

SPECIAL POINTS OF INTEREST:

- Student Success
- Faculty Achievements
- 6th Annual Research Symposium
- OAS International Agreement

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Letter from the Chair

What a great year! Academic leadership is the bedrock of our reputation, and we are expanding our recognition via global visibility and an exceptional global alumni network!

I am grateful to those **alumni** who assisted with employment opportunities for our students and for those alumni who participated as research mentors.

We are in challenging times with many great opportunities. As you think back to your education and realize the impact it made on your professional and personal successes, I am sure you are

encouraging others to join us.

I am so proud of our **faculty**—a group of hard working individuals with a long list of achievements, and our administrative staff—**Diane Impagliazzo**, program director, and **Nancy Ordeman**—always efficient. Our Dean **Dr. Clyde Payne** is always supporting us.

Our college support is also wonderful; **the library** and **the computer technology centers** are always available to help our students in an efficient manner. Our programs are expanding beyond Long Island, where we have 9 leadership academies. Our faculty

and **students** have traveled around the world to put Dowling College on the map. We are launching an international program in instructional technology. Most of you know us for our doctoral program, but our department runs four successful certifications: School Business Leader, Building Leader, District Leader, and Ed. Technologist.



Dr. Elsa-Sofia Morote

Dr. Stephanie Tatum Received the Ann Meyers Award!

Dr. Stephanie Tatum received the Ann Meyers Award from the New York State Association for Women in Administration (NYSAWA). This prestigious award, named after the NYSAWA's founding chairperson, "is given annually to recognize individual commitment and expertise in mentoring educational leaders and generously



Dr. Stephanie Tatum, Jean Cunningham, Lynn Elfe, and Dr. Michelle Smith'10

sharing his/her time and wisdom with prospective adminis-

trators." Established in 1990, the NYSAWA works to advance the role of women in school leadership while promoting equality and diversity within schools. Dr. Tatum's students nominated her for the award, and accompanied her all the way to Albany to receive the award.

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STUDENT'S CORNER

"This study examines the perception of students regarding the frequency and preference of types of technology used for online learning."

Doctoral Students Publish Study

Drs. Lynn Marsh, '11, Elsa-Sofia Morote Jennifer McCormick, '11, and Thomas Franza, '06, conducted a study regarding the use of technology in online classes. This study examines the perception of students regarding the frequency and preference of types of technology used for online learning. Differences were compared between two groups of students currently taking online classes: those who previously

completed an online course and those who had not.

An independent samples test revealed that there were no significant differences between the two groups regarding their attitudes towards frequency of use of the types of technologies used during online learning. In addition, a frequency analysis revealed that most of the students felt that certain forms of synchronous learning technology should

never be used during an online course. Differences were revealed with regard to the technology preferred for personal communication during online courses. A discussion of student familiarity with some types of technology followed. Their study is accessible online:

www.scopeonline.us/pdf/LIEducationReviewFinal2010.pdf



David Williams and
Dr. Morote

David Williams.

Since David entered the Ed.D. program, a number of wonderful things have happened to him. Two more Grandchildren have been born, bringing the total to 5 (aged 15, 6, 4, 2, and 2). All 4 Children are doing wonderfully in their respective career choices.

He has retired from NYS (after 30 years) with a rare civilian award from the Commandant of the United States Coast Guard for his work in Homeland Security. The career itself was filled with accomplishments in many areas; how-

ever, the emergency management and homeland security are his proudest achievements.

He has started a consulting business, NIMS Coaching, inc., and is busier than he ever hoped to be.

Errol J. Toulon, Jr., '11.

Errol Toulon, Jr., (retired corrections officer), John Feal of the *Feal Good Foundation*, and Jim Ryder (retired NYPD) are working to build the 9/11 Memorial Wall in honor of the first responders who died from 9/11 related illnesses. These three individuals were interviewed on the *WPIX Morning Show* on March 23rd, 2011. The

4-minute video clip can be found online:

<http://www.wpix.com/videobeta/3ce30387-7636-40aa-bcbe-6bf210d2d102/News/Larry-Mendte-On-McCormick-NY-Foundation>



Dr. Errol Toulon, Jr., '11

Georgette Grier.

Georgette Grier and Errol Toulon, Jr., among

Student News

Student News (Cont'd)

others, were presented the Change Agents of the Year award by the Rosa Parks Democratic Association. The presentation took place at the 3rd Annual Fundraiser for the Association on November 5th, 2010.

Ramon Gonzales, '11.

Ramon Gonzales attended IBEC 2011 in Guadalajara. He was truly honored to attend, and he would like to thank Dr. Walter, Dr. Manley,

and Dr. Inserra for all their help and support. According to Ramon, "this conference opened doors of opportunities for me...."

Ramon expected to have fun and enjoy a good presentation, but he never expected such a reaction from the Universidad Panamericana. He is very excited about the future plans with this wonderful institution and their people, and he certainly hopes that he

has represented Dowling College to the highest degree. He certainly feels a great attachment to the college and to the professors that have guided him so much: "Even when my English improves, I don't think I will be able to find the proper words to express my appreciation."



Georgette Grier

Dowling Student, Arlene Mullin Receives Recognition as a Leader



Dr. Arlene Mullin, '11

Dr. Arlene Mullin, Principal of the Fort Salonga Elementary School, has been recognized as a strong leader for implementing systemic reforms to the school. The elementary school was named an All Kinds of Minds School of Distinction, an award that was granted to only 25 schools

around the nation. This distinction recognizes schools that are particularly conscious of the different learning styles, abilities, and needs of the students and that make efforts to incorporate this knowledge into lesson planning and execution.

