

Curriculum Vitae

Anthony E. Middlebrooks, Ph.D.

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Brief Bio

Tony Middlebrooks, Ph.D., creates programs and tools, designs learning experiences, and explores the intersection of leadership, innovation, creativity, and design. He is Clinical Full Professor of Leadership in the Warrington College of Business at the University of Florida. An award-winning professor, he has created and taught more than 35 different courses for all collegiate levels; as well as designed programs for youth, international students, professional and executive education, and experiential abroad programs. He presently teaches courses in leadership theory and practice, and creativity and innovation.

Dr. Middlebrooks previously served as Director of Graduate Programs and Director of the Siegfried Leadership Initiative for Horn Entrepreneurship at the University of Delaware, where he also codeveloped the undergraduate major and minor in Leadership and minors in Integrated Design and Social Entrepreneurship. Prior to UD, he co-developed the doctoral program in leadership as a professor at Cardinal Stritch University, all after ten years in nonprofit leadership positions.

Dr. Middlebrooks is lead author of the textbook *Discovering Leadership: Designing Your Success*, now in its second edition; has published numerous articles and book chapters, and delivered hundreds of presentations. He is also co-author of *Public Sector Leadership*, co-creator of the *Idea Fan Deck* and *Design Thinking Cards*, and serves on the Editorial Board for the Journal of Leadership Studies.

A firm believer that leadership learning can benefit everyone and every field, Dr. Middlebrooks consults and facilitates workshops for a wide variety of organizations and audiences. His current scholarly interests focus on methods of leadership education and the integration of leadership, creativity, and design thinking. Dr. Middlebrooks has a Ph.D. in Educational Psychology from the University of Wisconsin–Madison.

Summary of Scholarship Interests

My scholarship interests lie in all four of Boyer's definitions. My most recent work, in the form of an international-level textbook and associated learning tools, has focused on the *scholarship of application*. I am interested in how knowledge about leadership, entrepreneurship, and creativity can be translated into applied and impactful skills and mental habits; and consequently utilized to facilitate the transformation of individuals, prompt new ventures, and advance organizations and communities to more sustainable and socially just ends. These scholarly activities emerge out of my career-long focus on the *scholarship of teaching*, namely seeking more effective ways to catalyze leader formation, build critical and creative leadership dispositions, and motivate action to make a difference. Relatedly, in the *scholarship of integration*, I am interested in leadership education activities that engage ideas from entrepreneurship, design, and social innovation; and in emerging leader's deconstruction and reconstruction of their conceptualization of leadership. Lastly, in the *scholarship of research*, I am interested in the nature of how individuals conceptualize leadership, specifically ways in which individuals increase their awareness and idea-generating capacity, and as it relates to constructs of mental flexibility, such as creativity and metacognition.

Additional work and interest in effective teaching and learning, the integration of design with leadership, informal learning environments, first-year college student development, research methods, and program evaluation.

Education

- Ph. D. 1999 Educational Psychology, University of Wisconsin – Madison (Madison, WI)
 Dissertation:
The Development of Goal Conceptualization in Strategy Game Play

 Committee: Leona Schauble, Ph.D. (chair), Leonard Abbeduto, Ph.D., Ronald Serlin, Ph.D., Richard Lehrer, Ph.D., David Penner, Ph.D.

 Department Major: Human Learning
 Department Minor: Cognitive Science
 Outside Department Minor: Curriculum and Instruction – Curriculum Theory
 Michael Apple, Ph.D. (chair).
- M.S. 1994 Educational Psychology, University of Wisconsin – Madison (Madison, WI)
 Thesis: *Effects of Goal-Oriented Metacognitive Activity*
 Committee: Joan Littlefield, Ph.D. (chair), Maribeth Gettinger, Ph.D., Frank Farley, Ph.D.
- B.S. 1990 University of Wisconsin – Madison
 Major: Educational Philosophy

Honors and Awards

- 2019 Mid-Career Faculty Excellence in Scholarship Award nominee
- 2015 Excellence in Teaching Award, University of Delaware**
And Nominee: 2020, 2018, 2017, 2014, 2013, 2011, 2007
- 2009 Excellence in Undergraduate Academic Advising Award, University of Delaware**
And Nominee: 2016, 2015, 2008, 2007
- 2004 Teaching Excellence and Campus Leadership nominee, Cardinal Stritch University
1999 Wisconsin Youth Company Excellence Award

Academic Experience

- 2022 - present Clinical Full Professor of Leadership
Warrington College of Business, University of Florida
Department of Management faculty. Create and teach courses in leadership and creativity. Working with Associate Dean's office to refine and scale a suite of curricular and co-curricular leadership programming. Engage in leadership research, service, and consulting.
- 2018 – 2022 Director of the Siegfried Entrepreneurial Leadership Initiative
Horn Program in Entrepreneurship, University of Delaware
Core faculty responsible for creating, initiating, and developing a wide range of leadership development activities: academic, enrichment, internal professional, and external to the University.
- 2016 – 2020 Director of Graduate Programs
Horn Program in Entrepreneurship, University of Delaware
Core faculty and Director of the MS program in Entrepreneurship & Design. Create and teach courses in applied creativity, design thinking, user-centered research, social entrepreneurship, and leadership theory and practice. Advise graduate students. Engage in leadership research, service and consulting.
- 2010 – 2022 Associate Professor (tenured), University of Delaware, Newark, DE
- 2005-2010 Assistant Professor, University of Delaware
Core faculty for undergraduate major and minor in Organizational and Community Leadership in the School of Urban Affairs and Public Policy. Secondary faculty appointment in the Master's of Public Administration Program. Create, develop, and teach courses in leadership theory and practice, decision-making, and organizational leadership. Graduate teaching and advising in Urban Affairs and Public Policy. Engage in leadership research, service, and consulting. **Granted tenure, 2010.**
- 1999-2005 Assistant Professor, Cardinal Stritch University, Milwaukee, WI

Granted tenure in 2004.

Core faculty for doctoral program in Leadership for the Advancement of Learning and Service. Create, develop, and teach doctoral courses in research methods and statistics; and social justice, service, and ethical leadership. Co-founder of the Stritch Leadership Center. Also served as faculty in M.S. in Educational Leadership program, and created the undergraduate minor in Integrated Leadership Studies. Substantial experience in advising and mentoring students through dissertation and thesis requirements. Significant experience in faculty governance, program evaluation and assessment, faculty development, First Year Experience, and community partnerships.

- 1999-2005 Consultant, Independent
Program and grant formative and summative evaluation, grant-writing and editing, and other professional services related to areas of expertise.
- 1996 - 1999 Consultant, Wisconsin Youth Company, Madison, WI
Plan and deliver training and workshops on specific topics in youth development and interaction, informal education program design and execution, and adult staff management and supervision.
- 1990-1992 Teaching Assistant, Discussion Section Instructor
Department of Educational Psychology, University of Wisconsin
Child Development, Human Learning, Creativity, Cognitive Learning
- 1991-1993 Instructor - Enrichment for Gifted & Talented, University of Wisconsin
Extension: Math Fun, Creative Conquests, Magic of Mind, Creative Writing
- 1988-1999 Teacher, Youth Program Staff, Camp Counselor, Training Instructor - AFTER
SCHOOL Inc., Madison, WI

Course List of University Teaching Experience

(*Created and/or significantly redeveloped course)

Undergraduate Courses

ENTR157: Venturing for Good
 ENTR253: Individual Leadership: Building a Foundation for Success*
 ENTR353: Principled Leadership and Influence*
 ENTR355: User-Centered Data Techniques*
 ENTR356: Creativity and Design Thinking*
 ENTR420: Social Entrepreneurship*

FYE 114 (First Year Experience, Arts & Sciences): Leadership Means: Critical Thinking & Expression*
 FYE 114 (FYE, A&S): Visions of Leadership*

Lead 100 (Leadership, Biden School of Public Policy & Administration (SPPA)): Leadership, Integrity, & Change*
 Lead 110 (Lead, SPPA): Perspectives on Leadership*
 Lead 200 (Lead, SPPA): The Leadership Challenge*
 Lead 300 (Lead, SPPA): Leadership, Innovation, and Creativity*
 Lead 340 (Lead, SPPA): Leadership Educators Advancement Program (LEAP)*
 Lead 340 (Lead, SPPA): Leadership Internship*
 Lead 341 (Lead, SPPA): Leadership and Decision-making*
 Lead 411 (Lead, SPPA): Topics in Leadership Dynamics: Leadership for Sustainability*
 Lead 411 (Lead, SPPA): Topics in Leadership Dynamics: Leadership by Design*
 Lead 466 (Lead, SPPA): Independent Research – 30+ students 2006-present
 Lead 467 (Lead cross listed with ART and PLSC): Design Process Practicum*
 Lead 467 (Lead cross listed with ART): Design Impact
 Lead 490 (Lead, SPPA): Leadership Capstone*

