

William G. Ruff

William G. Ruff

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Email: wruff@montana.edu

Education

Ed.D. The University of Texas at San Antonio, San Antonio, Texas, Aug 2002.

Area of concentration: Educational Leadership

Dissertation Title: *Constructing the Role of Instructional Leader:
The Mental Models of Urban Elementary School Principals*

M.A. The University of Texas at San Antonio, San Antonio, Texas, May 2000.

Area of concentration: Educational Leadership

Texas State certification as a K-12 school administrator and Principal

M.A. Webster University, St. Louis, Missouri, March 1995

Area of concentration: Human Resources Development

B.S. Colorado State University, Fort Collins, Colorado, May 1978

Major: Psychology

Texas State certification as a special education teacher (PreK-12)

Work Experience

Associate Professor of Educational Leadership, Department of Education, College of Education, Health and Human Development, Montana State University, Bozeman, Montana. 2005-Present
Educational Leadership Program Leader 2009-2014
Associate Director for the Center for Bilingual and Multicultural Education 2014-Present

Assistant Professor of Educational Administration and Supervision, Department of Graduate Studies, College of Education and Leadership, Arizona State University, Phoenix, Arizona. 2002-2005

Lecturer/ Practicum Supervisor, Department of Educational Leadership and Policy Studies, College of Education and Human Development, The University of Texas at San Antonio, San Antonio, Texas. 2000-2002

Teacher, 7th Grade Science, Christa McAuliffe Junior High School (U.S. Dept. of Education Blue Ribbon School, 1999-2000), Southwest ISD, San Antonio, Texas. 1999-2000.

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Special Education Teacher and Dept. Coordinator (Instructional Supervision of 6 teachers and 5 teacher aides), Christa McAuliffe Middle School (A Texas Recognized School, 1998-1999, 1999-2000), Southwest ISD, San Antonio, Texas. 1997-1999

Special Education Teacher, 6th, 7th & 8th Grade Resource Language Arts, Christa McAuliffe Middle School, Southwest ISD, San Antonio, Texas. 1995-1997.

Teacher, Transitional Assistance Program for Emotional Disturbed Students (secondary school level), Southwest ISD, San Antonio, Texas. Summer 1997 & Summer 1998

Personnel Officer, United States Air Force. October 1978 to July 1995.
Opted early retirement under the Troops to Teachers program in July 1995.

Chief Inspector for Personnel Programs, Office of the Inspector General, Air Education and Training Command, United States Air Force, Randolph Air Force Base, Texas. 1993 – 1995

Deputy Director for Support Operations (J-1)/ Director for Personnel, Southwest Asia Joint Task Force, Riyadh, Kingdom of Saudi Arabia. (Temporary duty assignment) Dec 1993 – April 1994

Director for Personnel, 81st Fighter Wing, RAF Bentwaters, United Kingdom. 1991-1993

Director for Personnel, European Communications Division, Ramstein Air Base, Germany. 1988 – 1991

Program Manager, Joint Service Implementation of the Revised Air Force Officer Evaluation System, The Joint Staff, Office of the Joint Chiefs of Staff, The Pentagon, Washington, DC. April – October 1988

Personnel Manager, Personnel Plans and Employment Programs, 1776 Air Base Wing, Andrews Air Force Base, Maryland. 1987-1988

Personnel Manager, Personnel Records, Benefits and Services Programs, 1776 Air Base Wing, Andrews Air Force Base, Maryland. 1985-1987

Personnel Manager, Armed Forces Aptitude Qualification Programs, Military Entrance Processing Station, Syracuse, New York. 1983-1985

Adjutant, Military Entrance Processing Station, Syracuse, New York. 1981-1983

Personnel Manager, Employee Relations and Appraisal Programs, Oklahoma City Air Logistics Center, Tinker Air Force Base, Oklahoma. 1980 – 1981

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Personnel Manager, Training, Classification and Promotion Programs,
Oklahoma City Air Logistics Center, Tinker Air Force Base, Oklahoma, 1978
– 1980

Research Assistant, Southwestern Behavioral Studies, Colorado State University, Fort
Collins Colorado. 1976 – 1978

Publications

Refereed Journals

Henderson, D, Ruff, W.G. & Carjuzaa, J. (2015). Social justice leadership for American Indian sovereignty: A model for principal preparation. *Journal of Education and Social Justice*, 4(1).