The All Kinds of Minds approach to learning stresses the importance of assessing student learning modalities and allowing children to discover the way they think and learn so that they can become successful, independent learners. After several years of implementing this practice, Principal Mullin noted that the amount of students being referred to special services decreased. This new approach has also had an effect on the learning climate of the school. Emphasis is put on students' capabilities not weaknesses.

According to Dr. Mullin, "All Kinds of Minds has provided our school with a framework enabling us to put a new learning model in place; to shift our focus from 'what to learn' to 'how to teach.'" She noted that the new philosophy has aided the teachers in better serving the students; "... armed with a comprehensive view of how learning occurs, our teachers are now able to help all students understand their own learning strengths and weaknesses and guide them in becoming self-directed learners who are ready to meet the demands of the 21st century." Dr. Arlene Mullin is a current student at Dowling College who will be graduating from the doctoral program in May, 2011.

"This new approach has also had an effect on the learning climate of the school. Emphasis is placed on student's capabilities not weaknesses."

FACULTY NEWS

Faculty Achievements

Dr. Albert Inserra.

Latest Honors and Awards

Dr. Albert Inserra received the award for Best Research Paper at the International Business and Economy Conference—January, 2010; Prague, Czech Republic—for the following paper: **Siegel, K., '09; Inserra, A.; & Walter, R.** *School Board Member Practices in Governance, Teamwork and Board Development, and Their Sense of Effectiveness in High and Low Math Academic Achievement Districts of New York.*



Awards were given to the best competitive paper based upon the consensus of a committee of reviewers.

Dr. Thomas Kelly.

Latest Publications

Kelly, T. (2010). We Can Use Standardized Student Achievement Test Data Fairly in Assessing Teacher and Program Effectiveness. *Long Island Education Review*, 9, 1, 5.

Manuscript: *We Can Do More and Better With Less: Education Reform Can Work.*



(It is based on the work of Deming, Glasser, Aristotle, and Dr. Kelly, himself).

Dr. Stephanie Tatum.

Latest Honors and Awards

Stephanie L. Tatum, Ph.D., received a letter from Dr. Carol D. Lee, American Educational Research Association (AERA) 2009-2010 President; and Dr. Felice J. Levine, AERA Executive Director, recognizing her service as a 2010 AERA Annual Meeting Peer Reviewer. As noted in their letter, “serving on a peer review panel is a highly selective process... [and] signifies your qualifications and expertise to review across the span of research topics, methods, and modes of inquiry of submissions....”

“Your selection to the panel was based on several criteria: (a) experience in some form of peer reviewing, (b) service on other professional review panels, (c) knowledge of the field, (d) scholarly productivity or roles that require research expertise, (e) knowledge of the emerging literature, and (f) broad knowledge of a



Faculty and Staff

Richard Bernato, Ed.D.
 Albert Inserra, Ed.D.
 Thomas Kelly, Ph.D.
 Robert Manley, Ph.D.
 Elsa-Sofia Morote, Ed.D.
 S. Marshall Perry, Ph.D.
 Charles Rudiger, Ed.D.
 Stephanie Tatum, Ph.D.
 Richard Walter, Ph.D.
 Diane Impagliazzo

range of researchers and research specialties in an area.”

On February 11, 2011 Dr. Stephanie Tatum was invited by hospital administrators in the North Shore Long Island Jewish Hospital System in New York to present on cultural diversity and healthcare.

Latest Publications, Presentations, and Positions

Morote, E-S. & Tatum, S. L. (2010). A Reliable Survey to Measure Teachers' Multicultural Awareness to their School Environment. *Journal of Multiculturalism in Education* 5(1).

Tatum, S. L. (Chaired Session) Division G: Social Context of Education, Session Title “Social Contexts of Education beyond the Classroom” (2010). American Educational Research Association Annual Meeting in Denver, Colorado.

“Serving on a peer review panel is a highly selective process...[and] signifies your qualifications and expertise...”

Faculty Achievements (Cont'd)

Scott, K., '10; Tatum, S. L.; & Morote, E-S. "From the Classroom to the Work Setting: The Development of Cultural Competence among Community College Nurses in the New York Metropolitan Area." American Educational Research Association; New Orleans, Louisiana; April 8-12, 2011.

Brown, J., '10; Tatum, S. L.; & Walter, R. "Modified Analytic Induction: A Descriptive Model of High Achieving Black Male Students' Strategies for Academic Success in a Suburban Northeast Middle School." American Educational Research Association; New Orleans, Louisiana; April 8-12, 2011.

Dr. Richard Walter

Latest Publications

Brown, J., '10; Tatum, S.; & Walter, R. (April, 2011), Modified Analytic Induction: A Descriptive Model of High Achieving Black Male Students' Strategies for Academic Success in a Suburban Northeast Middle School. Accepted for the Proceedings of the American Educational Research Association Annual Meeting; New Or-



leans, Louisiana; April, 2011.

Fulton, T., '09; Walter, R.; & Inserra, A. (January, 2011), Teachers' Perceptions of High School Principal Instructional Leadership Behaviors in High and Low Achieving Schools. Presented at the Tenth International Business and Economy Conference, Guadalajara, Mexico, January, 2011.

Gonzalez, R., '11; Walter, R.; & Morote, E-S. (January, 2011), Assessing Undergraduate Professional Student Pilots' Perceptions of Ethics. Presented at the Proceedings of the Tenth International Business and Economy Conference; Guadalajara, Mexico; January, 2011.