UAPP110 (SPPA): Changing the World and Public Policy
 Univ 101 First Year Seminar*

Master's Courses

ENTR616 (MS in Entrepreneurship and Design, Horn Entrepreneurship): Applied Creativity*
 ENTR617 (MS E&D, Horn): Innovation and Design Thinking*
 ENTR620: Social Entrepreneurship*
 UAPP 604 (MPA, SPPA): Organizational Leadership*
 UAPP 667 (SPPA): Planning the New Urbanism
 Ed 581 (Masters in Educational Leadership): Seminar in Educational Leadership II
 Ed 574 (MEL): Nature and Nurture of Learning
 Ed 588 (MEL): Leadership Practica and Research Analysis*
 Ed 604 (Masters in Education: Professional Development): Teacher as Leader and Learner*

Doctoral Courses

Ed 702: Seminar in Leading to Serve*
 Ed 730: Service Theory: Evolution and Influences*
 Ed 734: Dimensions of Leading to Serve*

Ed 740: Research Seminar A*
 Ed 741: Applied Research: Leadership Practicum*
 Ed 742: Research Seminar B*
 Ed 743: Applied Research: Learning Practicum*
 Ed 744: Research Seminar C*
 Ed 745: Applied Research: Service Practicum*
 Ed 751/752: Leadership in Learning and Service Institute III
 Ed 800: Advanced Theory and Research Methods*

Academic Program Creation and Development

2020	<i>Design Your Success: Discovering Individual Leadership and the Growth Mindset</i> – semester-long gap year program for deferring university students.
2020	<i>Design Your Success: Developing Creativity, Design Thinking and the Entrepreneurial Mindset</i> – semester-long gap year program for deferring university students.
2020	<i>Special Education Administrator Leadership (SEAL)</i> program – Leadership strand and Action Research strand – training for aspiring special education leaders.
2018 – present	<i>Academic Transitions (AT)</i> leadership courses (200, 300) for international students in the English Language Institute’s AT program.
2018	Redesigned graduate certificate in Entrepreneurship & Innovation.
2016 – present	<i>Leadership Education in Neurodevelopmental and Related Disabilities (LEND)</i> - leadership training workshops for practitioners
2016 – 2019	SABIC (Saudi Arabian Basic Industry Corporation) leadership training program
2015 – 2019	ULEAD co-director of effort to develop university-wide leadership program focused on administrative and academic leaders. Starting in 2016, developed and led ULEAD Fellows program teaching and exploring leadership topics with a cohort of administrative leaders each year.
2015	Created LEAP (Leadership Educators Advancement Program) – a new three-credit, by application only experience for undergraduate students seeking to become leadership educators/consultants.
2015	Developed curriculum for new MS in Entrepreneurship and Design
2015	Developed curriculum for new Minor in Social Entrepreneurship
2014 – 2019	Director – Global Leadership Program, Leadership ExChange, Prague (July, 2014*; July 2015, July 2016, July 2017, July 2018, July 2019*)

Directed team that led 30-50 international students in month-long experience. Developed and/or redesigned co-curricular elements of program including orientation, leadership workshops, and community service. Also, created and developed a four-week course in social entrepreneurship and design for students from 16 different countries. Worked with students in and out of class to explore culture, history, and leadership issues relevant to social change and entrepreneurial activities. Co-taught *Philosophies of Leadership* workshops and course. *Did not serve as director 2014 or 2019.

- 2014 – 2015 **First Step Grand Challenge: Social Innovation track director** – redeveloped and expanded prior Social Innovation Challenge in collaboration with Horn Program for Entrepreneurship
- 2013 - 2014 Created (with Petrak and Luchey) **Community Fellows Program** for Tier 3 of Blue Hen Leadership Program
- 2010 Created **new Minor in Integrated Design** (with Bruck)
- 2008, 2009, 2011, 2013 **University of Delaware Study Abroad**
 Sweden/Barcelona (January, 2011; January 2013)
 Stockholm/Paris/Barcelona (January, 2009)
 In addition to the traditional courses, created, developed, and executed a joint-syllabi program (Lead300: Leadership, Creativity, and Innovation and Lead411: Topics in Leadership Dynamics: Leadership by Design) integrating leadership, creativity, and design. Each program building on the last, solicited and incorporated numerous designers, design schools, and organizations, while utilizing a highly experiential pedagogy called ‘design-based learning’.
- Hawaii/Australia (January, 2008)
 Created, developed, and executed a joint-syllabi program (Lead341: Leadership and Decision-making and Lead404: Organizational Leadership) integrated for a study abroad trip to Hawaii and Australia. This program took a highly experiential approach to leadership education utilizing intergroup dynamics and personal challenges.

Professional Experience (non-academic)

- 1996 - 1999 Director, Wisconsin Youth Company, Madison, WI
Initiate operations and strategic planning of new company division including policy and budget. Create products for sale including publications. Establish cooperative and collaborative partnerships to expand division. Coordinate production, marketing, and distribution of products and services. Provide consulting services including seminars and workshops for educators, managers, and administrators.
- 1992-1998 Program Director, AFTER SCHOOL Inc., Madison, WI
Overall planning, management, and successful operation of 40 informal educational and recreational school-year programs at multiple locations and eight summer camps, comprising over 1500 families. Hire, orient, train, and directly supervise 20 managers and 150 staff. Collaborate with vendors, private business, and government agencies. Devise research-based program initiatives to enhance curriculum and teacher efficacy. Created TQM-based quality assurance system for company. Coordinate strategic planning for organizational improvement and new program initiatives. Construct and execute annual budget. Develop and write policy and procedure.
- 1991 Research Assistant, Psychology Department
University of Wisconsin – Madison
Member of research team examining the relationship between IQ and delinquency (Dr. T. Moffitt, principal investigator). Aided in the development of constructs and the coding of behavior.
- 1990-1992 Teaching Assistant, Department of Educational Psychology
University of Wisconsin – Madison
Grading, advising, and teaching review and discussion sections for courses.
- 1988-1992 Program Coordinator, AFTER SCHOOL Inc., Madison, WI
Management and supervision of two school-year and three summer camp programs comprising 100 school-age children. Supervise, coach, and guide staff in programming for children. Assure quality.
- 1986-1988 Recreation Staff, Camp Counselor, YMCA, Madison, WI
Plan and execute developmentally appropriate activities for children.

Refereed Publications

**Alphabetically ordered and representing equal contribution.

Middlebrooks, A. (2021). Systems leading systems addressing systems, oh my! Considerations for leadership educators. *Journal of Leadership Studies*, 15,2. <https://doi.org/10.1002/jls.21769>

Middlebrooks, A. (2019). Envisioning Future Leadership Part III: Changing roles and relationships. *Journal of Leadership Studies*, 13,1,56-58.

Middlebrooks, A. & Ludorf, M. (2019). Envisioning Future Leadership Part II: Expanding Concepts of Structure. *Journal of Leadership Studies*, 12,4,52-54.

Middlebrooks, A. (2018). Envisioning Future Leadership: Utopia, Dystopia, or More of the Same? *Journal of Leadership Studies*, 12,3,48-50.

Middlebrooks, A. (2017). Leading innovation. In Farazmand, A. (Ed) *Global Encyclopedia of Public Administration, Public Policy, and Governance*. New York: Springer. [doi:10.1007/978-3-319-31816-5_3164-1](https://doi.org/10.1007/978-3-319-31816-5_3164-1)

Middlebrooks, A. (2016). The paradox of serious fun. In Beghetto, R. (Ed) *Creative Contradictions in Education: Cross Disciplinary Paradoxes and Perspectives*. New York: Springer.

Middlebrooks, A. (2015). Creativity and innovation: Provoking ideas for leadership. *Journal of Leadership Studies*, 9,3,42-44.

Middlebrooks, A. (2015). Introduction: Entrepreneurial leadership across contexts. *Journal of Leadership Studies*, 8(4),27-29.

**Bruck, J., & Middlebrooks, A. (2015). Educating for sustainability with design-based learning. *International Journal of Pedagogies and Learning*, 9(3), 273-283.

Middlebrooks, A. (2013). Symposium introduction: New perspectives of leadership. *Journal of Leadership Studies*, 7,2, 32-34.

**Allen, S., & Middlebrooks, A. (2013). The Challenge of educating leadership expertise. *Journal of Leadership Studies*, 6,4, 84-89.