Henderson, D., Carjuzaa, J., & Ruff, W.G. (2015). Reconciling leadership paradigms: Authenticity as practiced by American Indian school leaders. *International Journal of Multicultural Education*, 17(1) 211-231

Ruff, W.G. (2014). Identity, heritage and achievement: Comparative case study of effective education in Indian country. *The Researcher*, 26(1), 18-21

Ferris, D. L. & Ruff, W. G. (2011) Special Education Director Burnout in Montana. *2011 Yearbook of the National Council of Professors of Educational Administration*, pp 81-92

Redburn, M. K. & Ruff, W. G. (2011) The Administration of Special Education Programs in Rural Schools: A Preliminary Study. *2011 Yearbook of the National Council of Professors of Educational Administration*, pp 109-119

Carjuzaa, J. & Ruff, W.G. (2010). When western epistemology and an indigenous worldview meet: Culturally responsive assessment in practice. *Journal of Scholarship of Teaching and Learning*, 10 (1), pp 68-79.

Rodriguez, M. Murakami, B. & Ruff, W. (2009). Urban elementary principals leading with heart: Social justice agents and community builders in historically underserved contexts. *Educational Considerations*, 35(2), pp 8-13.

Ruff, W.G. (2008) Leadership, quality, and school improvement: A reflection. *Education Leadership Review*, 9(2), 166-174.

Ruff, W.G. & Erickson, J.L. (2008) Contextualized principal preparation for the improvement of American Indian education: Negotiating cross-cultural assumptions. In Papa, R. (Ed.), *Leadership on the Frontlines: Challenges in Preparation and Practices*, pp. 244-254. Lanham MD: Rowman and Littlefield.

Erickson, J.L., Terhune, M.N. & Ruff, W.G. (2008). Measuring work conditions for teachers of American Indian students. *The Researcher*, 21(2), 14-23.

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Ruff, W.G. & Shoho, A.R. (2005) Understanding instructional leadership through the mental models of three elementary school principals. *Educational Administration Quarterly*, 41/3, 554-577.

Ruff, W.G. & Perry, E. (2005). Collaborating to groom effective school leaders. In C.L. Fulmer & F.L. Dembowski (Eds.) *National summit on school leadership: Crediting the past, challenging the present, and changing the future* (pp. 329 – 332). Lanham, MD: Rowman & Littlefield Publishers, Inc.

Ruff, W.G., Hansen, C.C. & Gable, K. (2004). Beyond research: Improving how we improve reading. *Academic Exchange Quarterly*, 8/2, 40-45.

Books

Calabrese, R.L., Allain, S., Binovi, J., Guadiano, T, Ruff, W. & Trautwein, B. (2002). *Companion Guide to Leadership for Safe Schools*. Lanham, MD: Scarecrow Press.

Book Chapters

Carjuzaa, J., Ruff, W.G., & Henderson, D. (2015). Promoting social justice through the Indian leadership education and development (ILEAD) Ed.D. program. In V. Stead (Ed.), *The Education Doctorate (Ed.D.): Issues of Access, Diversity, Social Justice, and Community Leadership, Vol. 5*, Equity in Higher Education Theory, Policy, & Praxis series, pp.187-196. New York: The Peter Lang Publishing Inc.

Gieselmann, S. & Ruff, W.G. (2015). Pursuing a *vision* on which there is disagreement. In Ivory, G. , Hyle,A., McClellan, R. & Acker-Hocevar, M. *Quandaries of the Small-District Superintendency*, pp 19-33. Lanham, MD: Rowman & Littlefield Education

Ruff, W. & Gieselmann, S. (2012). Growth and development of children. In M. Acker-Hocevar, J. Ballenger, A.W. Place & G. Ivory (Eds.) *Snapshots of school leadership in the 21st century: Perils and promises of leading for social justice, school improvement and democratic community*, pp. 31-54. Charlotte, NC: IAP-Information Age Publishing.

Ruff, W. & Dexter, R. (2007). Success strategy: Basing decisions on data. In G. Ivory & M. Acker-Hocevar (Eds.), *Successful School Board Leadership: Lessons from Superintendents* (pp. 103-127). Lanham, MD: Rowman & Littlefield Education

Dexter, R & Ruff, W. (2007). Challenge: Fostering student achievement. In G. Ivory & M. Acker-Hocevar (Eds.), *Successful School Board Leadership: Lessons from Superintendents* (pp. 81-102). Lanham, MD: Rowman & Littlefield Education

Non-refereed Publications

Ruff, W. G. (2016). Teaching Scenario: What Your Principal Wants You to Know. In Carjuzaa, J. & Kellough, R.D., *Teaching in the Middle and Secondary Schools*. New York: Pearson.

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Ruff, W. (2003). Walking the Plank of the H.M.S. Bounty: Reflections on Requiring APA Writing Style in Principal Preparation Programs. *UCEA Review*, 45/1, pp.7-9.

Ruff, W.G. & Shoho, A.R. (2002). Exploring New Teacher Induction Relationships: A Path to Establishing a Dominant Organizational Model for Schools. *ERIC Clearinghouse on Educational Management*.

