "Flowing Wells Protected Students and Standards", The Arizona Daily Star editorial, December 5, 1993

Hendricks, J. Robert. "Reinstating a System of High Educational Standards", Tucson Citizen editorial, November 15, 1993

Hendricks, J. Robert. "A Study of Site-Based Management in a Decentralized School District". International Journal of Educational Reform, March, 1991

Hendricks, J. Robert. "Tenure-At What Price?", Arizona School Administrators Newsletter, Fall, 1990

Hendricks, J. Robert. "A Staff Development Program that Works", North Central Quarterly, Winter 1986

Hendricks, J. Robert. "Pitfalls to Avoid in Planning a Career Ladder Compensation Plan", Arizona School Board Journal, Spring 1986

Hendricks, J. Robert. (with Corkill, P.) "A Staff Development Program Through Coaching", The Arizona Administrator, October, 1985

Hendricks, J. Robert. "Counseling Assessment -The Transactional Model", Arizona School Board Journal, April 1981

Hendricks, J. Robert. (with Severson, K.) "Teacher Evaluation - A Clinical Approach", NAESP Journal, January 1978

Hendricks, J. Robert. Teacher Evaluation - The Need for a Strong Stand", Arizona School Administrators Newsletter, Fall, 1977

Hendricks, J. Robert. Aspirations of Seventh and Eighth Grade Teachers as Related to Upward and Downward Mobility in Maricopa County, unpublished dissertation, Arizona State University, October 1975

Hendricks, J. Robert. (with Metos, T.) Teacher's Guide to Audiovisual Instruction, Grade Teacher Press, Darien, Conn. 1974

Hendricks, J. Robert. "The Principal's Perspective on Middle Level Education", School Management, March 1972

Hendricks, J. Robert. (contributing author) edited Lindstrom, T.L., Readings in Social Studies, Little, Brown & Company, 1971

Hendricks, J. Robert. assistant editor, The Arizona Professor -Volumes I & II., ABA publication spring 1970

Hendricks, J. Robert. (with Metos, T.) "Amerindians - A Resource Guide, The Instructor, February 1970

Hendricks, J. Robert. (with Metos, T.) "Moving Pictures in Central Arizona, Grade Teacher, November 1969

Hendricks, J. Robert. (with Deever, M.) "The Attrition Rate of Freshman Male Students in Relationship to Entrance Criteria, Bureau of Educational Services, Arizona State University, September 1969

Hendricks, J. Robert. (with Metos, T.) Doctoral Research in Education -Volume I, Research and Services Bulletin, Bureau of Educational Research, Arizona State University, May 1969

Hendricks, J. Robert. "The Art of Decision Making", The Instructor, December 1968

Hendricks, J. Robert "Bottlecap Economics", The Instructor, June 1968

Hendricks, J. Robert. "The Forum Method -Approaching Social Studies, The Instructor, June 1967

Hendricks, J. Robert. "The British View of the Revolution", The Instructor, January 1967

Hendricks, J. Robert. "Students Learn by Discovery", The Denver Post, November 1965

Presentations (*selected by peer panel)

*Examining Portfolio Assessment**, (invited) Japan-United States Teacher Education Consortium, Wasedo University, Tokyo, Japan (Fall 2004)

*Revisiting Theory Z-Models in Site-Based Decision Making**, (invited) Japan-United States Teacher Education Consortium, Naruto University, Tokushima, Japan, October 14, 2002

Accountability -The Price of Achievement, (invited) Miliken Foundation Annual Conference, October 2001

The Superintendent Shortage - Supply and Demand, (invited) Arizona Administrators Association Fall Conference, Prescott, Az., October 25, 1999

*Dealing with Reports of Wrong Doing Within a School District**, Arizona School Boards Law Conference, Tempe, Az., September 9, 1999

Learning to Lead, Tucson Unified School District Leadership Academy, Tucson, Az., May 21, 1999

*Transformation of Legal Rights in Education**, Education Law Conference, Charleston, SC, November 1998