Middlebrooks, A. & Noghiu, A. (2010). Leadership and spiritual capital: Exploring the link between individual service disposition and organizational value. *International Journal of Leadership Studies*, 6,1,67-85.

**Bruck, J. & Middlebrooks, A. (2010). Design-based learning for leadership. *Academic Exchange Quarterly* (Editor's Choice), 14,2, 17-22.

Middlebrooks, A., Miltenberger, L., Tweedy, J., Newman, G., & Follman, J. (2009). Developing a sustainability ethic in leaders. *Journal of Leadership Studies*, 3,2,31-43.

Middlebrooks, A. & Allen, S. (2009). The Education of Leadership. In Middlebrooks, A. & Allen, S. (Eds.) Special issue: Current Challenges and Issues in Leadership Education. *Journal of Leadership Education*, 8, 1, vii-xxii.

Middlebrooks, A. & Haberkorn, J. (2009). Implicit leader development: The mentor role as prefatory leadership context. *Journal of Leadership Studies*, 2, 4, 7-22.

Middlebrooks, A. (2009). Serving to lead, learning to serve: Developing leadership for sustainability. In Lan Lin & Moore (Eds.) *Service-learning in higher education: Paradigms and Challenges*. University of Indianapolis Press: Indianapolis, IN.

Middlebrooks, A. & Allen, S. (2008). Leadership education: New challenges, continuing issues. *International Leadership Journal*, 1, 1, 77-85.

Middlebrooks, A. (2008). Nurturing reflection and connection through the Kiva. *Journal of Leadership Education*, 7, 1, 131-139.

Middlebrooks, A. & Noghiu, A. (2007). Reconceptualizing spiritual capital: A meso-model for organizational leadership. In Singh-Sengupta & Fields (Eds.) *Integrating spirituality and organizational leadership* (pp. 675-681). Macmillan India Ltd.: New Delhi.

Middlebrooks, A. (2006). Teaching leadership as creative problem-solving. *Academic Exchange Quarterly*, 10, 2.

Middlebrooks, A. (2002). Ethical leadership and laws of power. In Cherrey, C. and Matusak, L. (Eds.), *Building Leadership Bridges: Vol. 2*. College Park, MD: International Leadership Association.

Middlebrooks, A. (1997). The business of Quality. *School-Age Notes*, 17, 7, 2.

Books and Tools

**Alphabetically ordered and representing equal contribution.

Middlebrooks, A., Allen, S., McNutt, M. & Morrison, J. (in press). *Discovering Leadership: Designing Your Success (2nd Edition)*. Thousand Oaks, CA: Sage.

Middlebrooks, A., Allen, S., McNutt, M. & Morrison, J. (2020). *Discovering Leadership Online: Virtual Engagement for Designing Your Success*. Newark, DE, Self.

Middlebrooks, A., Allen, S. (2020). *My Leadership Design*. Newark, DE, Self.

Middlebrooks, A., Allen, S., McNutt, M. & Morrison, J. (2019). *Discovering Leadership: Designing Your Success*. Thousand Oaks, CA: Sage.

Middlebrooks, A., Allen, S., McNutt, M. & Morrison, J. (2019). *Instructor's Manual for Discovering Leadership: Designing Your Success*. Thousand Oaks, CA: Sage.

**Bruck, J & Middlebrooks, A. (2016). *iDea Fan Deck (2nd ed)*. Newark, DE: Self.

** Bruck, J. & Middlebrooks, A. (2013). *Design Thinking Cards*. Newark, DE. Self.

Raffel, J., Leisink, P., & Middlebrooks, A. (Eds.) (2009). *Public sector leadership: International challenges and perspectives*. Northhampton, MA: Edward Elgar.

Middlebrooks, A. & Allen, S. (Eds.) (2009). Special issue: Current Challenges and Issues in Leadership Education. *Journal of Leadership Education*,8,1.

Middlebrooks, A. (1998). *Are we there yet? The Quality journey from mission through performance*. Madison, WI: Wisconsin Youth Company.

Middlebrooks, A. (1998). *Behavior quicks on-the-spot behavior management resource*. Madison, WI: Wisconsin Youth Company.

Middlebrooks, A. (Ed. and Author). (1998). *School-age programs: Operations manual for site supervisors*. Madison, WI: Wisconsin Youth Company.

Non-refereed Publications

**Alphabetically ordered and representing equal contribution.

Middlebrooks, A. (2016). Foreword to Friedlander, A., [A Misfit Entrepreneur's Guide to Building a Business Your Way](#). Fort Collins, CO: Rosabella Consulting.

Middlebrooks, A. (2016). *LeaderBits*. <http://sites.udel.edu/ulead/>

Middlebrooks, A. (5 December 2013). If you want to get ahead, get a process. LDRLB: Leadership, Innovation, & Strategy blog at <http://ldrlb.co/>

**Binsted, M. & Middlebrooks, A. (2012). Organizational and community leadership at the University of Delaware: Innovation and CORE. *Concepts and Connections*, 18,2,8-10.

Middlebrooks, A. (2010). Module 2: Environmental awareness. In Shankman, M. & Allen, S. (Eds.) *Emotionally intelligent leadership for students – Facilitation and activities guide*. San Francisco: Jossey-Bass.

Middlebrooks, A. (2010). Module 18: Initiative. In Shankman, M. & Allen, S. (Eds.) *Emotionally intelligent leadership for students – Facilitation and activities guide*. San Francisco: Jossey-Bass.

Middlebrooks, A. (2007, December). *Have Adjective, Will Travel: Metaphorical Leadership for the Cliché-Impaired*. Center for Leader Development (<http://www.centerforleaderdevelopment.com/blog/>).

Middlebrooks, A. (2007, November). *Skills versus Capacity versus Dispositions*. Center for Leader Development (<http://www.centerforleaderdevelopment.com/blog/>).

Middlebrooks, A. (2007, November). *Lessons from Silence*. Center for Leader Development (<http://www.centerforleaderdevelopment.com/blog/>).

Middlebrooks, A. (2007, August). Capitalizing on multiple disciplines. *The Member Connector*. International Leadership Association, Washington, D.C.

Middlebrooks, A. (2002). *The development of goal conceptualization in activity*. (ERIC Document Reproduction Service No. ED467837).

Middlebrooks, A. (1996). *Effects of goal-orientation on metacognitive activity*. Paper presented at the Annual Meeting of the American Educational Research Association, New York, NY, April 8-12, 1996. (ERIC Document Reproduction Service No. ED398273).

Edited Journals

Middlebrooks, A. (2011 – 2020). Symposium Editor, *Journal of Leadership Studies*:

- 2020
- Vol. 14, Issue 4: *Storytelling in Leadership* (Armstrong guest ed.)
 - Vol. 14, Issue 3: *National Leadership Education Research Agenda* (Andenoro & Skendall guest eds.)
 - Vol. 14, Issue 2: *Asian Global Leadership* (De Cremer guest ed.)
 - Vol. 14, Issue 1: *Public Leadership* (Mitra guest ed.)
- 2019
- Vol. 13, Issue 4: *Ancient Wisdom for Today's Leaders* (Early guest ed.)
 - Vol. 13, Issue 3: *Building Solutions, Harmony, and the Greater Good*. (Devnew & Berghout Austin, guest eds.)
 - Vol. 13, Issue 2: *Leading the Way While Learning to Lead*. (Bailes guest ed.)
 - Vol. 13, Issue 1: *Envisioning Future Leadership Part III: Changing Roles and Relationships*. (Middlebrooks guest ed.)
- 2018
- Vol. 12, Issue 4: *Envisioning Future Leadership Part II: Expanding Concepts of Structure*. (Middlebrooks & Ludorf guest eds.)
 - Vol. 12, Issue 3: *Envisioning Future Leadership: Utopia, Dystopia, or More of the Same?* (Middlebrooks, guest ed.)
 - Vol. 12, Issue 2: *Big Questions for Leadership Education* (Whitaker & Arensdorf guest eds.)
 - Vol. 12, Issue 1: *Women and Leadership – How do Differences Matter?* (Devnew & Storberg-Walker, guest eds.)
- 2017
- Vol. 11, Issue 4: *Deliberate Practice: A New Frontier in Leadership Education* (Allen, guest ed.)
 - Vol. 11, Issue 3: *Transforming Leadership Learning for Inclusion and Cultural Relevance* (Guthrie & Chunoo guest eds.)
 - Vol. 11, Issue 2: *Achieving Ethical Leadership* (Nunn & Avella guest eds.)
 - Vol. 11, Issue 1: *Advancing Leadership Studies through Community-engaged Scholarship* (Priest & Kliewer guest eds.)
- 2016
- Vol. 10, Issue 4: *Reimagining Leadership for Millennial Women: Perspectives Across Generations* (DeFrank-Cole & Tan guest eds.)
 - Vol. 10, Issue 3: *The Practice of followership from theory to application* (Hurwitz & Koonce guest eds.)
 - Vol. 10, Issue 2: *How do we know when leadership development has occurred?* (Moss Breen guest ed.)
 - Vol. 10, Issue 1: *Part II: Creativity and Innovation: Provoking ideas for leadership* (Ludorf & Middlebrooks guest eds.)
- 2015
- Vol. 9, Issue 4: *Sustainability leadership* (Wilson & Kosempel guest eds.)
 - Vol. 9, Issue 3: *Creativity and innovation: Provoking ideas for leadership* (Middlebrooks guest ed.)
 - Vol. 9, Issue 2: *History in the study of leadership* (Harter guest ed.)
 - Vol. 9, Issue 1: *Integration of the arts into leadership studies* (McCarthy guest ed.)