Merchant, B. & Ruff, W. (2001). International Activities in UCEA: Past and Future Conventions. *UCEA Review*, 42/2, p.25.

Ruff, W.G., (1995). *Guidelines for Organizational Assessment and Report Writing, Operating Instruction 4-1*. Office of the Inspector General, Headquarters, Air Education and Training Command, Randolph Air Force Base, Texas.

Ruff, W.G., Powers, G. & Cook, D.A. (1994). *Self-Inspection Checklists for Base-Level Personnel, Training, and Family Support Programs*. Office of the Inspector General, Headquarters, Air Education and Training Command, Randolph Air Force Base, Texas.

Ruff, W.G. & Bagwell, D.M. (1992). *Questions and Answers about Base Closure: A Guide for Families*. 81st Fighter Wing, RAF Bentwaters, United Kingdom.

Ruff, W.G., (1988). *Implementation of the Revised Air Force Officer Evaluation and Promotion System for Joint Service Units, Joint Administrative Instruction 623-1*. Office of the Joint Chiefs of Staff, Washington, DC.

Wade, D.M., Ruff, W.G., and others (1984). *Armed Services Vocational Aptitude Battery (ASVAB) Administration and Security Procedures, Department of Defense Regulation 601-4*. Washington, DC: U.S. Government Printing Office.

Published Conference Proceedings

Ruff, W.G. (2006). Assumptions about school reform: Understanding the meaning of NCLB at the state, district, school and classroom levels. In D.C. Thompson and F. E. Crampton (Eds.) *Second Annual UCEA Conference Proceedings*. Retrieved November 15, 2006 from <http://coe.ksu.edu/ucea/2005/RuffUCEA2005.pdf>

Painter, S., Ruff, W. & Gable, K (2005). Considerations in the implementation of electronic portfolios. In D.C. Thompson and F. E. Crampton (Eds.) *UCEA Conference Proceedings*. Retrieved November 15, 2006 from <http://coe.ksu.edu/ucea/2004/04ucea27.pdf>

Book Review

Ruff, W. (2002). [Review of the book *Challenges of conflicting school reforms: Effects of new American schools in a high-poverty district*], *Teachers College Record*, 105, 571-573 [Available online: <http://www.tcrecord.org/PrintContent.asp?ContentID=11038>].

Conference and Workshop Presentations

Refereed Conference Presentations

Westlake, R.E. and Ruff, W.G. (2015, November). Mentoring student leadership: A comparative case study of student success development. Annual Conference of University Council for Educational Administration, San Diego, CA

Augustine-Shaw, D., Ballenger, J.N., Ivory, G., McClellan, R.L., Place, W., Rodriguez, M.A., Ruff, W.G. and Terosky, A. (2015, November). Voices 4 moving forward Annual Conference of University Council for Educational Administration, San Diego, CA

Hanson, J., Bangert, A. and Ruff, W.G. (2015, November). Exploring the relationship of organizational learning, school mindset, and a multicultural view of schools Annual Conference of University Council for Educational Administration, San Diego, CA

Henderson, D.L., Carjuzaa, J. & Ruff, W.G. (2015, November) Promoting Social Justice Through the Indian Leadership Education and Development (ILEAD) Ed.D. Program. Annual Conference of the American Educational Studies Association, San Antonio, TX

Carjuzaa, J., Henderson, D.L. and Ruff, W.G. (2015, October), Weaving the Work of James Banks, Sonia Nieto, Paulo Freire, Parker Palmer, and Others in Leading for Social Justice. Annual Conference of the National Association for Multicultural Education, New Orleans, LA

Ruff, W.G., Henderson, D.I., and Carzuua, J. (2015, April) Impact of a culturally responsive principal preparation program on reconciling identity and achievement. Annual Conference of the American Educational Research Association, Chicago, IL

Ruff, W.G., Boi Lun Lee, J., Perez Hattori, M.T, & Johnson Santamaria, L.M. (2015, April). Decolonizing the doctor of education degree. Annual Conference of the American Educational Research Association, Chicago, IL

Place, W., Ballenger, J.N., Ivory, G., Young, M.D., Rodriguez, M.A., McClellan, R.L. & Ruff, W.G. (2014, November). Is It Time for Voices 4 and If So What Should It Look Like? Annual Conference of the University Council for Educational Administration, Washington, DC

Ruff, W.G., Munson, M.M., Hall, B., Weatherwax, T., Rusche, C., Four Bear, K. & Nickolson, C. (2014, November). Culturally Responsive and Sustaining Practices in Montana and North Dakota. Annual Conference of the University Council for Educational Administration, Washington, DC