Beard, K., '09 & Walter, R. (April, 2010), Eliminating Health Care Disparities: The Role of Nurse Educators. Presented at the Proceedings of the American Educational Research Association Annual Meeting; Denver, Colorado; April, 2010.

Kelly, M., '10; Morote, E-S.; Bernato, R.; & Walter, R. (January, 2010), The Relationship Between School Leaders' Perceptions of High Involvement Model Characteristics in Their Organizations and Their Attitudes Towards the Use of the Change Toolkit to Facilitate Organiza-

tional Change. Presented at the Proceedings of the Ninth International Business and Economy Conference; Prague, Czech Republic; January, 2010.

Siegel, V., '09; Inserra, A., & Walter, R. (January, 2010) Student Nurse Knowledge of Skin Cancer, Sun Protective Behaviors, Perceptions of Acquiring Skin Cancer, and the Role of the Nurse in Skin Cancer Prevention. Presented at the Proceedings of the Ninth International Business and Economy Conference; Prague, Czech Republic; January, 2010.

Dr. Elsa-Sofia Morote

Latest Honors and Awards

On July 26th, 2010, Dr. Elsa-Sofia Morote was invited to introduce the President of Perú, Dr. Alejandro Toledo. Dr. Toledo founded and continues to serve as the President of the Global Center for Development and Democracy, in Washington DC. Dr. Morote began the introduction as: "Ladies and Gentlemen, it is an honor to introduce Dr. Toledo and his speech entitled 'El Perú en el Mundo: Juntos sí podemos.' Good evening. My name is Elsa-Sofia Morote; I am a professor of Dowling College...." She then continued the greeting in Quechua (the Peruvian native language) and also in Spanish. The introduction went so well that she was in-

"...Dr. Elsa-Sofia

Morote was

invited to

introduce the

President of Peru,

Dr. Alejandro

Toledo."

Faculty Achievements (Cont'd)

Dr. Morote and Dr. Alejandro Toledo—Peruvian President, 2002-2006; current presidential candidate



vited to introduce Dr. Toledo again. Dr. Morote certainly put the name of Dowling College in the international news.

Latest Publications and Presentations

Beard, K, '09; Greenfield, P.; Morote, E-S.; & Walter, R. (May, 2011). Evaluating the Use of Mobile Technology in a Nursing Program: Lessons Learned Along the Way. *Nurse Educator*

Dupree, J., '09 & Morote, E-S. (2011). The Connections Between Students' Self Motivation, Their Classification (*typical learners, academic intervention services learners, and*

Left to right: Dr. Elsa-Sofia Morote; Chris Dalley, Flor Calero, Tanesha Hunter Green, and Tamara Green, at One Voice Conference in New York 2010



gifted), and Gender in a Standardized Social

Studies Test. *US-China Education Review* Vol. 8, No. 3, 2011.

Morote, E-S. (June, 2010). The Impact of Human Development on the Gross Domestic Product in Latin American Emerging Markets. *Organización de los Estados Americanos, La Educ@cion, Revista Digital* (143). *El Portal Educativo de las Américas – Departamento de Desarrollo Humano* © OEA-OAS ISSN 0013-1059.

Morote, E-S. & Tatum, S. (2010). A Reliable Survey to Measure Teachers' Multicultural Awareness to their School Environment." *Journal of Multiculturalism in Education*, 5(1).

Beard, K., '09 & Morote, E-S. (2010). Using Podcasts with Narrative Pedagogy: *Are Learning Objectives Met?*. *Nursing Education Perspectives: Vol. 31, No. 3, pp. 186-187.*

Santos, C.'10 ..& Morote, E-S. (2010) Relationship Of Third And Fourth Grade Students' Emotional/Social Development, And Academic Self-Concept, Students' Mothers' Level Of Education And Time Reading At Home, AERA 2011

Rubino, M, Neville, P, Morote, E, HawkinsR, Manley, R. Gender Perceptions of School Board Governance: Professional Leadership and Policy Orientation (2010). One Voice Conference in New York

Green, T., Hunter, T, Dr. Elsa-Sofia Morote, Dr. Stephanie Tatum (2010). Do Teachers' Certification Influence Their Level of Multicultural Awareness and Knowledge in Multicultural Education? One Voice Conference in New York.

Dalley C., Calero F.; Elsa-Sofia Morote; & Stephanie Tatum. The Effects on Speaking a Second Language in Teachers' Multicultural Understanding. One Voice Conference in New York..

Dr. Charles Rudiger is on leave during the spring semester, and is conducting research on his area of interest and expertise: Leadership and Leadership Issues, Dr. Rudiger with a focus on an historical analysis of western thought on these timely topics



“Dr. Morote certainly put the name of Dowling College in the international news.”

Dr. Robert Manley Appointed as Educational Expert for NYSED

Professor Robert J. Manley from Dowling College's School of Education—Department of Educational Administration, Leadership and Technology—has been appointed by New York State Education Department as an “Educational Expert” to lead two Joint Intervention Teams. As Chairperson of a Joint Intervention Team, Professor Manley will coordinate the work of a site visiting team that evaluates the progress of a school under restructuring requirements.

The Joint Intervention Team visits classrooms; observes instruc-

tion; interviews teachers, parents and students; and evaluates all programs and efforts to improve instruction, curriculum, teacher and staff development, school leadership endeavors, community involvement, and services for students. The “Educational Expert” must write the evaluative report and submit it to the New York State Department of Education. The Joint Intervention Team report must include findings and recommendations that may become binding requirements from the Commissioner of Education once they are promulgated by the

Commissioner of Education in his report to the school district.