- 2014 Vol. 8, Issue 4: Entrepreneurial leadership across contexts (Middlebrooks guest ed.)
 Vol. 8, Issue 3: Entrepreneurial leadership (Freeman guest ed.)
 Vol. 8, Issue 2: Technology impacts on leadership (Guthrie & Davenport guest eds.)
 Vol. 8, Issue 1: Developing leadership in STEM fields (Elrod & Kezar guest eds.)
- 2013 APEX Award for Publication Excellence
- 2013 Vol. 7, Issue 4: Leadership education across disciplines (Jenkins & Harvey guest eds.)
 Vol. 7, Issue 3: Leadership in crises, disasters, and catastrophes (Trainor & Velotti guest eds.)
 Vol. 7, Issue 2: New perspectives of leadership (Middlebrooks guest ed.)
 Vol. 7, Issue 1: Pathways to effective collaboration: A dialogue on new competencies required for the nonprofit leader (Miltenberger guest ed.)
 Vol. 6, Issue 4: Current challenges in leadership education (Jenkins guest ed.)
- 2012 APEX Award for Publication Excellence
- 2012 Vol. 6, Issue 3: Exploring the legitimacy, maturity, and accountability of leadership studies programs: A movement toward “good” practices? (Sowcik guest ed.)
 Vol. 6, Issue 2: Preparing intercultural leaders: Innovative educational practices (Andenoro & Popa guest eds.)
 Vol. 6, Issue 1: Educating global leaders: Developing global leadership and intercultural competency (Andenoro guest ed.)
 Vol. 5, Issue 4: Connecting leadership and design (Kortens & Johnston guest eds.)
- 2011 Vol. 5, Issue 3: Voices of the future: Leadership for the 21st century (Penny guest ed.)

Technical Reports and Professional Service Publications

Raffel, J., Curtis, K., Holbert, R., Middlebrooks, A., Noble, A., & O’Malley, F. (2006). *Delaware’s New Teacher Mentoring/Induction Program: Initiation, implementation, and integration*. Newark, DE: University of Delaware, Institute for Public Administration.

Raffel, J., Curtis, K., Holbert, R., Middlebrooks, A., Noble, A., & O’Malley, F. (2006). *Six Case Studies of the Delaware New Teacher Mentoring/Induction Program*. Newark, DE: University of Delaware, Institute for Public Administration.

Middlebrooks, A. & Jonas, P. (2006) *Writing within the Disciplines, Title IID Grant Initiative, Summative Evaluation Report*. Milwaukee, WI: Milwaukee Public Schools.

Middlebrooks, A. & Evaluation Team (2006). *Doctoral program in education and pharmacy: Evaluation report*. Rochester, NY: St. John Fisher College.

Middlebrooks, A. (2005) *Quality Early Literacy Environments Summative, Evaluation Report*. Appleton, WI: Child Care Resource and Referral of Appleton.

Middlebrooks, A.E. & Jonas, P. (2005). *Dissertation guide: Leadership for the advancement of learning and service*. Cardinal Stritch University. Milwaukee, WI.

Middlebrooks, A. (2004). *Menasha 21st Century Community Learning Center, Summative Evaluation Report*. Menasha, WI: Menasha Unified Public School District.

Middlebrooks, A. & Jonas, P. (2004). *Comprehensive School Reform Grant Summary*, Lowell School. Milwaukee, WI: Milwaukee Public Schools.

Middlebrooks, A. (2003). *Oakfield 21st Century Community Learning Center, Summative Evaluation Report*. Oakfield, WI: Oakfield Public School District.

Middlebrooks, A. & Jonas, P. (2003). *TEACH Grant, Final Report*. Milwaukee, WI: Milwaukee Public Schools.

Middlebrooks, A. (2003). *Menasha 21st Century Community Learning Center, Summative Evaluation Report*. Menasha, WI: Menasha Unified Public School District.

Jonas, P. & Middlebrooks, A. (2002) *The Impact of TEACH, Foreign Language: 2002 Report*. Milwaukee, WI: Milwaukee Public Schools.

Middlebrooks, A. (2002). *Impact Health: Partnerships for Community Health Education, Summary Report*. Milwaukee, WI: IMPACT Health, Inc.

Middlebrooks, A. & Jonas, P. (2002). *The Impact of Technology Literacy Challenge, 2002 Report*. Milwaukee, WI: Milwaukee Public Schools.

Middlebrooks, A. & Jonas, P. (2001). *The Impact of Technology Literacy Challenge Fund: 1997 – 2001*. Milwaukee, WI: Milwaukee Public Schools.

Refereed Presentations

*Presentations included a submitted paper.

**Alphabetically ordered and representing equal contribution.

**Jenkins, D. & Middlebrooks, A., (2020, November). *Great ideas in leadership education: Teach and share workshop*. International Leadership Association Annual Conference, Virtual.

Andenoro, A., Skendall, K., & Middlebrooks, A., (2020, November). *The National Leadership Education Research Agenda 2020-2024: Advancing Collaboration and Inclusion*. (Panel Chair) International Leadership Association Annual Conference, Virtual.

**Fine, L., Gardiner, R., Priest, K., Kliewer, B., Middlebrooks, A., & Vivechkanand, C.(panelists) (2020, November). *Becoming and Being and Editor in Leadership Studies Scholarship*. International Leadership Association Annual Conference, Virtual.

Middlebrooks, A., (2019, October). *Design Your Leadership Like an Entrepreneur*. Presentation in Symposium entitled *Exploring Entrepreneurial Leadership*. International Leadership Association Annual Conference, Ottawa, Canada.

**Jenkins, D. & Middlebrooks, A., (2019, October). *Great ideas in leadership education: Teach and share workshop*. International Leadership Association Annual Conference, Ottawa, Canada.

Miltenberger, L., Gigliotti, R., & Middlebrooks, A. (2018). *Human capital management and transformational leadership: A model for nonprofit leaders to address issues of employee engagement*. American Society for Public Administration Annual Conference, Atlanta, GA. (Presented by Miltenberger)

**Haber-Curran, P., Jenkins, D. & Middlebrooks, A., (2017, October). *Great ideas in leadership education: Teach and share workshop*. International Leadership Association Annual Conference, Brussels, Belgium.

Middlebrooks, A. (2015, October). *Exploring leadership talismans: Utilizing material culture to teach leadership role, meaning, and influence*. International Leadership Association Annual Conference, Barcelona, Spain.

**Creasy, M., Haber-Curran, P., & Middlebrooks, A., (2015, October). *Great ideas in leadership education: Teach and share workshop*. International Leadership Association Annual Conference, Barcelona, Spain.

Middlebrooks, A., (2014, October). *Forming leadership reality: Three perspectives framing paradigm to practice*. (moderated panel featuring Perruci, Hoyt & Conger). International Leadership Association Annual Conference, San Diego, CA.

Middlebrooks, A., & Edmond, K. (2013, October). *Educating leadership designers*. International Leadership Association Annual Conference, Montreal.

**Bruck, J. & Middlebrooks, A. (2012, September). *Catalyzing creativity with design-based learning*. American Creativity Association International Conference, Philadelphia, PA.

**Bruck, J., Cox, J., & Middlebrooks, A. (2010, November). *Art of sustainable gardening*. EcoBalance 2010: Towards & Beyond 2020, Tokyo, Japan. (presented by Bruck and Cox)

Middlebrooks, A. (2010, October). *Building psychological capital with design-based learning*. As part of the panel presentation: *Leadership as design: Importing design theory and practice into leadership studies*. International Leadership Association Annual Conference, Boston.

**Colvin, R. & Middlebrooks, A. (2010, October). *Dissertation research workshop*. International Leadership Association Annual Conference, Boston.