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- Hyle, A., McClellan, R.L., Ivory, G. McDonald, T., Alsbury, T., Ruff, W.G. & Whitaker, K. (2014, November). Quandaries of the Small-District Superintendency. Annual Conference of the University Council for Educational Administration, Washington, DC
- Ruff, W., Carjuzaa, J. and Henderson, D. (2014, October). How Indigenous Leaders Reconcile Cultural Clashes in Schools. Annual Conference of the Northern Rocky Mountain Educational Research Association, Rapid City, SD
- Ruff, W., Erickson, K., Flipula, L., Hartz, R., Mitchell, B., and Patterson, J. (2014, October). Mixed Method Research: Mindfulness and Building the Capacity for Change. Annual Conference of the Northern Rocky Mountain Educational Research Association, Rapid City, SD
- Hanson, J. and Ruff, W. (2014, October). Essential Knowledge: Montana School Board Members' Perceptions on their Professional Development Needs. Annual Conference of the Northern Rocky Mountain Educational Research Association, Rapid City, SD
- Henderson, D., Ruff, W. and Carjuzaa, J. (2014, September). The Evolution of an Innovative Educational Leadership Program which Promotes Social Justice Leadership for American Indian Sovereignty. Annual Values and Leadership Conference of the Center for Values and Leadership Ethics and Equity, Huntsville, Ontario
- Henderson, D., Carjuzaa, J. and Ruff, W. (2014, September). Leading in Two Worlds: Authenticity as Practiced by American Indian School Leaders. Annual Values and Leadership Conference of the Center for Values and Leadership Ethics and Equity, Huntsville, Ontario
- Ruff, W. (2013, October) Identity, heritage and achievement: Comparative case study of effective education in Indian country. Annual Conference of the Northern Rocky Mountain Educational Research Association, Jackson, WY
- Ruff, W., Hansen, J, Warren, D., Weber, L. & Pace, M. (2013, October). Organizational mindfulness in rural Montana high schools: Assessing a readiness for change. Annual Conference of the Northern Rocky Mountain Educational Research Association, Jackson, WY
- Versland, T. & Ruff, W. (2012, October) Loss of self-efficacy in “grow your own” educational leadership preparation programs Annual Conference of the National Rural Education Association at Cincinnati, OH
- Johnson, C. & Ruff, W. (2012, April) Project Assessment: Indian Leadership Education and Development. Annual Conference of the American Educational Research Association at Vancouver, BC.
- Gieselmann, S. & Ruff, W. (2011, November). Administrators' Perceptions of Growth and the Development of Children in a post-No Child Left Behind Environment.

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- Annual Conference of the University Council for Educational Administration at Pittsburgh, PA.
- Johnson, C. & Ruff, W. (2011, October). Indian Leadership Education and Development Project Objectives Assessment. Annual Conference of the Northern Rocky Mountain Educational Research Association at Jackson Hole, WY.
- Ruff, W. and Janich, L. (2010, November). A network of partnerships: Observations of leadership in a frontier turnaround school. Annual Conference of the University Council for Educational Administration in New Orleans, LA
- Erickson, J., Versland, T. and Ruff, W. (2010, November). Principal efficacy and collective school efficacy: Creating the necessary preconditions for school improvement. Annual Conference of the University Council for Educational Administration in New Orleans, LA
- Ruff, W. and Carjuzaa, J. (2010, October). Indigenous Worldviews and American Indian Graduate Students' Perceptions of Online Learning. Annual Conference of the Northern Rocky Mountain Educational Research Association in Big Sky, MT
- Redburn, M. and Ruff, W. (2010, October). Leadership of Special Education Programs in Rural Schools. Annual Conference of the Northern Rocky Mountain Educational Research Association in Big Sky, MT
- Ruff, W. and Carjuzaa, J. (2010, April). Leadership for self-determination: Transforming the ecology of schools in American Indian communities. Symposium conducted at the American Educational Research Association annual convention in Denver, CO.
- Ruff, W. and Erickson, J. (2009, October). Cultural tensions: Choosing between two rights. Annual Conference of the Northern Rocky Mountain Educational Research Association in Jackson Hole, WY.
- Ruff, W. and Erickson, J. (2008, November). Contrasting assumptions of readiness in Native American leadership preparation. Annual conference of the University Council for Educational Administration in Orlando, FL
- Ruff, W. (2008, October). Cross-cultural Assumptions in Leadership Preparation. In J. Tippeconnic, T. Begaye, and D. Aguilera (Co-chairs) Research Forum on Indigenous Epistemological Perspectives and Practices on Leadership: Conversations among Researchers and Practitioners Panel Discussion at the Annual conference of the National Indian Education Association in Seattle, WA.
- Ruff, W. and Anderson, A. (2008, October) A Montana superintendent's mental model of technology. Annual conference of the Northern Rocky Mountain Educational Research Association in Lake Tahoe, NV.
- Ruff, W. and Erickson, J. (2008, October) Differing cultural mindsets on the selection and preparation of leaders: A barrier to Native American Educators. Annual