Dr. Richard Hawkins'02, Dr. Robert Manley, and Dr. Clyde Payne, Dean of the School of Ed.

Coercion: The Antithesis of Cooperation

By Dr. Thomas Kelly

Glasser's psychology is called “Choice Theory.” It has also been called “Control Theory.” It is the psychology proposed in his “The Quality School: Managing Students Without Coercion,” which represents an educational landmark. In fact, it will be one of three frameworks for 21st Century education. Deming's Systems Theory and Aristotle's Ethics are the others. It gives an enlightening view of applications of his psychology to education. He combines Deming's ideas with his own work and explains why many of Deming's key ideas are psychologically valid. In his practice as a psychiatrist for more than four decades, he has always been most interested in education. He believes that education is the only therapy that works. In “Reality Therapy,” Glasser points out the necessary connection between psychological health and morality.

Among many critical insights, Glasser has identified the single greatest obstacle to quality schools: Coercion.

What do you do when someone tries to coerce you? You resist! If they increase the coercion, you increase the resistance. Resistance can be active and/or passive. If they are too strong, you may choose passive resistance. For students this takes the form of doing the least they have to get by: cutting classes, dropping out, etc.

The goal of a quality school is excellence for all. We must recognize that excellence cannot be mandated or forced: *The only person in the world who can make me excellent is me. No one else can make me excellent.*

American bureaucratic organizations are driven by authority, rules, mandates, requirements, etc. Each person in the bureaucracy sees his job as making sure someone else does his own job. Bureaucratic boss management is inher-

ently coercive. The best we can hope for in a coercive environment is a degree of compliance.

While coercion may achieve a degree of compliance, in a free society it never leads to commitment or excellence. Excellence is a choice: *Only I can choose excellence for me.* Coercion also has very definite destructive outcomes:

1. Resentment
2. Resistance
3. Hostility/animosity
4. Adversarial relationships

We must realize that when we attempt to make others do what they don't want to do, the outcomes are as above. Coercion is always the enemy of cooperation.

For excellence in an organization or school, we must reject coercion as a management strategy. This is true for all concerned, including how administrators manage teachers as well as how teachers manage students.

Dr. Richard Bernato and the Leadership Podcast

Annual Professional Performance Review Podcast.

The Educational Leadership Podcast series continues to attract an increasing audience across the region. Two podcasts about the APPR (Annual Professional Performance Review)—where Dr. Richard Bernato of the Educational Leadership Department interviewed Drs. Lorna Lewis and Harriet Copel, superintendents respectively



Dr. Bernato

of East Williston and Shoreham-Wading River Schools and members of the Regents Task Force—examined several issues related to this regulation's implementation. Please continue to access the podcast link at <http://www.dowling.edu/library/leadership/leadership.asp>

to hear scholarly podcasts about many topics related to leadership.

APPR Think Tank.

Dr. Richard Bernato has been conducting a think tank with interested administra-

tors, teachers, and union leaders who are meeting in order to collaborate and exchange ideas about optimal implementation of the regulation's requirements. Guest speakers and State Education Department spokespersons who can offer information and guidance to all participants. The discussion has been lively and concerned and it is the hope that this forum will be of great benefit to all participants.

ALUMNI CORNER

2011-2012: The Beginning of the Long Island Brain Drain

By Michael Grimaldi '09

The following is a Long Island Business News publication.

Many young Long Islanders feel the squeeze on their pocketbooks and wallets due to an inflated housing market and ridiculous property taxes for postage-stamp size lots. One can't speak of Long Island property taxes without mention of public employee spending. It seems as if Long Island school superintendents have been taking the most criticism of late. Governor Cuomo has recently set his sights on the numerous Long

Island superintendents making more than his annual salary. While that may be the case, school superintendents do not have their daily living expenses covered by the tax payers. Mr. Cuomo's \$179,000 a year salary goes much farther than any Long Island superintendent's salary.

The attack on Long Island school superintendents is a red herring. One large salary is not the reason why Long Island property taxes are out of control. For argument sake, if every superintendent on Long Island decided to graciously work

for free, community property taxes would remain roughly the same. Attacking superintendent salaries is like taking a BB gun to an elephant.

So who or what is the true culprit? Well, it is a combination of factors resulting in the mass exodus of Long Island's brightest and youngest. Albany lawmakers have a skewed perception of the wealth on Long Island. Due to our high housing market value, one would come to the conclusion that Long Islanders are doing well from a financial standpoint. The housing

"The attack on Long Island school superintendents is a red herring... Attacking superintendent salaries is like taking a BB gun to an elephant."

2011-2012: The Beginning of the Long Island Brain Drain (Cont'd)

market, even in our current economic environment, is still very inflated. This perception of wealth has caused Albany to ignore the State School Aid Formula, a formula that currently gives a disproportionate amount of our hard earned dollars to school districts upstate and to the NYCDOE. Unless the formula is recalculated to reflect the number of students Long Island schools are educating, relief will not come; and Suffolk and Nassau taxpayers will continue to suffocate at the expense of other regions throughout the State.

The collective bargaining power of all public employee and municipality unions has, unintentionally, created a system in New York that cannot be sustained. In order to save our own, fair union concessions must begin or public employee layoffs will occur. In public education, this will translate to thousands of young, energetic,

and intelligent teachers facing layoffs within the next three years. This will cause thousands of young families to leave Long Island and seek employment elsewhere. As a result, this will cause school district enrollments to drop across all Long Island schools, consequently resulting in more teacher layoffs the following year. This vicious cycle will continue year in and year out.