**Middlebrooks, A., Bruck, J. & Hethorn, J. (2010, February). *Insights from the outside: Expanding design thinking/learning*. Fourth International Conference on Design Principles and Practices, Chicago. (presented by Bruck and Hethorn)

**Bruck, J. & Middlebrooks, A. (2010, February). *Seeing outside the problem: Developing design thinking through 'challenge-based' learning*. PBL2010 International Conference: Problem-based Learning and Active Learning Methodologies, Sao Paulo, Brazil. (presented by Bruck)

**Bruck, J., Hethorn, J. & Middlebrooks, A. (2009, November). *Design thinking for developing leaders*. International Leadership Association Annual Conference, Prague, Czech Republic. (presented by Hethorn and Middlebrooks)

**Goertzen, B., LaLonde, K., Lindsay, D., Middlebrooks, A. & Thompson, S. (2009, November). *We think we are doing a good job probably: Assessment practices of diverse programs of leadership*. International Leadership Association Annual Conference, Prague, Czech Republic.

**Colvin, R. & Middlebrooks, A. (2009, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Prague, Czech Republic.

**Bruck, J., Hethorn, J., & Middlebrooks, A. (2009, February). *Design, creativity, and leadership education: Crossing disciplines and time zones*. American Creativity Association Annual Conference, Philadelphia, PA. (presented by Middlebrooks)

**Bruck, J., Hethorn, J., & Middlebrooks, A. (2009, February). *Zero boundaries: International field experiences inspiring design thinking/learning*. Third International Conference on Design Principles and Practices, Berlin, Germany. (presented by Bruck and Hethorn)

**Coers, N. & Middlebrooks, A. (2008, November). *Igniting leadership activity: Student involvement in the ILA*. International Leadership Association Annual Conference, Los Angeles, CA.

Middlebrooks, A., Alderson, P., Kursh, M. & Mann, S. (2008, November). *Building C.O.R.E.: Translating Psychological Capital into programs*. International Leadership Association Annual Conference, Los Angeles, CA.

Middlebrooks, A., Auger, D., & Sadler, J. (2008, November). *Boundary-spanners and connectors: Leadership for effective cross-sector partnerships*. International Leadership Association Annual Conference, Los Angeles, CA.

Middlebrooks, A. (2008, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Los Angeles, CA.

Auger, D., Middlebrooks, A., & Sadler, J. (2008, November). *The nonprofit-government working relationship in the current contracting environment: Perspectives, challenges and elements of effective leadership*. Association for Research on Non-profit Organizations and Volunteer Action Annual Conference, Philadelphia, PA.

*Middlebrooks, A.E., Tweedy, J., Miltenberger, L., Newman, G., & Follman, J. (2008, October). *Developing a sustainability ethic in leaders*. National meetings of the Institute of Behavioral and Applied Management, Orlando, FL.

*Middlebrooks, A.E. (2008, July). *Developing leadership C.O.R.E.* Association of Leadership Educators Annual Conference, Spokane, WA.

**Middlebrooks, A.E. & Noghiu, A. (2007, November). *Defining excellence through spiritual capital: Implications for ethical leaders*. Excellence in Ethics Conference, Columbus, OH. (presented by Noghiu)

Middlebrooks, A.E., Colvin, R. & Jones, M. (2007, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Vancouver, BC, Canada.

Middlebrooks, A. (2007, November). *Great ideas share and teach forum*. International Leadership Association Annual Conference, Vancouver, BC, Canada.

*Middlebrooks, A.E. (2007, July). *Nurturing critical reflection and perspective through the Kiva*. Association of Leadership Educators Annual Conference, Fort Worth, TX.

**Allen, S. & Jones, M., & Middlebrooks, A.E. (2007, July). *Head or heart? And other challenges and issues in leadership education*. Association of Leadership Educators Annual Conference, Fort Worth, TX.

*Middlebrooks, A.E. & Noghiu, A. (2007, May). *Developing the service ethic for Spiritual Capital: Leadership capacity for bridging sectors*. Leading the Future of the Public Sector: The Third Transatlantic Dialogue, Newark, DE.

*Middlebrooks, A.E. & Tweedy, J. (2007, May). *Teaching to lead, leading to teach: Developing leadership for sustainability*. International Symposium on Service-Learning, Indianapolis, IN.

Middlebrooks, A.E., Jones, M., & Allen, S.J. (2007, April). *Leadership education: Challenges and issues across sectors*. Randall L. Tobias Center for Leadership Excellence's 2007 Multi-Sector Forum, Indianapolis, IN.

*Middlebrooks, A.E. & Noghiu, A. (2007, February). *Reconceptualizing spiritual capital: A meso-model for organizational leadership*. International Conference on Integrating Spirituality and Organizational Leadership, Delhi, India. (presented by Noghiu)

Middlebrooks, A.E. (2006, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Chicago, IL.

Middlebrooks, A.E., Jones, M., Colburn, S., Duggan, P. Huegelmeyer, L. & Niven, A. (2006, November). *Undergraduate perspectives: Leading the college organization*. International Leadership Association Annual Conference, Chicago, IL.

**Barbour, J. & Middlebrooks, A.E. (2006, November). *Great Ideas for Teaching Leadership*. International Leadership Association Annual Conference, Chicago, IL.

Middlebrooks, A.E. (2006, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Chicago, IL.

Middlebrooks, A.E. (2006, July). *Creativity as pedagogical tool for teaching leadership*. Association of Leadership Educators Annual Conference, Bozeman, MT.

**Chicquette, L., Middlebrooks, A.E., & Olson, J. (2005, December). *Room to grow: A program to enhance and sustain quality child care environments*. National Association for the Education of Young Children Annual Conference, Washington, D.C.

Middlebrooks, A.E. (2005, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Amsterdam, The Netherlands.

Middlebrooks, A.E. (2004, November). *The creative leader*. As part of the panel presentation *Enriching the Transformational Leader: Dispositions for global leadership*. International Leadership Association Annual Conference, Washington, D.C.

Middlebrooks, A.E. (2004, November). *Reconstructing leadership foundations: Vision and influence through the social and emotional*. As part of the panel presentation *The why behind the what in four undergraduate leadership programs*. International Leadership Association Annual Conference, Washington, D.C.

Middlebrooks, A.E. (2004, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Washington, D.C.

Middlebrooks, A.E. (2004, September). *Leading to serve: Engaging and nurturing service for Transformational leadership*. Leadership for the Advancement of Learning and Service Conference, Milwaukee, WI.

Middlebrooks, A.E. (2004, April). *Creativity in the age of assessment*. Cardinal Stritch University Learning Expo, Milwaukee, WI.

Middlebrooks, A.E. (2003, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Guadalajara, Mexico.

Middlebrooks, A.E. (2003, February). *Management and leadership: Issues, problems, and perspectives*. National School-Age Child Conference. Salt Lake City, UT.

Middlebrooks, A.E. (2003, February). *Developing staff using their brain*. National School-Age Child Conference. Salt Lake City, UT.

Middlebrooks, A.E. (2002, November). *Dissertation research workshop*. International Leadership Association Annual Conference, Seattle, WA.

Middlebrooks, A.E. (2002, October). *Visions of their future: Leadership formation and the first year experience*. Ninth National Conference on Students in Transition, Pittsburgh, PA.

*Middlebrooks, A.E., & Jonas, P. (2002, June). *Academic program development: A service to the community*. Association for Institutional Research Annual Conference, Toronto, Ontario.

*Middlebrooks, A.E., Swope, K., Schweizer, H., Brown, S., Jonas, P., & Fredrick, G. (2002, April). *Growing technology-literate teachers: Affective means to effective ends*. American Educational Research Association Annual Conference, New Orleans, LA.

*Middlebrooks, A.E. (2002, April). *The development of goal conceptualization in activity*. American Educational Research Association Annual Conference, New Orleans, LA.

Middlebrooks, A.E. (2002, April). *Motivating with goals*. Cardinal Stritch University Learning Expo, Milwaukee, WI.

Middlebrooks, A.E., Slupski, Z.G. (2002, March). *Take an "ism" field trip: Service-learning for grown-ups*. American Association for Higher Education Annual Conference, Chicago, IL.

*Middlebrooks, A.E. (2001, November). *Ethical leadership and laws of power*. International Leadership Association Annual Conference, Miami, FL.

*Middlebrooks, A.E. (2001, October). *Motivation and goal-theory: Implications for ethical educational leadership*. Conference on Ethics and Leadership, Charlottesville, VA.

Middlebrooks, A.E. & Jonas, P.J. (2001, March). *Humor and leadership*. Cardinal Stritch University Learning Expo, Milwaukee, WI.