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- conference of the Northern Rocky Mountain Educational Research Association in Lake Tahoe, NV.
- Ruff, W. and Erickson, J. (2008, August) Beyond Field-Based Activities: Constructing Contextual Learning in Educational Leadership. Annual conference of the National Council of Professors of Educational Administration in San Diego, CA
- Ruff W. and Erickson, J. (2008, March). Contextualized Principal Preparation for the Improvement of American Indian Education. Annual conference of the American Educational Research Association in New York, NY
- Ruff, W. (2007, November). Preparation of Indian school leaders. In J. Carjuzaa (Chair), Implementing Indian education for all: Initiatives that connect communities, cultures, and classrooms. Panel Discussion conducted at the National Association for Multicultural Education annual conference in Baltimore, MD
- Ruff, W. & Ferris, D. (2007, November). Special education director burnout in Montana. University Council for Educational Administration annual conference in Washington, DC
- Ruff, W., Erickson, J. & Terhune, M.N. (2007, October). Measuring work conditions for teachers on Indian reservations. Annual conference of the Northern Rocky Mountain Educational Research Association, Jackson Hole, WY
- Ruff, W. & Erickson, J. (2007, October). Building leadership capacity in Indian reservation schools in Montana. Annual conference of the Northern Rocky Mountain Educational Research Association, Jackson Hole, WY
- Ruff, W. & Erickson, J. (2007, July). Contextualized Principal Preparation for the Improvement of American Indian Education: Increasing Awareness. Presented at the National Council of Professors of Educational Administration annual conference in Chicago, IL
- Ivory, G., Whitaker, K., Cox, B., Dexter, R., Alsbury, T., Johnstone, C., Ruff, W., Dean, D. Piveral, J., Miller, T, Patterson, F., Hyle, A. & Sherman, W.H. (2006, November). Roles and responsibilities of superintendents in addressing issues of democracy, accountability, and social justice. Presented at the University Council of Educational Administration annual conference in San Antonio, TX
- Ruff, W. G. (2006, October). What does school reform mean? Conflicting assumptions among superintendents, principals and teachers about no child left behind. Presented at the Annual Conference of the Northern Rocky Mountain Educational Research Association in Sun Valley, ID
- Ruff, W. (2005, November). Assumptions about School Reform: Understanding the Meaning of NCLB at the State, District, School and Classroom Levels. Presented at the University Council of Educational Administration annual conference in Nashville, TN.

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Ruff, W. & Perry, E. (2005, August). Mentoring aspiring school leaders. Presented at the National Council of Professors of Educational Administration annual conference in Washington DC.

Painter, S., Ruff, W. & Gable, K (2004, November). An analysis of ePortfolio implementation issues in principal preparation programs. Presented at the University Council for Educational Administration annual conference in Kansas City, MO.

Ruff, W., Hansen, C. & Gable, K. (2004, August). Improving how we improve reading. Presented at the National Council of Professors of Educational Administration annual conference in Branson, MO.

Painter, S., Ruff, W. & Gable, K (2004, November). An analysis of ePortfolio implementation issues in principal preparation programs. Presented at the University Council for Educational Administration annual conference in Kansas City, MO.

Ruff, W.G. (2003, November). Assessing principal's mental models for acting as an instructional leader. In J. Fauske (Chair), *A Rose With Any Other Name: Can Organizational Theory Contribute to the "New Scholarship" on Leadership?* Symposium conducted at the University Council of Educational Administration annual conference in Portland, OR.

Ruff, W.G. & Shoho, A.R. (2003, April). A Mental Model of Instructional Leadership for Organizational Learning. Annual Conference of the American Educational Research Association, Chicago, IL,

Binovi, J.A. & Ruff, W.G. (2003, March). Using Technology to Develop a Learning Community among Adult Students. Annual Conference of the Association for Supervision and Curriculum Development, San Francisco, CA,

Ruff, W.G. & Shoho, A.R. (2002, November). Toward Understanding Leadership in Learning Communities: Mental Models of Instructional Leadership. University Council for Educational Administration Annual Conference, Pittsburgh, PA.

Alexander-Ruff, J. H., Lee, D. & Ruff W.G. (2002, April). Parental Stress and the Chronically Ill Child. National Association of Pediatric Nurse Associates and Practitioners Annual Meeting, Reno, NV

Hutchison K. L., Reybold L.E. & Ruff W.G, *Permissible Discrimination? Tenure and Promotion as a Civil Rights Issue.* (2002, April). American Educational Research Association Annual Meeting, New Orleans, LA

Ruff, W. G. & Shoho, A.R. (2001, November). Exploring New Teacher Induction Relationships: A Path to Establishing a Dominant Organizational Model for Schools. University Council for Educational Administration Annual Conference, Cincinnati, OH

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Ruff, W.G., Merchant, B., Allain, S., Binovi, G., Hutchinson, K. & Olenick, Y. (2001, August) The Development of Collegiality among Doctoral Students: Using Technology to Shape an Organizational Culture. National Council of Professors of Educational Administration Annual Conference, Houston, TX

Ruff, W.G., Shoho, A.R. & Calabrese, R. (2001, April) Organizational Defense Routines: The Effect of Implementing State-Mandated Policies. American Educational Research Association Annual Conference, Seattle, WA

Invited Presentations

Ruff, W. & Mendoza, W. (2010, August) The I LEAD (Indian Leadership Education and Development) Story: A journey from representation to diversity. Presented at The U.S. Department of Education, Office for Civil Rights Conference on *Pathways to Respecting American Indian Civil Rights: Education, Health, Justice, Employment, Housing and Other Services* in Albuquerque, NM.

Kelting-Gibson, L. & Ruff, W. (2010, July) Rubrics and Jellybeans. Presentation and Webinar for Montana University System Teaching and Learning Seminar Series in Bozeman, MT.

Ruff, W. & Erickson, J. (2006, November). Indian Leadership Education and Development. Presented at Montana's Conference on Race in Helena, MT

Ruff, W.G. & Alexander-Ruff, J.H. (2000, April). Effective Advocacy for the Child with Special Needs. College of Nursing, University of Texas Health Science Center at San Antonio, San Antonio, TX.

Ruff, W. G. (1999, November). IDEA and What It Means in our Schools. Grand Rounds, Wilford Hall Medical Center, San Antonio, Texas.

Ruff, W. G. & Alexander-Ruff, J.H. (1998, November). Effective Advocacy for the Child with Special Needs College of Nursing, University of Texas Health Science Center at San Antonio, San Antonio, Texas.

Workshops

Ruff, W. G. Benchmarking Student Writing Performance Against National Standards: Using the Test of Written Language (TOWL-3) in the Classroom, [4-hour workshop] Southwest Independent School District, San Antonio, Texas. September 1998

Ruff, W. G. Disaggregating the Statistics to Improve Student Attendance, Southwest ISD, San Antonio, Texas. February 1998

Ruff, W. G. Marketing the Armed Forces Vocational Aptitude Battery to Educators and School Board Members, Armed Forces Recruiting Conference, Chicago, IL. November 1984

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Ruff, W. G. Use of the Armed Forces Vocational Aptitude Battery (ASVAB) to Predict Student Scholastic Aptitude Test (SAT) Scores, Annual Conference of the New York State Counselor's Association, Monroe, New York. April 1984

Publication Reviews

Books

Sanders, M.G. & Sheldon, S.B. (2009). *Principals Matter: A Guide to School, Family, and Community Partnerships*. Thousand Oaks, CA: Corwin Press.

Spring, J. (2004). *Deculturalization and the Struggle for Equity: A Brief History of the Education of Dominated Cultures in the United States (4th ed.)*. New York: McGraw-Hill

Smith, R.E. (2005). *Human Resources Administration: A School-Based Perspective (3rd ed.)*. Larchmont, NY: Eye on Education

Peer Reviewed Journals

The Researcher (2012)

NCPEA Educational Leadership Review, Volume 10, Number 2 (August, 2009)

NCPEA Educational Leadership Review, Volume 10, Number 1 (February 2009)

NCPEA Educational Leadership Review, Volume 9, Number 2 (August, 2008)

NCPEA Educational Leadership Review, Volume 9, Number 1 (February 2008)

2008 NCPEA Yearbook

NCPEA Educational Leadership Review, Volume 8, Number 2 (August, 2007)

NCPEA Educational Leadership Review, Volume 8, Number 1 (February 2007)

Mentoring and Tutoring: Partnership for Learning, Volume 14, Number 2 (May, 2006)

AR Expeditions: Action Research Journal (April, 2006)

Peer Reviewed Conferences

University Council for Educational Administration 2006, 2007, 2009

American Educational Research Association 2007, 2008,

University Courses Taught

Foundations of Ed. Leadership	EDLD 507	Montana State University
Planned Change	EDLD 515	Montana State University
Community and School	EDLD 520	Montana State University
School Program Evaluation	EDLD 526	Montana State University
Montana School Law	EDLD 532	Montana State University
Comprehensive Portfolio	EDLD 564	Montana State University
Field Experience	EDLD 574	Montana State University
Leadership and Organizational Theory	EDLD 610	Montana State University
Advanced Instructional Leadership	EDLD 630	Montana State University
Leading Social Justice	EDLD 643	Montana State University
School Personnel	EDLD 645	Montana State University