*The Role of the School Attorney - Working with Superintendents** Fifth Annual Education Law Institute, Boston, Mass., August 1998

Untitled keynote commencement address (invited), Chaparral College, Tucson, Az., May 31, 1998

Leading to Change, Tucson Unified School District Leadership Academy, Tucson, Az., May 4, 1998

*Valuing Shared Teacher Decision Making in the Workplace**, American School Boards Association National Conference, New Orleans, La., April 15, 1998

Site Based Management-Middle School Collaboration, Western Regional Middle School Conference, Phoenix, Az., February 1998

Utilizing Rubrics for Selecting Effective Schools, National Blue Ribbon Panel Conference for Site Reviewers, OERI, Washington, D.C., January 1998

Leading the Charge for Change (invited keynote) Arizona School Boards Annual Conference, Phoenix, Az., December 1997

Addressing the Issues of School Reform: Is There a National Role?, invited panelist participating with U.S. Secretary of Education Richard Riley and others, Public Broadcasting System, Washington, D.C., November 1997

*Attempting to Redefine Educational Leadership Preparation** (with Parker, S.), University Council for Educational Administration, Orlando, Fla., October 1997

Utilizing Portfolio Assessment in Leadership Preparation, Dean's Forum for the Advancement of Knowledge and Practice in Education, College of Education, University of Arizona, Tucson, Az., October 1997

Building Bridges - Communication and Collaborative Decision Making, workshop trainer, Arizona Educational Office Personnel Association, Casa Grande, Az., September 1997

Reaching Conflict Resolution – Win/Win, (invited) Arizona Education Association Spring Conference, Phoenix, Az., April 1997

Recognizing Effective School Attributes (invited), National Blue Ribbon School Panel Conference, U.S. Department of Education, Washington, D.C., March 1997

Successful Approaches to School Leadership through Empowerment, (invited keynote), Utah State Administrators Association, March 1997

Staff Development Through Coaching, interview for Video Journal, New York City, New York, February 1997

*Assessing Administrative Effectiveness and Decision Making**, National Conference on Education, American Association of School Administrators, Orlando, Fla., February 1997

Theory Z: A Study of the Implications of Site-Based Organizations, Dean's Forum for the Advancement of Knowledge and Practice in Education, College of Education, University of Arizona, Tucson, Az., January 1997

Schools in Conflict -Understanding the Role of Reform, Arizona School Board Association Conference, Phoenix, Az., December 1996

Measuring Your School: Effectiveness, Arizona School Administrators Spring Conference, Tucson, Az., April 1996

Merit Compensation for Employees - A Model for Accountability, (invited) ASBA Leadership Academy, March 1996

*Why New Teacher Induction?**, Association for Supervision and Curriculum Development National Conference, San Antonio, Tx, March 1995

Peer Assessment - Evaluating the Impact University of Phoenix Instructor Workshop, February 1995

Challenging Your Future (invited keynote), Southern Arizona Annual Boy Scout Banquet, January 1995

Strategies for Reform. Panelist, The White House Conference on Education. Washington, D.C., January 12, 1995

Collaborative Goal Setting with Your Board, Arizona School Board Association Fall Conference, December 1994

Learning Styles-Different Strokes for Different Folks, (invited) ASBA Leadership Academy, Casa Grande, Az., November 1994

Revamping the Educational Leadership Program at the Three State Universities, (invited) panelist, Arizona Administrator Association Superintendents Conference, October 1994

Learning to Work with a Garden Variety of Board Members, (invited) ASA New Superintendents Academy, September 1994

Profiling American Education, College of Education Faculty, University of Barielly, India, December 1993

Effective Strategies for Encouraging Public Participation at Board Meetings, Arizona School Board Association Fall Conference, December 1993

Making School Partnership Work, Casas Adobes Rotary Club, April 6, 1993

Parents Are Key to Success, (invited keynote), Arizona Parent Teacher Association, February 1993