Long Island's colleges and universities are feeling the initial stages of this scenario now. Enrollments are down across Suffolk and Nassau institutions of higher education. Young adults are not willing to spend the money on a degree that will enter them into a job market with no opportunities for employment. The brain-drain has just begun for Long Island. Expect our young adults to leave Long Island in droves over the next 2-3 years. This will have a tremendous impact on our public

education system and the entire economic state of Long Island. Albany can't afford a weak Long Island economy on top of a diminished Wall Street.

So what's the fix? Start with correcting the State aid education formula immediately so that Long Islanders get their fair share of State aid. This will consequently save Long Island's public education system and reduce local property taxes. As a result, the attacks on public school educators will be minimized. Why is it that no one is talking about these solutions or the possible consequences of the status quo? Hopefully the conversation starts now.



Dr. M. Grimaldi, '09

Dr. Rudiger's Alumni News

John Gallagher, '07.

John Gallagher has begun his fifth year as Director of Fine Arts for the Longwood School District. He is an adjunct instructor with Dowling College teaching "Introduction to School District Public Relations" and has begun his ninth year as State Chairperson for Public Relations and Information for NYSSMA – the New York State



Dr. John Gallagher,

School Music Association.

For four years in a row, Longwood's music program has been named among the "Best Communities for Music Education in America" and a Finalist in the Grammy Signature Schools program.

His dissertation, "The Role of the Music Administrator and Music Educator as Advocate for their School Music Programs..." has been made into a "how-to"

manual for their membership in the topic of public and media relations and advocacy.

Gerri Moore, '08.

Gerri was the recipient of the 2009 New York State Higher Education Services Corporation Nursing Faculty Loan Forgiveness Incentive Program.

She presented her dissertation research at the 40th Biennial Convention of Sigma Theta Tau International Honor Society of Nursing (Nov.,



**Dr. Korto Scott, '10 and
Dr. Gerri Moore, '08**

Alumni News (Cont'd)

2009). She was named Co-chair of the Asthma Coalition of Long Island.

Kathleen Gambino, '09.

The manuscript based on Kathleen Gambino's dissertation was just accepted for publication in the *Journal of Advanced Nursing*. She would like to thank the faculty of the Ed.D. program for all their support.

Kenya Beard, '09.

Kenya recently left Adelphi to accept a position coordinating the Adult Nurse Practitioner program at Hunter College. In addition, she recently started her own practice, K. Beard & Associates LLC, which provides care for patients who are unable to leave their homes to see a health-care provider.

Jeffrey Dupree, '08.

Jeffrey Dupree has been added to the peer review board for The University of Mississippi for their publications and will be having

three to five publications in peer journals within the next few months.

Francis LaFauci, '09.

The practical nursing program at Suffolk County

Community College, under the leadership of Francis LaFauci, had a successful site visit by the National League for Nursing Accreditation Commission, and the site

team has recommended accreditation for the program. The college will receive the formal approval in June, after the commission meets. Francis and her colleague Victoria were the first faculty in nursing to receive doctorates, and now several of LaFauci's faculty are enrolled in doctoral studies in nursing at Hunter and Rutgers Colleges. Two more faculty will begin studies in the fall of 2011.

Francis has presented her dissertation findings at 3 nursing education conferences and will be going on sabbatical in the spring of 2012. Her sabbatical project is a follow up from her dissertation; she will be doing workshops for the staff nurses at their clinical agencies to help the staff mentor the student nurses. Francis hopes to write an article following her sabbatical on her findings. She is also a member of the Regional Action Coalition for NYS, to implement the Institute of Medicine's recommendations for the future of nursing. Francis is also being appointed to a state task force to advance the educa-

tion requirements for nursing to a BSN in ten years after initial licensure at the associate degree level.

Francis has a new grandson; he was born on August 1st, and he is wonderful.

Michelle Smith, '10.

In 2008, Dr. Michelle



Drs. Maureen Tskoris, Phyllis Sterne, Jamal Colson, Michelle Smith, James Brown, Janet Raman, Marueen Capone, Jeff Decarlo, Debbie Ambrosio, Karen Lessler

Smith created Good Morning Parents, LLC., an organization that provides services to families to help them become more emotionally and financially stable. This organization offers multiple programs, including services to close gaps in families in which a parent has been incarcerated. The organization's web address is:

www.goodmorningparents.com

Shane Higuera, '08.

Shane Higuera recently created a website to support New York State School Business Administrators (SBAs). The website is free, but accessible to registered members, only: sbawebsite.net

"The practical nursing program at Suffolk County Community College, under the leadership of Francis LaFauci, had a successful site visit by the National League for Nursing Accreditation Commission..."



Dr. Francis LaFauci, '09 and Dr. Kate Rowe, '02

Student-Alumni Paper Featured at Hawai'i International Conference

Executive Cohort 9 doctoral candidates **Ileana Carillo '11** and **Lizette Wright '11** co-wrote a paper "Is there a Connection Between Principal Visibility and Student Achievement?" The paper was presented at the Hawai'i International Conference on Education on January 7, 2011.

Ileana and Lizette's study utilized dissertation data from Dowling graduate, **Dr. Ted Fulton '09**. The data was

analyzed to explore specific school principal behaviors and attributes in both high and low wealth schools in New York. Visibility, specifically, is a key leadership attribute. The results determined a relationship between high levels of principal visibility and high student achievement, regardless of a school's resources. The findings were consistent across the State.