Middlebrooks, A. E., Anderson, J., Middleton, G., & Harvancik, A. (1999, April). *Effective supervision and management*. National School-Age Child Conference, San Antonio, TX.

Middlebrooks, A. E., Anderson, J., Middleton, G., & Harvancik, A. (1999, April). *Advanced seminar in supervision and management*. National School-Age Child Conference, San Antonio, TX.

Middlebrooks, A.E. (1998, November). *Writing a supervisor manual*. National Older Youth Conference, Minneapolis, MN.

Middlebrooks, A.E., Shea, M. (1998, November). *Wander Wisconsin*. National Older Youth Conference, Minneapolis, MN.

Middlebrooks, A.E., Eisele, L., Vos, K. (1998, April). *Creating collaboration*. National School-Age Child Conference. Seattle, WA.

Middlebrooks, A.E. (1997, April). *Creating success: The quality assurance program at AFTER SCHOOL Inc*. National School-Age Child Conference, Orlando, FL.

*Middlebrooks, A.E. (1996, April). *Effects of goal-orientation on metacognitive activity*. Paper presented at the Annual Meeting of the American Educational Research Association, New York, NY.

Middlebrooks, A.E., Eisele, L. (1996, April). *AFTER SCHOOL U – An innovative enrichment program for adolescents*. National School-Age Child Conference, St. Louis, MO.

Middlebrooks, A.E. (1995, April). *Humor-happy program – Humor development, manifestation, and utility*. National School-Age Child Conference, San Francisco, CA.

Middlebrooks, A.E. (1994, April). *Preparing and delivering effective inservices*. National School-Age Child Conference, Philadelphia, PA.

Middlebrooks, A.E. (1993, April). *Applying creativity techniques to program planning*. National School-Age Child Conference, Minneapolis, MN.

Multiple presentations at various State and Local conferences, 1993 to 1999.

Invited Presentations*

*Note: Less formal invited presentations and workshops can be found in Service with Community and University.

**Alphabetically ordered and representing equal contribution.

Middlebrooks, A. (2021, July). *Seeing More & Different: Leadership from a Design Perspective*. 2021 National Leadership Symposium Guest Scholar. Virtual.

Middlebrooks, A. (2020, October). *Agility + Crisis = Opportunity*. Siegfried Award for Entrepreneurial Leadership Workshop. Virtual.

Middlebrooks, A. (2019, October) *Designing Your Success as a Leader*. Siegfried Award for Entrepreneurial Leadership Workshop. Wilmington, DE.

Middlebrooks, A. (2019, June). *Design Leadership*. Cardinal Stritch University Doctoral Institute. Milwaukee, WI.

Middlebrooks, A. (2019, May). *Leading Engagement for Innovation*. Delaware Alliance for Non-profit Advancement Workshop. Wilmington & Milford, DE.

Middlebrooks, A. (2019, May). *Innovation Starts with a More Creative You*. Delaware Alliance for Non-profit Advancement Annual Conference. Newark, DE.

Middlebrooks, A. (2019, April). *Enhance Innovation by Building your CORE*. Diamond Challenge. Newark, DE.

Middlebrooks, A. (2017, February). *Design Thinking and Civic Technology*. Open Data Delaware. Wilmington, DE.

Middlebrooks, A. (2017, April). *Introducing Innovation: Maximizing your Creative Problem-solving*. Global Enterprise Tech launch. Newark, DE.

Middlebrooks, A. (2016, March). *Leadership as creative problem-solving*. Eagles Care Summit, Philadelphia, PA.

Middlebrooks, A. (2015, November). *Want to lead? Get out of your own way! Creative Entrepreneurial Leadership* at the Siegfried Awards professional educational workshop. Wilmington, DE.

Middlebrooks, A. (2015, August). *Leadering for Engagement*. Middle East Partnership Initiative, University of Delaware.

Middlebrooks, A. (2014, February). *Leadership, creativity, and design*. University of Florida Critical and Creative Thinking course (Prof. Andenoro).

Middlebrooks, A. (2014, October). *Entrepreneurial leader as creative problem solver*. UDisrupt Innovation and Entrepreneurship workshop series. Wilmington, DE.

**Haber-Curran, P., & Middlebrooks, A., (2014, October). *Great ideas in leadership education: Teach and share workshop*. International Leadership Association Annual Conference, San Diego, CA.

Middlebrooks, A. (2013, October). *Designing for your success*. Keynote, SAP Annual Chemical Industry Conference, Newtown Square, PA.

Middlebrooks, A. (2013, October). *Idea-generating for networking success*. Non-profit HR Solutions, Washington, DC.

Middlebrooks, A. (2012, September). *The Leadership challenge, innovation, and problem-solving*. Blue Hen Leadership Program Tier 2 Retreat, Ocean City, MD.

**Bruck, J. & Middlebrooks, A. (2012, June). *Problem-solving for innovation*. Leadership for the Advancement of Learning and Service Conference, Milwaukee, WI.

**Bruck, J. & Middlebrooks, A. (2012, May). *Catalyzing collaboration with design-based learning*. Summer Faculty Institute, University of Delaware, Newark, DE.

**Bruck, J. & Middlebrooks, A. (2012, April). *Educating for innovation*. TEDxUD, Newark, DE.

**Haber, P. & Middlebrooks, A. (2009, November). *Great ideas share and teach forum*. International Leadership Association Annual Conference, Prague, Czech Republic.

**Middlebrooks, A. & Ricketts, K. (2009, July). *Great ideas in leadership education: Teach and share workshop*. Association of Leadership Educators Annual Conference, Providence, RI.

**Middlebrooks, A. & Stedman, N. (2009, July). *Exploring the intricacies of the thesis and dissertation process*. Association of Leadership Educators Annual Conference, Providence, RI.

Middlebrooks, A. (2009, March). *Behavior Quicks: Backpocket strategies in behavior management*. Delaware State School-age Conference. Dover, DE.

**Haber, P. & Middlebrooks, A. (2008, November). *Great ideas share and teach forum*. International Leadership Association Annual Conference, Los Angeles, CA.

Middlebrooks, A. (2008, October). Ten lessons for surviving the dissertation process. Invited presentation as part of *Career mapping I: Surviving the dissertation* panel discussion (M. Jones, Chair). National meetings of the Institute of Behavioral and Applied Management, Orlando, FL.

Middlebrooks, A. & Ricketts, K. (2008, July). *Great ideas in leadership education: Teach and share workshop*. Association of Leadership Educators Annual Conference, Spokane, WA.

Middlebrooks, A. (2007, June). *Decision-making and leadership: Why did you do that?* Leadership for the Advancement of Learning and Service Conference, Milwaukee, WI.

Middlebrooks, A. (2006, June). *Creatively expressing transformational leadership factors*. Paul R. Jones Student Leadership Conference, Newark, DE.

Middlebrooks, A. (2006, June). *The emotionally intelligent leader*. Paul R. Jones Student Leadership Conference, Newark, DE.

Invited Exhibits

- 2015 *Forest to Pharmacy: Saving the Amazon Rainforest*. Invited Educational Exhibit at Philadelphia Flower Show, Pennsylvania Horticulture Society (with Bruck, J. and Cox, J.). Awards: Silver medal, PHS Education category; Special Achievement, Garden Club Federation of PA; Herb Society of America Green Ribbon of Recognition.
- 2014 *Bring back the Shad*. Invited Educational Exhibit at Philadelphia Flower Show, Pennsylvania Horticulture Society (with Bruck, J. and Cox, J.)
- 2013 *Who's Downstream* – invited exhibit, collaborative student project for the Delaware Center for Contemporary Arts with Bruck, J. and Cox, J.
- 2013 *You are Brilliant!* Invited Educational Exhibit at Philadelphia Flower Show, Pennsylvania Horticulture Society (with Bruck, J. and Cox, J.)
- 2011 *Harvesting Rainwater*. Invited Educational Exhibit at Philadelphia Flower Show, Pennsylvania Horticulture Society Grant (with Bruck, J. and Cox, J.)

Grants

- 2017 *Entrepreneurial Leadership: Open Educational Resources for Cross-College Engagement* (\$2500). Instructional Grant, UD.
- 2017 *Making Opportunities and Ideas* (\$2500). Makerspace Faculty Fellows Grant, UD.

