

# Angela Urick

Associate Professor  
Baylor University  
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Department of Educational Leadership  
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## Biography

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Angela Urick is an Associate Professor in the Department of Educational Leadership in the School of Education at Baylor University. Prior to coming to Baylor, she was a tenured, Associate Professor and Director of the Center for Educational Development and Research (CEDaR) at the University of Oklahoma. In her academic program, she trains aspiring K-12 leaders as well as education administrators in other government, non-profit or religious organizations. She specializes in leadership for school improvement for more equitable student opportunities. Through her work on academic climate and the relationship between principals and teachers, she uses innovative applications of theory and advanced quantitative techniques to understand the broader complexities of how leadership and policy decisions may influence school progress. From 2015-2017, Dr. Urick served as PI on a faculty research grant from the American Educational Research Association (AERA) sponsored by the National Science Foundation to study the extent that instructional leadership may mediate the effects of student economic disadvantage on opportunity to learn. Her work has been published in *Leadership and Policy in Schools*, *Educational Administration Quarterly*, *Journal of Educational Administration*, *Journal of Education Finance*, among others.

Dr. Urick has won awards for her research and teaching. Most notable, she won the 2018 American Educational Research Association (AERA) Division A (Administration, Organization, & Leadership) Early Career Award. In 2016, she received the Patricia L. Hardré Excellence in Graduate Mentoring from the Jeannine Rainbolt College of Education at the University of Oklahoma.

Dr. Urick has held national leadership positions in her field. She has served as an elected executive council member, including chair, for the AERA Leadership for School Improvement Special Interest Group. Also, within AERA, she had been involved with Division A as a section chair for the annual meeting program, a co-chair for the Early Career Scholar Mentoring Seminar, and chair for the Early Career Scholar Award.

Prior to her doctoral program at University of Texas at San Antonio (graduated 2012), she was a high school English teacher, department chair, English Language Learner (ELL) coordinator and delivered district teacher professional development for school communities in and around San Antonio, TX.

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## