

# Margaret A. Szabo

---

## EDUCATION

### PhD., Educational Administration and Policy Analysis

Stanford University, 1990

Disciplinary Minor: Sociology-Organizational Behavior

Dissertation: "Crucible or Cradle: Variations in Working Conditions and the Socialization of New Teachers." Stanford University, April, 1990.

### M.A., Education

Stanford University (Stanford Teacher Education Program, Teaching Credential), 1971

### M.A., Journalism

University of California, Los Angeles, 1969

### B.A., Sociology

Stanford University, 1968

## WORK EXPERIENCE

### 1999 -Present Associate Professor *Emel'i-f-a*

*Department of Educational Leadership, California State University Hayward*

Teach courses in educational leadership focused on building capacity for collaborative leadership, professional community, and cycles of teacher inquiry and continuous improvement; conduct research into processes for building learning communities that support growth in teacher skills and leadership capacity in schools; participate in district, state, and international initiatives surrounding these issues.

### 2003 -Present Adjunct Faculty

*University of Fort Hare, Eastern Cape Province, Republic of South Africa*

Design team member for the Educational Leadership and Management Development project for the Eastern Cape Province; contribute to conceptualization of the program, to program design decisions, and to development of leadership training and learning modules for school team members in 20 schools across the Province; design and facilitate capacity-building seminars for the project leadership team; write curriculum booklets; teach in week-long Block Sessions in the Eastern Cape Province.

### 1997 – 1999 Director of Regional Support

*Bay Area School Reform Collaborative*

Direct efforts to bring coordination and coherence to the variety of Bay Area organizations which provide services and support to districts and schools engaged in comprehensive school reform; collaborate with personnel from these organizations in identifying district and school needs for support, designing collaborative support projects, incubating and launching these projects in ways which focus attention on concrete ways to improve teaching and learning.

### 1991 – 1997 Founding Statewide Executive Director

*California Center for School Restructuring*

Conceptualize the substantive focus of California's landmark school restructuring legislative initiative; direct resources and programs for this \$150 million school reform effort focused on redesigning schools for continuous improvement of teaching and learning; design a statewide accountability, learning and support system to engage leadership teams from 150 participating schools in mutual accountability for demonstrating progress in school redesign, restructuring, and closing the achievement between white students and students of color; design an interactive, co-evolving system of local, regional, and statewide capacity-building programs which both model and elicit best practices in teaching, learning, assessment, accountability, and collaborative leadership.

**1988 -1991            Founding Director**

*Bay Area Coalition of Essential Schools*

Develop proposals for Bay Area funding of this Brown University-based professional network for fundamental rethinking and reform of Bay Area high school teaching and learning; build a Bay Area and statewide network of participating schools through organizing conferences and seminars and school site consultations with leaders and teacher teams; make connections to state policy makers in the legislature and the California Department of Education to influence and shape policies related to high school reform.

**1986 -1988            Research Assistant**

*Professor Edwin Bridges, Stanford University*

Conduct research and literature reviews for research projects regarding problem-based learning in professional preparation programs, systemic approaches to retention of high performing new teachers, new teacher induction programs, and curricula for administrator preparation programs.

**1980 -1985            Curriculum Administrator**

*American High School, Fremont, CA*

Observe and supervise teachers across several disciplines; develop cross-curricular programs for underserved students and organize teaching teams to work with these students; develop multi-year professional development plans bringing teachers together in cross-disciplinary study groups to improve student thinking and writing skills; participate in the Bay Area Writing Project and adapt BAWP ideas and strategies for use by the entire faculty.

**1972 -1980            English Teacher & Department Chair**

*American High School, Fremont, CA*

Teach the range of high school English courses across grades 9-12; serve as Department Chair; develop department-wide processes for examining student work and discussing diverse instructional methods for improving student learning, in particular among underserved students; participate in district English curriculum leadership team to completely re-think, re-design, and publish an integrated K-12 language arts curriculum and supporting materials for teacher teaming and development;

**PROFESSIONAL MEMBERSHIPS AND RESPONSIBILITIES**

- California Association of Professors of Educational Administration, 1999 Present
- Association for Supervision and Curriculum Development, 1980-Present
- American Educational Research Association, 1988-Present
- San Lorenzo Unified School District High School Restructuring Task Force, 2003-2004
- West Contra Costa USO Administrator Portfolio Evaluation Project. 2003 2004  
*Consultant and Facilitator*
- Bay Area Faculty for Leadership Education, 1999-2003
- Executive Board of the National Coalition of Essential Schools, 1996 2000  
*Founding President of the National Executive Board, 1996-1999*
- Board of Directors for Bay Area Coalition for Equitable Schools, 1996 2003  
*President of the Board, 1999-2002*
- Adjunct Faculty for the University of Southern California, 1991-1997
- Board of Directors of the Pacific Educational Group, 1995-1998

- High School Task Force for the California Department of Education, 1990-1992  
*lead of the Writing Team for Teaching and Learning*

## **JURIED ARTICLES, CHAPTERS, PAPERS AND BOOKLETS**

Szabo, M. (2004). Using Action Research to Improve Leadership Preparation: A Play Within the Play. *Educational Leadership and Administration: Teaching and Program Development*. Volume 16.

Szabo, M. & Kass, M. (2004). Leadership Module Booklet. *Education Leadership, Management and Development Programme (ELMD)*. Eastern Cape Province, Republic of South Africa: University of Fort Hare School of Education.

Szabo, M. (2004). The Wisdom of Leadership, Leadership for Democracy, and Systems Leadership Reader. *Education Leadership, Management and Development Programme (ELMD)*. Eastern Cape Province, Republic of South Africa: University of Fort Hare School of Education.

Szabo, M. (2004). Constructing Accountability Systems that Matter: The Devil Is in the Local Details. Paper and oral testimony to the California State Assembly Education Committee, March 1997.

Szabo, M., Storms, B.A., Rodriguez, G.M & Gonzales, S.A., (2003). From Soloists to Ensemble: Shared Accountability for Leadership Preparation. *Educational Leadership and Administration: Teaching and Program Development*. (15), 73-84.

Szabo, M. & Lambert, L. (2002). The preparation of new constructivist leaders. In Lambert, L., Walker, D., Zimmerman, D., Cooper, J., Lambert, M., Gardner, M. & Szabo, M., *The constructivist leader* (pp. 204-238). New York: Teachers College Press.

Szabo, M., Gonzales, S. A., Hoagland, G., Hopkins, P., Kass, M., Lopez, J., Rodriguez, G.M., & Storms, B.A. (April 2002). Effective Strategies for Teaching Bold, Socially Responsible Leadership. Paper presented at the annual meeting of the American Educational Research Association. New Orleans.

Szabo, M., Hoagland, L., Lambert, L., Lopez, J., Starnes, L., Stern, J., Storms, B., & Vieth, R. (April 2001) Developing Bold, Socially Responsible Leaders: Strategies for Administrative Preparation. Paper presented at the annual meeting of the American Educational Research Association. Seattle.

Szabo, M.A. (1996). Rethinking restructuring: Building habits of effective inquiry. In A. Lieberman (Ed.), *Professional development in the reform era* (pp. 73-91). New York: Teachers College Press.

"Protocol for Restructuring." In *Thrust for Educational Leadership*, February-March 1996.

"Examining Student Work: Processes to Support Teacher Collaboration and Inquiry into Student Learning." A presentation to the American Educational Research Association with colleagues from Will Rogers Elementary School, Santa Monica-Malibu School District. New Orleans, April 1994.

"Making Standards Make a Difference: Professional Culture and Student Achievement." A paper presentation to the National Alliance for Restructuring Schools and the New Standards Projects (Marc Tucker and Lauren Resnick). University of Pittsburg, November 1994.

'School Organization and the Development of New Teachers." A paper presentation to the American Educational Research Association. San Francisco, March 1989.

## **FUNDED RESEARCH AND PROJECT PROPOSALS**

"Professional Teaching Standards and School Reform." Bay Area School Reform Collaborative (\$100,000/1 year). March 1999

"Creating Equitable Bay Area Schools." Bay Area School Reform Collaborative (\$300,000/2 years). February 1999.

"Strengthening Leadership for School Reform." Bay area School Reform Collaborative (\$400,000/e years). October 1998.

"The Decade of Demonstration-A Proposal for Reorganizing the National CES." National Coalition of Essential Schools (\$1million/3 years). Summer 1997.

"RFP for a Study of the SB 1274 State of California Demonstration of Restructuring in Public Education." California Center for School Restructuring (\$900,000/4 year grant awarded to UC Berkeley, Judith Warren-Little, principal investigator). November 1995.

"Strengthening Skills for Change in Restructuring Schools." California Center for School Restructuring and California Foundation for the Improvement of Employer-Employee Relations (\$200,000/2 years). Fall 1995.

The Transitions Project: Alternative High School Transcripts and Admission to College." California Center for School Restructuring and Pacific Educational Group (\$100,000/2 years). Spring 1994

## **PUBLISHED TECHNICAL REPORTS**

"Guide for readers and Lead Readers: The BASRC Review of Progress." Bay Area School Reform Collaborative. February 1999.

"Annotated Catalogue of Bay Area Leadership Development Efforts." Bay Area School Reform Collaborative. August 1998.

"Equity and BASRC Leadership Schools." InDepth newsletter issue on equity. Bay Area School Reform Collaborative. November 1998.

Series of guide books for 500 leaders in participating restructuring schools and districts. California Center for School Restructuring, 1991-1996:

- Support Network Guide and Resource Notebook. Volume 1, August, 1994; Volume 2, August, 1995; Volume 3, August 1996.
- Guidelines for the Protocol: Peer Review and Mutual Accountability. October 1993 and revised editions, 1994, 1995, and 1996.
- Research and Development Project Guide: Developing a System of Mutual Accountability. April 1993
- The Welcome Pack for Planning Grant Schools. August 1991.

## **PRESENTATIONS TO POLICY GROUPS AND PROFESSIONAL ORGANIZATIONS**

- Presentations to Support WCCUSD Administrator Portfolio Scoring, Spring 2004.
- CEAS Research Forum Presentation, "Using Action Research to Improve My Teaching", Spring 2004
- SEAS Research Forum Presentation, "A Rubric for Bold, Socially Responsible Leadership," May 2002
- Invited Presentation for Alameda USD Principal's Meeting, April 2002
- Book Talk Presentation, "The Constructivist Leader, Revisited", September 2002
- Presentation on LEAD Program at CES National Fall Forum, November 2001
- Column in ACSA Region VI Newsletter, December 2001
- Presentation on Professional Standards for School Leaders for the CAPEA Spring Conference, March 2001
- Presentation and Meeting Design for a Series of Grade Level Teachers' Meetings, Hillsborough City School District, March and April 2001
- Panelist and Presentation on Preparation of Constructivist Leaders at the AERA Annual Meeting in Seattle, April 2001
- Presentation on LEAD Program at CES National Fall Forum, November 2001
- Column in ACSA Region VI Newsletter, December 2001
- Presentation on Professional Standards for School Leaders for the CAPEA Spring Conference, March 2001
- Presentation and Meeting Design for a Series of Grade Level Teachers' Meetings, March and April 2001
- Panelist and Presentation on Preparation of Constructivist Leaders at the AERA Annual Meeting in Seattle, April 2001
- "Designing a Statewide Accountability System That Matters: The Devil Is in the Local Details." Written remarks and oral testimony to the California State Assembly Education Committee. Sacramento, March 1997.
- "Supporting Professional Dialogue and Mutual Accountability." Keynote presentation, Pew Forum Institute. Monterey, October 1995

- "Building Habits of Effective Learning Communities-Restructuring as Reculturing."  
Keynote presentation, Stuart Foundation Fall Forum. Monterey, November 1994.

## **PROFESSIONAL CREDENTIALS**

California Standard Secondary Teaching Credential

California Community College Instruction Credential

Professional Administrative Services Credential

## **HONORS AND AWARDS**

Award for Outstanding Scholarship on Teacher Education from the Association of Colleges and Schools of Education in State Universities, Land Grant Colleges, and Affiliated Private Universities, 1991.

Full Fellowship to Stanford University School of Education, Doctoral Program in Administration and Policy Analysis. 1985-1988.

Stanford University Bachelor of Arts degree in Sociology "With Distinction"  
(top 5% of the class), 1968.