- 2013 Design Process Practicum: Developing Design Thinking and Extending Classroom Boundaries through Interdisciplinary Curriculum Design integrated experience and course development (\$16,000) with Bruck, J, and Cox, J. Instructional Grant, UD.
- 2012 Public Policy Analysis course redesign (\$24,000) with Justice, J. & Sarzynsi, A. Instructional Grant, UD.
- 2007 Leadership for Effective Nonprofit-Government Service Partnerships: Emerging Visions of More Effective Collaborative Leadership Models (\$16,000) with Auger, D. & Sadler, J. UniDel Foundation Research Grant.
- 2006 Teaching to Lead: Student Leadership on Sustainability (\$10,790) with Tweedy, J. University of Delaware Center for Teaching Effectiveness, Instructional Grant.
- 2006 Mentoring as Leadership Development (\$9300) with Raffel, J. UniDel Foundation Research Grant.
- 2001 – 2003 Creation and development of the Leadership Center at Cardinal Stritch University (three grants totaling over \$1.5 million) with Leadership program faculty. Helen Bader Foundation.

Service: Professional, Community, and University

Service with the Profession

Editorial and Review Service

- 2022 – present Global Consortium of Entrepreneurship Centers (GCEC) global conference proposal reviewer
- 2021 – present Journal of Leadership Studies, Editorial Board
- 2014 – present Journal of Creative Behavior
- 2013 - present External Promotion & Tenure Reviewer (confidential, numerous)
- 2009 – present Journal of Leadership Studies
- 2006 – present Journal of Leadership Education
- 2003 – present International Leadership Association Annual Conference – Leadership Education Member Interest Group
- 2011 – 2020 **Symposium Editor** for the Journal of Leadership
- 2008 – 2011 Journal of Business and Leadership
- 2007 – 2010 Journal of Behavioral and Applied Management
- 2007 – 2009 Institute of Behavioral and Applied Management Annual Conference
- 2006 – 2010 Association of Leadership Educators Annual Conference
- 2005 – 2009 Journal of School Leadership
- 2007 Reviewer for Dickmann, M., & Stanford-Blair, N. (2008). *Mindful leadership: A brain-based framework* (2nd ed.). Thousand Oaks, CA: Corwin Press.
- 2001 - 2005 Reviewer for American Educational Research Association (AERA) Annual Conference
- Division A, Section 4 – Leadership pipeline, preparation, and professional development
 - Division C, Section 5 – Cognitive, motivational, and social processes

Professional Organization Service

- 2008 – 2010 Executive Board Member – Association of Leadership Educators
- 2007 – 2011 Conference Creatives subcommittee (Chair, 2007-2008) of the Leadership Education Member Interest Group, International Leadership Association
- 2005 – 2009 Leadership Guidelines Initiative Learning Community member, International Leadership Association
- 2007 – 2008 Association of Leadership Educators Conference Committee
- 2005 – 2007 Chair – Leadership Education Member Interest Group (Division), International Leadership Association

Service with the External Community

- 2021 – present Governor’s Institute for School Leadership, Assistant Principal Academy – Create and teach 2-day workshop Leadership for Purpose and Improvement
- 2021 - present Advisory Board, Metta Creative, Inc.
- 2008 - 2016 Advisory Committee - Fun Dept. Inc.
- 2015 Collegiate Leadership Challenge (CLC) - Judge for Widener University/John Carroll University Leadership Competition
- 2015 *Leadership and Innovation in Non-profit Organization* –full day workshop for non-profit leaders in DE via CCRS’ Non-profit Management Certificate Program.
- 2015 *Design Thinking Principles* – workshop for teachers in the Horn Program’s Being Entrepreneurial in Any Classroom.
- 2015 *Leading for Engagement* – half day workshop for administrative leaders of DE Department of Health and Social Services.
- 2011-2014 Newark Charter School to develop their proposal for a Leadership track (curriculum) in a new secondary school.
- 2013 Workshop: *Innovention: Idea-Generation* for DE Center for Justice.
- 2014, 2013, 2011 Taught workshops on dissertation research and planning for Eastern University
- 2011-2014 Taught 3-day workshop on *Innovation and Leadership* for non-profit leaders in DE via CCRS’ Non-profit Management Certificate Program.
- 2011-2015 Taught 1-day workshop on *Introduction to Leadership* for non-profit leaders in DE via CCRS’ Non-profit Management Certificate Program.

- 2012 Taught workshop on *Dynamics of Change* for DE Department of Health and Social Services via the Institute for Public Administration
- 2011 Fisker Automotive – worked extensively with a multi-disciplinary team on numerous facets of interior and exterior design; led a design charette that served as the foundation for the team’s plan. Integrated UD students and course with Fisker design and leadership challenges.
- Fisker Automotive –facilitated Fisker human resources team in the development of their new employee orientation. Taught workshop to upper level management on effective teaching and learning.
- 2011 Elwyn – created and led 3-day workshop on strategic leadership legacy development building innovation into leadership practices.
- 2009 Leadership training for early career accountants and interns, Gunnip, LLP.
- 2008 – 2010 Program evaluator for the Integrated Leadership Studies Minor and Certificate program at Cardinal Stritch University.
- 2008 Workshop/lecture: *Leadership and Teamwork* – Delaware Blueprint Communities Initiative
- 2006 Delaware New Teacher Mentoring/Induction program evaluation.
- 2004-2006 Program evaluator for Milwaukee Public School district, department of technology, handheld (PDA) initiative. Assisting in development of research components for two-year (\$200,000) initiative, along with program evaluation.
- 2004-2005 Program evaluator for Menasha Public Schools MoMentum grant to develop mentor relationships for at-risk youth (U.S. Dept. of Education Federal grant \$600,000).
- 2003-2005 Program evaluator for Appleton Healthy Infant and Child Alliance, Inc. for Early Childhood Environment grant to develop training, curriculum, and resources for area child care organizations (U.S. Administration on Children, Youth and Families Federal grant - four initiatives totaling \$866,000).
- 2002-2004 Evaluator and consultant for Lowell Elementary School’s \$300,000 grant to develop a professional learning community and improve academic test scores of students.
- 2001-2004 Served as assessment consultant for Milwaukee Public School, writing and evaluating the following grants: TLCF (Technology Literacy Challenge Fund, \$1.5 million), TEACH (\$1.2 million), TEACH Foreign Language (\$125,000), JOYCE (\$5 million) grant.
- 2001-2004 External evaluator and content consultant for 21st Century Community Learning Center grant (Menasha Public Schools) to establish a community learning center and related activities (U.S. Dept. of Education federal grant \$350,000).
- 2004 Strategic planning consultant, Wauwatosa School District, Wauwatosa, WI.

- 2001-2002 External evaluator and content consultant for 21st Century Community Learning Center grant (Oakfield Public Schools) to establish a community learning center and related activities (U.S. Dept. of Education federal grant \$500,000).
- 2000 Educational consultant for Milwaukee Public School district evaluating impact of technology on learning in the classroom for \$1.5 million Technology Literacy Challenge Fund grant.
- 2000 Educational consultant for Milwaukee Public School district developing assessment plan for \$1.2 million TEACH grant.
- 1999-2002 External evaluator for IMPACT Health initiatives, a private organization that creates multi-media health education programs for inner-city communities (\$500,000).
- 2001-2002 Assisted with three successful grants written to the Helen Bader Foundation totaling more than \$1.5 million for the development of a Leadership Center at Cardinal Stritch University.
- 2000-2002 Assisted with grant writing for Milwaukee Public School (MPS): TLCF (Technology Literacy Fund, \$1.5 million), TEACH (\$1.2 million), TEACH Foreign Language (\$125,000), JOYCE (\$5 million), and Lowell School Improvement grant (\$1 million). All grants received.
- 2000 Trained facilitator, University of Wisconsin – Milwaukee Community Conversations, Milwaukee Idea Public Engagement Process.

Service with the University

University of Florida:

University of Delaware:

2020 Faculty Athletic Board, University of Delaware

2020 Guest lecture/workshop

Designing your success: Building CORE – Design Your Success Gap Year program,
Horn Entrepreneurship

Creativity: A Few Basics – ENTR160 and Delaware Innovation Fellows program.

2020 Working group developing the President’s Leadership Academy

2019 Guest lecture/workshop

The Von Restorff Effect: Do Something a Little Bit Different

UD Center for Teaching and Assessment of Learning (CTAL) Engaging
International Undergraduate Learners (Sept)

2019 – 2020 Working Group for the development of a BS in Integrated Health Design
(within the College of Health Sciences).

2016 – 2021 Initiator and coordinator of the **Leadership Alliance**, an effort to connect all
University of Delaware professionals teaching leadership – from academic
programs to co-curricular, athletics, extension, and beyond.