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Advanced Law and Policy Studies	EDLD 655	Montana State University
Politics and Policy in Education	EDLD 657	Montana State University
Legal, Social and Practical Basis of Schooling	EDCI 556	Montana State University
Competencies in Educational Admin	EDA 501	Arizona State University West
Community and Schools	EDA 548	Arizona State University West
School Business Management	EDA 571	Arizona State University West
School Personnel Management	EDA 573	Arizona State University West
Principal Internship	EDA 684	Arizona State University West
Superintendent Internship	EDA 784	Arizona State University West
Introduction to Research	COE 501	Arizona State University West
The American Education System	COE 505	Arizona State University West
Working w/ Diverse Student Pop	EDA 598	Arizona State University West
Survey of Research Methodology	ED 5006	Capella University
Foundations of Educational Leadership	ED 5007	Capella University
Advanced Study in Research Methods	ED 8113	Capella University
Education and American Society	EDU 3103	University of Texas at San Antonio
Philosophy of Education	EDU 5003	University of Texas at San Antonio
Introduction to Exceptionality	EDP 3103	University of Texas at San Antonio
Language Acquisition & Dysfunction	EDP 3643	University of Texas at San Antonio
Special Ed. Practicum I	EDP 3653	University of Texas at San Antonio
Special Ed. Practicum II	EDP 3663	University of Texas at San Antonio

Grants Awarded

Montana Teachers of English Language Learners Office of English Language Acquisition, U.S. Department of Education	\$2,702,694 (Pending)
Immersion Programs Conference: Revitalizing Endangered Indigenous Languages Spencer Foundation	\$50,000 (Pending)
Class 7 Teacher Professional Development Institute Title II-A Improving Teacher Quality Grant Montana Office of the Commissioner of Higher Education	\$70,892 December 2014
Indian Leadership Education and Development (III) Office of Indian Education, U.S. Department of Education	\$1,240,000 July 2012
Indian Leadership Education and Development (II) Office of Indian Education, U.S. Department of Education	\$1,182,162 July 2007
Indian Leadership Education and Development Office of Indian Education, U.S. Department of Education	\$1,109,511 August 2006
Scholarship, Research and Creative Activities Grant Arizona State University West	\$2,660 January 2003

Honors

2014 Cox Faculty Award for Creative Teaching and Research, Montana State University

Department of Education 2010 Outstanding Researcher Award, College of Education,
Health and Human Development, Montana State University

Finalist in the 2002 Division A, American Education Research Association's Dissertation
of the Year Award

Faculty Excellence Award in recognition of excellence in teaching presented by the
University of Texas at San Antonio students and the Disability Services
Office (February 2002)

Selected to participate in the David L. Clark National Graduate Research Seminar in
Educational Administration and Policy (April 2001)

Awarded Master of Arts Degree in Education with Honors, University of Texas at San
Antonio (May 2000)

Defense Meritorious Service Medal (November 1985)

Meritorious Service Medal (with 3 oak leave clusters) (1988, 1991, 1993, 1995)

Joint Service Commendation Medal (April 1994)

Air Force Achievement Medal (1986)

Air Force Reserve Officer's Training Corps – 4 Year Scholarship (1974)

Committees

Member, University Research Council 2012-2014

Member, University Graduate Council 2008-2014
Council Vice Chairman, 2009-10
Council Chairman, 2010-11, 2012-13, 2014

Member, Department Promotion and Tenure Committee, 2008, 2009, 2011, 2012, 2014
Chairman, 2011-12

Member, Graduate School Dean Search Committee, 2013

Member, Education, Health and Human Development Dean Search Committee, 2012

Faculty Representative, Montana State University Student Disciplinary Committee, 2006-
Present

William G. Ruff

Member, Arizona Superintendent of Public Instruction's "No Child Left Behind,"
Committee 2004-2005

Member, Joint Arizona Department of Education and State School Board Task Force on
Educator Certification, Administrator Certification Subcommittee,
2003 – 2005

Member, Greater Phoenix Area P-20 Planning Committee, Maricopa County, Arizona
2002-2005 (Multi-agency committee seeking to improve educational
alignment from preschool to graduate school)

Representative, Faculty Senate, Arizona State University at West campus. 2004-2005

Representative, Teaching Excellence Committee, Arizona State University West Faculty
Senate, Phoenix, Arizona. 2003-2005