The implications of this

study indicate that good leadership attributes positively impact student achievement regardless of the resources a school has. In times of scaled-back budgets, and reduced resources, increasing leadership behaviors, such as visibility, can positively impact student achievement.

Thanks to contributing authors: **Drs. Ted Fulton, '09, Albert Inserra, and Elsa-Sofia Morote.**

"...good leadership attributes positively impact student achievement regardless of the resources a school has."

Our alumnus's Dissertation Wins Top Prize

Long Beach High School Principal **Dr. Gaurav Passi '10** won a First Prize award for his doctoral dissertation in a competition sponsored by the National Association of Secondary School Principals (NASSP). Each year, NASSP holds two competitions for dissertations focused on leadership research at the middle and high school levels. Through these competitions, NASSP seeks to recognize outstanding research that builds on the association's tradition of supporting best middle level and high school leadership practices for school leaders.



Dr. Passi will receive a complimentary one-year NASSP membership, a cash award of

\$1,000, and a commemorative plaque. He will also have the opportunity to have his research findings published. In addition, a podcast interview of Dr. Passi will be featured on the NASSP website, www.nassp.org.

The title of Dr. Passi's dissertation is "The Dimensions of Professional Learning Communities in High Schools and Student Achievement on the New York State English Language Arts Regents Exam."

The dissertation focused on the Professional Learning Community model as a catalyst to improve high schools, with a focus on learning, a shared vision, a collaborative climate, and supportive structures. Data was collected from 365 teachers in three high schools. The high schools were classified as high-, moderate-, and low-achieving, based on their students' achievement on the ELA Regents exam.

The study revealed that teachers in the high-performing school had far greater levels of agreement with

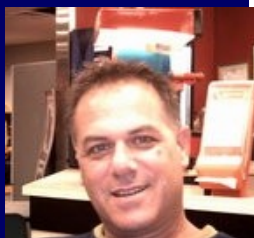
the Professional Learning Community dimensions than the other schools. Additionally, supportive structures, a shared vision, a collaborative culture, and a focus on learning were all related to student achievement.

Dr. Passi found that teachers from high-performing schools engaged in dialogue related to student achievement, adjusted their teaching strategies based on instructional data, developed common assessments, and routinely diagnosed student achievement data to discover weaknesses in their curricula. Lastly, these teachers observed each other to learn and grow from one another. They had a shared vision and high expectations for student learning. Supportive structures, including common planning time, were also prevalent. The curriculum was mapped to ensure consistency amongst teachers.

Dr. Gaurav Passi '10

Courtesy: Rosemary Leonetti, Syntax

A Letter from Alumnus Dr. Dupree



Dr. Jeff Dupree '09

“All I can say is that what I learned in my mind and in my soul while at Dowling has made me a better person and a more effective leader.”

The past year has been quite an adventure for me since I started working at Victory University in Memphis, TN. In April, I was appointed Assessment Coordinator for an upcoming NCATE visit on 3/12/11. The university was in bad shape with no real assessment system, and its financial status was terrible; it was going to shut down. Today, I reviewed with my staff over 1,100 documents that I have created or generated from the assessment system I designed. In August, I was appointed as the Assistant Chair for the Department and took on many administrative duties along with the development and implementation of the assessment system, which was being piloted. I was also teaching a full load. During that time, I managed to author four papers which were submitted/accepted to four national/international conferences, where I spoke. I also have co-authored two papers that are to be published this semester in peer-reviewed journals regarding implementation of dynamic changes to an organization.

In December, the NCATE coordinator resigned, and I assumed those duties. Also, the chair of the department was struck ill; and sadly, since we had many areas to work on, I took on the responsibilities of the chair – NCATE Coordinator – Assessment Coordinator, as well as the re-

sponsibility to prepare all documentation for SACS and the State of Tennessee (our visit is a combined visit as Tennessee is an NCATE state).

The health of the Department Chair has continued to wane; and he resigned, although he will serve out the remainder of the Spring Semester. However, I was told by the VP of Academic Affairs that I will be appointed as the next chair for this department. I am also under consideration for promotion to Associate professor, which is not commonly granted after one year.

I am happy with the work I have done and, not surprisingly, many of the principles I learned at Dowling have come into play here. While I have probably worked harder than at any time of my life—70 hour weeks have been the norm the past four months—I believe that the training and skill sets that I learned in all of my classes are making a positive impact on our small university which services the urban area of Memphis Tennessee, a region of need that I have never experienced in my life.

All of my courses come to memory, but the one that has struck with me most recently is the work we did with Sergioivanni regarding servant leadership. At times—actually daily—I am confronted with my lack of ability to do the tasks that are

before me and, ironically, a confidence that I have been well trained by my education and experiences for this role. I am at times nervous—frightened—and even downcast, but I have also learned the vital lessons so often emphasized in the leadership program—and to paraphrase: never let them see you sweat.

However, I won't take full credit for my recent success. A combination of odd providence and the input from Dowling's professors gave me the opportunity and the tools for any future success. All I can try to do is, as in the words of **Dr. Rudiger**, be more efficient by doing things right—and effective by doing the right things.