*Situational Leadership - the Balanced Model Applied to School Supervision**, American Association of School Administrators, Orlando, Fla., February 1993

Preparing Our Students for the 21st Century, (invited) U.S. West Employee Group, January 1993

Community/Business Partnerships Work, Sunrise Rotary Club, January 1993

Understanding the Leadership Styles of Board Members, ASBA Board Leadership Academy, March 1992

Achieving Excellence in Our Schools, Metropolitan Education Commission. February 1992

*Characteristics of School Effectiveness - Analysis of Educational Practices**, Moderator/Analyst, American Educational Research Association. San Francisco, Ca., January 1992

How Can Schools and Communities Work Together?, Lions Club, November 29, 1991

*Jumpstarting Community Partnerships**, American Association of School Administrators National Conference, San Francisco, Ca., March 1991

*Nurturing the Superintendent/Board Relationship**, National School Board Association Conference, Anaheim, Ca., March 1990

Other Professional Activities

Proposal Reviewer, Field Initiated Studies, OERI, Washington, D.C., May, 1999

Developer, Tier II general education course, EDL 200, Individuals and Societies: A Global Perspective on Schooling

Liaison with the Tucson Unified School District in the development of a Leadership Academy for aspiring district administrators (1997-present)

Proposal Reviewer, American Association of Colleges for Teacher Education (1998-2000)

Consultant/Trainer, Triangle Management Group, Seminars on "Conflict Resolution" and "Facilitating Change". Training sites include - Neshaminy School District, Philadelphia, Pa; Wantagh Unified, Wantagh, New York; Hatboro Horsham School District, Hatboro, Pa.; Pliocene School District, Redding, Ca., (1994-present)

Consultant, School Reform Initiatives Project, Secretary's Grant, Policy Studies, Washington, D.C. (1997)

Consultant, Rubric assessment development, OERI, United States Department of Education, Washington, D.C., (1997)

Grants Reviewer, United States Department of Education National Diffusion Network, (1993-96)

Consultant, North Carolina Administrators Association, development of site-based leadership model (1991)

Grants Reviewer, United States Department of Education, Institutional Leadership program funding, OERI (1990-91)

Consultant, United State Department of Education, Staff Development/Inservice Education, Lubbock, Texas, (1990)

Consultant, United States Department of Defense, DODDS, Ruislip, England (1990)

Professional Memberships

American Association of School Administrators (AASA)

American Educational Research Association (AERA)

Association for Supervision and Curriculum Development (ASCD)

Phil Delta Kappa (PDK)

Awards and Honors

"Marana Top 10" - "most inspirational teacher"; Marana Public Schools, May 2003

"Star of the Day" - KSAZ radio - "in recognition of the commitment to passionate teaching", April, 2002

"Outstanding Teaching" Award - College of Education, University of Arizona, Spring 1999

Lo Oue Pasa article (2/1998) recognizing innovative teaching; University of Arizona

"Outstanding Educator", Southern Arizona Middle Level Association, April, 1996

District School named "J. Robert Hendricks Elementary School" by the Flowing Wells governing board (1995)

Pinnacle Award - for Outstanding Administration/School Board partnership in the development of a merit compensation model; National School Boards Association and the Marriott Corporation (1994)

ASCD "Leaders in Learning" Award - for the implementation of an innovative program staff development for beginning teachers (1993)

"The Executive Educator 100" selected as one of North America's "best and brightest school leaders" by the National School Board Journal; The Executive Educator (1990)

Arizona Superintendent of the Year, Arizona School Administrators Association (1989)

"The Spirit of Arizona" community service profile -KOLD-TV (1987)

Outstanding Young of Arizona, Arizona Jaycees (1975)

Arizona Educator of the Year, Arizona Chamber of Commerce (1973)

Outstanding Young Educator of Paradise Valley, Paradise Valley Jaycees (1973)

KRUX Community Service Award, Phoenix radio station (1971)

T. Wistar Brown "Service Above Self" Award, Richmond, Indiana (1970)