Representative, Personnel Committee, Arizona State University West Faculty Senate,
Phoenix, Arizona. 2003-2005

Representative, Curriculum Committee, College of Education, Arizona State University
West, Phoenix, Arizona. 2003 - 2005

Student Representative, Doctoral Studies Committee, College of Education, University of
Texas at San Antonio, San Antonio, Texas. 2000 – 2002

Chair, Parent and Community Involvement Committee, Christa McAuliffe Junior High
School, San Antonio, Texas. 1999 – 2000

Chair, Campus Improvement Team (Campus Site-Based Decision-Making Committee),
Christa McAuliffe Middle School, San Antonio, Texas. 1997 – 1999

Chair, Student Attendance Committee, Christa McAuliffe Middle School, San Antonio,
Texas. 1997 – 1998

Member, Campus Improvement Team, Christa McAuliffe Middle School, San Antonio,
Texas. 1996 – 1997

Coordinator, Campus Special Education Department, Christa McAuliffe Middle School,
San Antonio, Texas. 1996 – 1997

Consultations

Director and Primary Investigator for the Indian Leadership Education and Development
(I LEAD) Program, 2006-Present

William G. Ruff

Textbook Revision Proposal Review for Eye on Education: Reviewed proposed changes for a 4th Edition of Smith's *Personnel Management: A School-Based Approach*, 2007

Educational Consultant, COMET II, a Montana Learning Center Initiative to improve elementary-level math instruction, 2006-2007

Internship Director, Leadership for Educational Entrepreneurs Program—a U.S. Dept. of Education funded initiative to train charter school leaders, 2003-2005

External Consultant, Reading Dissemination Grant (U.S. Department of Education) 2004-2005

Consultant, Implementation of single-gender classes. Westwind Middle School, Phoenix, AZ, 2003-2004

Formal Training

Accreditation Evaluation Team Leader, AdvancED. July 16-18, 2012

Strategic Planning for Diversity. Training conducted by the Office of the Commissioner of Higher Education, Montana University System. June 1-2, 2009

Integration of Indian Education For All In Pre-Service Preparation. Training conducted by the Office of Indian Education, Montana Office of Public Instruction. May 28, 2009

Mentor Teacher Training. Training conducted by Southwest ISD in collaboration with Region XX Education Service Center. San Antonio, Texas. Training included monthly discussion groups, workshops on adult learning, and clinical observations. September 1998 – May 1999

Emergency First Aid Training. American Red Cross, San Antonio, Texas. Certified June 1999.

Cardio-Pulmonary Resuscitation Training for Adults, Children and Infants, American Red Cross, San Antonio, Texas. Certified June 1999, recertified August 2000.

Child Protection and Intervention Training. Training conducted by CPI certified instructors at Region XX, Education Service Center. Initial certification completed July 1995, Renewal last completed November 1998.

Organizational and Process Constraints Management Training. Training conducted by certified instructors of the Goldratts Institute, Wright-Patterson Air Force Base, Dayton, Ohio. Training focused on assessing and mapping organizational systems and processes to overcome constraints and improve mission performance. April 3 – 21, 1995

William G. Ruff

Total Quality Management Team Facilitator Training. Air University, Maxwell Air Force Base, Alabama. November 7 – 18, 1994

United States Air Force Inspector Training. Air Force Inspector General, Kirkland Air Force Base, New Mexico. Training focused on assessing and reporting on organizational performance, process capacity, mitigation and resolution of internal complaints and external inquiries. September 13 – 24, 1993

Base Personnel Director's Management Course. Air Training Command, Keesler Air Force Base, Mississippi. June 10 – July 19, 1991

Civilian Personnel Management Course. Air Training Command, Ramstein Air Base, Germany. December 5 – 9, 1988

Graduate Air Command and Staff College, Air University, Maxwell Air Force Base, Alabama. Advanced training in Leadership, Organizational Management, Communications, Computer Systems, Public Administration and Political Science. Completed: February 1988

Graduate Squadron Officer School, Air University, Maxwell Air Force Base, Alabama. Training in Leadership, Group Management, Communication and Military Force Employment. Completed: August 1985

On-the-Job Training Manager (Base Level) Course. Air Training Command, Tinker Air Force Base. April 1980

First-Level Supervisor's Course. Oklahoma City Air Logistic Center, Tinker Air Force Base. July – August 1979

Personnel Manager's Course, Air Training Command, Keesler Air Force Base, Mississippi. May – June 1979

Current Professional Memberships

Member, American Educational Research Association, 1999 – Present

Member, Association for Supervision and Curriculum Development, 1996 – Present

Member, National Council of Professors of Educational Leadership, 2001, 2003 – Present

Member, National Rural Education Association, 2005 – Present