On the day of graduation, I smiled at **Dr. Manley** and said: I can see that a world that I don't know may be opened to me based on this learning. He replied, “You have no idea where this degree will take you.” All I can say is that what I learned in my mind and in my soul while at ***Dowling has made me a better person and a more effective leader. I encourage you to please continue with your most important work at Dowling College.***

NEWS AND EVENTS

Promotions and New Positions: 2010–2011 School Year

Jennifer Bolton, '05: *President, New York State Association of School Business Officials*

Kenneth Bossert, '08: *Superintendent of Schools, Port Jefferson UFSD*

Blanca Candelas, '07: *Academic Coordinator, Universidad metropolitana, PR*

Joanne Dacek: *Asst. to the Superintendent for Instructional Services, Bellmore UFSD*

Donna Dannenfeler, '03: *Producer, USA Network*

Debra Deluca, '05: *Deputy Superintendent, Rocky Point UFSD*

Jeff Dupree, '09: *Asst. Chair, School of Education, Victory University, Memphis, TN*

Jessica Hayes, '06: *Asst. Provost for International Student Services, Long Island University, C.W. Post*

Campus

Michael Hynes, '07: *Asst. Superintendent for Curriculum and Development, Plainedge School District*

Philip Kenter, '09: *Asst. Superintendent for Finance and Administrative Service, Kings Park School District*

Amanda Lowry, '10: *Principal, McKenna Elementary School, Massapequa*

Guy Le Vaillant, '03: *President, Uniondale Administrator's Association*

Lisa Otero: *Asst. Principal, North Middle School, Brentwood*

Max Pacheco Otero, '02: *University metropolitana, PR*

Gaurav Passi, '10: *Principal, Long Beach High School*

Margherita Proscia: *Asst. Principal,*

Patchogue-Medford School District

Janet Raman, '10: *Asst. Professor, Adelphi University*

Michael Rubino: *VP Administrator, International Bible College, Stony Brook*

Sherrille Shabazz: *Asst. Dean of Student Development and Campus Life*

Gayle Steele: *Asst. Principal, Sunquam Elem., Half Hollow Hills*

Barbara Solomon: *Principal, Centennial Ave. Elementary School, Roosevelt School District*

Russ Stewart: *Superintendent, Center Moriches School District*

Errol Toulon, Jr., '11: *Board Member, Suffolk County Water Authority*

Barbara Williams, '07: *Principal, Massapequa High School*

Dowling College and OAS Sign an Agreement

We are pleased to announce our agreement with the Organization of American States (OAS). The OAS is the world's oldest regional organization, dating back to the First International Conference of American States which was held in Washington, D.C. from October 1889 to April 1890. Today, it is comprised of *the 35 independent states of the Americas* and has been granted permanent observer status to 63 states as well as to the European Union. The Organization of American States constitutes the principal political, judicial, and social governmental forum in the hemisphere. In June

of last year, **Dr. Morote** discussed with OAS Department of Human Development, Education and Culture staff, including **Juana Roman Maqueira, '11** regarding the regional needs of instructional technology

The agreement between Dowling College and the OAS will provide for a reduced tuition cost for OAS citizens; and, in addition, the OAS will provide supplemental scholarships for some of the candidates to complete the [Certificate for Computers in Education \(Instructional Technology\)](#). For the first year, we are expecting to have a cohort of 15 people complete the

program. This program will be completely online except for 2 weeks of intensive practicum conducted on campus. The students will receive a laptop computer as part of their instructional materials. We are very excited to announce that the OAS professors are comprised of top professionals in the area, including several of our doctoral alumni, **Drs. Mary Kelly, '10** (Amityville UFSD), **Thomas Short, '11** (Westhampton Beach UFSD), **Tim Kelly, '05** (Dowling College), and **John Krueger, '09** (Adelphi University). For more info, visit www.dowling.edu/online.

6th Annual Practical Research Symposium a Success

The Department of education as a 6th grade teacher in New York City. He later became district superintendent of Western Suffolk BOCES. Dr. Domenech's speech was both humorous and realistic, and he addressed points that are truly relevant to the educator of today, including the state of financial support for education.



Ed.D. Faculty, Dean, and Dr. Domenech

Educational Administration, Leadership, and Technology hosted its 6th Annual Practical Research Symposium on Saturday April 2nd. Originally proposed by Dr. Elsa-Sofia Morote, the conference was intended to be an outlet for individuals to present research to others in an informal, collaborative environment.

The conference opened with a compelling speech by Keynote Speaker, **Dr. Daniel Domenech**. He offered a diverse look at the current status of education in the United States, particularly since he has held a wide variety of positions and titles. He began his career in

Ample opportunity was provided for networking during the conference before presenters shared their research. The presentations included topics related to nursing, education, and aviation. Presenters included **Brian Zahn, James Wright, Jeanne Radigan, Zenep Attar, Janet Caruso, Dr. r. Korto Scott, Arlene Mullin, Lynn Marsh, Dr. Deborah**

Ambrosio, Dr. Janet Raman, Patricia Neville, Jennifer McCormick, and Dr. Carol Santos.

The diverse conference closed with a panel discussion hosted by alumni of the Dowling doctoral program. These individuals shared their personal and professional experiences following their attainment of the Ed.D. This conference was

“...the conference was intended to be an outlet for individuals to present research to others in an informal, collaborative environment.”



Drs. Albert Inserra, Michael Grimaldi, '09; Ted Fulton, '09; Cheryl Howell, '10; James Brown, '10; and Beth Mancini, '08

certainly a great opportunity both for participants and for attendees; and many are eagerly awaiting the next one.