2019 – 2022 University Student Centers Advisory Council

- 2018 – 2022 **Horn Entrepreneurship and Siegfried Leadership Initiative administration,**
and including work with:
- University Innovation Fellows (coordinate, direct)
 - Siegfried Awards
 - Curriculum Mapping and learning objective development
 - Faculty development and orientation
 - Undergraduate Entrepreneurial Leadership certificate
 - Graduate certificate development
 - BLUE program with Athletics
 - Global Leadership Program – Horn Program partnership
- 2016 – 2021 Horn Entrepreneurship MS Entrepreneurship & Design admin and advising
- 2018 Search Committee – Professor for EdD program in College of Education, HDFS
Search Committee – Professor for Social Entrepreneurship in Horn & College of Educ, HDFS
Search Committee – Professor for Undergrad coordination in Horn and Lerner College
Academic Transitions Parent Orientation – Panel member
Undergraduate Curriculum Committee, University Senate
External Reviewer for Promotion and Tenure packet – (name confidential)
Judge – Senior Design Showcase, Mechanical Engineering, College of Engineering
- 2018 Guest lecture/workshop
- | | |
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| <i>Educating for Creativity</i> | AEC5416: Critical & Creative Thinking
in Problem-solving and Decision-making,
University of Florida |
| <i>Building Engagement for Innovation</i> | Siegfried Entrepreneurship Awards |
| <i>Design Your Leadership</i> | Youth Entrepreneurship Summit |
| <i>Leadership Foundations and Engagement</i> | LeaDEership Delaware |
| <i>Introduction to Leadership</i> | LARC FYE |
- 2017 Undergraduate Curriculum Committee, University Senate
- 2017 Guest lecture/workshop
- | | |
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| <i>Opportunity Finding in Innovation</i> | MBA Student Conference |
| <i>Give your Creativity a Kick in the Seat of the Pants</i> | Youth Entrepreneurship Summit |
| <i>Introduction to Leadership</i> | IREX Cuban Scholars |
| <i>Creativity and Innovation</i> | Program for Innovative Educators (PIE) |
- 2016 Guest lecture/workshop
- | | |
|--|----------------------------------|
| <i>Introduction to Leadership</i> | Young African Leaders Institute |
| <i>Enhancing Engagement</i> | Development and Alumni Relations |
| <i>Introduction to Social Entrepreneurship</i> | Blue Hen Leadership Tier 3 |
| <i>Yes, You can come up with lots of ideas</i> | Youth Entrepreneurship Summit |
- 2016 Peer teaching observations
- 2015 Created and co-directed Winter Faculty Institute – a three-day conference entitled:
Experiencing Engaging Education.
- 2015 Coordinated and co-facilitated leadership retreat for College of Engineering
- 2015 – 2017 First Step Grand Challenge – facilitator and general mentor
- 2015 Guest lecture/workshop
- | | |
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| <i>Motivation and Engagement</i> | ULEAD workshop |
| <i>Introduction to Creative Thinking</i> | PLSC232 |
| <i>Design Thinking</i> | Youth Entrepreneurship Summit (YES) |

Motivation and Influence

Blue Hen Leadership Tier 1

- 2014, 2015 Siegfried Award for Entrepreneurial Leadership – award committee
 2014 – 2019 Institute for the Transformation of Undergraduate Education – leadership team
- 2013 – 2014 Social Innovation Challenge – started contest for undergraduate teams
- 2014 Guest lecture/workshop
Design thinking and innovation ART
Introduction to design thinking Office of Economic and Innovative Partnerships
Management and strategic planning Young African Leaders Institute (YALI)
Engaging for social innovation People, Projects & Partners ISE Lab
Introduction to wicked problems Blue Hen Leadership Tier 3
- 2014 Institute for Global Studies Faculty Abroad Award committee
 2014 Undergraduate research symposium – leadership session moderator
 2011 – 2021 Blue Hen Leadership Program advisor, presenter, facilitator
 2011 – 2014 SPPA Promotion and Tenure Committee
 2013 Advisor for Summer Scholar (Elizabeth Quartararo – Project Lede)
 2013 Advisor for McNair Scholar (Jocelyn Moore)
- 2013 Guest lecture/workshop
Intro to Creativity ART
Intro to Design-based problem-solving PLSC
Intro to Leadership Sigma Alpha Honor Society
Intro to strategic planning UD Alternative Break program
Social innovation charette CCRS
Planning workshop TEDxUD officers
Introduction to leadership – UNIV367: New Student Orientation Leaders
 Leadership Keynote Omicron Delta Kappa Induction
- 2012 Guest lecturer/panelist/host
Silos, bridges, and designing stew: Crossing disciplinary boundaries – Speaking of Teaching Series, UD
Introduction to leadership – Blue Hen Leadership Program
Introduction to leadership – UNIV367: New Student Orientation Leaders preparation course
Leadership in a community - UNIV320: UD Residence Life
 Host to Higher Education Teaching Course grad students in classes
 Social Innovation TED Coffee – Delaware Design Institute
- 2011 – 2013 SPPA Ph.D. Committee
 2008 - 2013 Delaware Design Institute steering committee
- 2011 Significantly revised the Organizational and Community Leadership major
 2011 – 2013 University Undergraduate Curriculum Committee
 2011 Search committee for Center for Political Communication
 2011 Building a Leadership Legacy – workshop for the BluePrint Community program
 2011 Facilitated strategic planning retreat for the Department of Mathematical Sciences

- 2011 Facilitated a book design retreat with various UD departments and the Delaware Historical Society
- 2011 - 2021 Faculty advisor to the Blue Hen Leadership program to facilitate their development. Gave keynote remarks at their end of year awards assembly.
- 2011 Guest lecturer/panelist/host
Effective university teaching - UAPP861
Effective collaboration with your professor - Conference for Graduate Teaching Assistants
Introduction to Creativity - PLSC101 in conjunction with Lead200
Leadership in a Community - UNIV320: UD Residence Life Contemporary Issues Series invited speaker
- 2010 Guest lecturer/panelist/host
Effective university teaching – UAPP861
Effective collaboration with your professor – Conference for Graduate Teaching Assistants
Introduction to Creativity – PLSC101
Leadership in a Community – UNIV320: UD Residence Life Contemporary Issues Series invited speaker
 Preparing and Teaching First Year students – UAPP faculty
- 2006 – 2010 College of Education and Public Policy Undergraduate Curriculum Committee
- 2006 – 2012 Faculty Advisor – Leadership Education and Development Council (LEAD)
- 2006 – 2011 Faculty Advisor – Sigma Chi fraternity
- 2008 – 2015 SPPA International Committee
- 2006 – 2011 Leadership Program Exemplary Leaders Circle advising
- 2006 – 2018 Doctoral Advisor – Biden School of Public Policy and Administration
- 2006 – 2016 Analytical Paper/Thesis Advisor – Masters in Public Administration
- 2006 – 2018 Undergraduate Advisor, Lead Program
- 2006 – 2022 Independent Study Advisor – Undergraduate and graduate students
- 2009 Guest lecturer/panelist/host
Planning a Study Abroad Program – invited panelist
Introduction to Research – Landscape Design graduate students
Leadership in Effective Planning and Sustainability – UAPP628: Issues in Land Use and Environmental Planning invited speaker
Group Decision-making – UD Student Centers Leadership Series
Leadership in a Community – UNIV320: UD Residence Life Contemporary Issues Series invited speaker
- 2009 Search Committee, College of Human Services, Education, and Public Policy (CHEP) Dean
- 2008 Steele Symposium Research poster evaluator
- 2008 Guest lecturer/panelist/host
Decide to Decide!...But Think about it First – UD Student Centers Leadership Series
Leadership in Two Easy Steps (Yes, Really!) – UD Development Office Staff Retreat
Building Your Leadership Capacity – Lead Council
- 2007 Guest lecturer/panelist/host
Gender and Leadership at the Leaderspeak workshop
 Faculty Reality Panel at the SEP student week
 Table host for the New Faculty Luncheon
 Table host for Delaware Discovery Days

- 2007 Honors Day Committee
- 2007 Practical Resources for Educators Seeking Effective New Technologies (PRESENT) Fellow
- 2006 – 2008 Faculty Advisor – Lambda Chi Alpha fraternity
- 2006 – 2007 Lead Program Capstone development
- 2006 Problem-Based Learning Fellow
- 2006 Guest lecturer/panelist:
 - Being an Educator and Catalyst for Change* – Residence Life
 - The Dissertation Research Experience* – UAPP 861
- 2006 School Mission revision subcommittee

Professional Organizations

- International Leadership Association (ILA) – 2001 – present
- Industrial Design Society of America (IDSA) – 2012 - present
- American Creativity Association – 2008 – 2009; 2012 - 2017
- Association of Leadership Educators (ALE) – 2006 – 2010
- Greenleaf Center for Servant-Leadership – 2000 - 2009
- American Educational Research Association (AERA) 1992 - 2007
- American Psychological Association (APA) – 1992 - 2003
- National School-Age Child Association (NSACA) – 1988 - 1999