Multicultural Field Trip Hosted by Ed.D. Program

The Cultural Affairs Committee and the Department of Ed. Administration, Leadership, and Technology co-sponsored a multicultural event to learn about the Jewish heritage. Students

were invited to partake in a traditional Shabbat dinner and conversation at the Mastic Beach Hebrew Temple on Friday, March 4th. The event was themed: *Multicultural Awareness: Demistify-*

ing Misconceptions about Ethnic Groups—The Jewish People. This event, organized by Dr. Morote, was a great success. Alumnus **Patricia Bowes McCarthy'05** and **Lizette Wright'11** were present.

DOWLING PROGRAMS

Academic Information Services and the Ed.D. Program

By Courtney Enriquez

The Academic Information Services department at Dowling plays a vibrant role in the Ed.D. program. The staff, led by Ed.D. alumnus Tom Franza, is responsible for a wide range of technological needs on campus. Aside from running and maintaining the computer labs, providing media services, and facilitating faculty and staff training via videoconferencing, they are

also currently updating the Dowling Wi-Fi system. Students and faculty alike benefit from the smart-room technology provided by the department.

Currently, Academic Information Services is working with faculty members to jump-start the International Leadership Seminar by laying the technological ground work. The department also serves an important role to each individ-

ual in the Ed.D. program. During Orientation, staff members instruct students on how to use Dowling laptops effectively. If a student should encounter a problem with the laptops, staff members provide assistance. As Director **Tom Franza ('06)** stated, Academic Information Services is the driving mechanism "behind the screen."

"I have found that many Long Island educational leaders that have their Doctorate degrees have been graduated from Dowling College."

Dr. Perry's Newest Publications and Presentations

S. Marshall Perry, Ph.D. is publishing an article for *New Directions in Evaluation*, the official publication of the American Evaluation Association. Dr. Perry's article concerns the use of a political psychology framework to conduct evaluations. Political psychology is an emerging field that explores the intersection of political science and psychology. For example an evaluator might examine the validity of behavioral assumptions of programs, policies, or organizational mechanisms and people's motivations and subjective experiences within these contexts. An evaluator might also explore the normative orientations of programs and policies, meaning how targets and implementers are politically framed in a positive or negative light. The article provides a theoretical framework for political psychology as applied to evaluation, a brief review of relevant literature

and discussion of methodology, and an example of an evaluation conducted using this perspective.

In June, Dr. Perry will be presenting a paper at the National Conference on Race and Ethnicity in American Higher Education with Jarvis Watson, a doctoral student in the Ed.D. program. Dr. Perry and Mr. Watson's paper, "Diversifying University Faculty to Support Academic Success" will discuss how an alarmingly low proportion of African American males are graduating due to attrition at predominantly white institutions. Equally disheartening is the dearth African American professors that are full time or tenured at these institutions. For the small number of African American males that attend, there are few African American faculties hired or retained to serve as teachers, advisors, and mentors. Dr. Perry and Mr. Watson will lead a roundtable

discussion to discuss policies at predominantly white institutions that are effective at attracting, hiring, and retaining highly qualified diverse faculties. Their interactive session should particularly benefit those who are interested in pursuing institutional and individual approaches to recruiting and retaining a diverse faculty.



Dr. Marshall Perry

NEWSLETTER INFORMATION

Department of Educational Administration, Leadership, and Technology

DOWLING
COLLEGE

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Dowling's Doctorate Program: A Testimony



Drs. Gerri Moore'09, Kenya Beard'09, Debra Delucca'04, Tania Dalley'09 and John Gallager'08

gram is designed with the understanding that today's information based society requires a strong foundation of leadership knowledge coupled with a comprehensive set of technical, cognitive, and interpersonal skills.

By Tania Dalley, '09

The Doctoral Program at Dowling is rigorous, relevant, and definitely doable. The pro-

The professors are committed to ensuring the success of each and every member of each and every cohort!

In addition to being provided with an extensive knowledge base on how to succeed in a global and technologically advanced society, I have found that many Long Island educational leaders that have their Doctorate degrees have been graduated from Dowling College. As a result, I have been promoted over the last 2 years from assistant principal to principal. The networking opportunities are endless. I am proud to have graduated from Dowling!

Newsletter Editorial Board

Dr. Elsa-Sofia Morote, Ed.D.
*Department Chair,
Editor*

Diane Impagliazzo, *Director of Educational Administration Programs, Co-editor*
James Browning,
Layout Designer

We want to know about you! Tell us your news!

Send an email to Nancy Ordemann (ordemann@dowling.edu) and we will post your news in our next issue.

Upcoming Events in 2011

Friday, May 20: Graduation reception

Saturday, May 21: Commencement

Monday, July 11: Golf Tournament

Thursday, Nov. 3: Wine & Cheese

Find us on Facebook. Join our group,
Dowling Ed.D. Alumni & Students.



Department of Educational Administration, Leadership & Technology

Richard Bernato, Ed.D.

*Assistant Dean School of Education
and Adjunct Assistant Professor*

Albert Inserra, Ed.D.

Associate Professor

Thomas Kelly, Ph.D.

Associate Professor

Robert Manley, Ph.D.

Professor

Elsa Sofia Morote, Ed.D.

Department Chair, Associate Professor

S. Marshall Perry, Ph.D.

Assistant Professor

Charles Rudiger, Ed.D.

Professor

Stephanie Tatum, Ph.D.

Associate Professor

Richard Walter, Ph.D.

Associate Professor

Diane Impagliazzo

*Director of Educational
Administration Programs*

Nancy Ordemann

*Senior Primary
Administrative Secretary*

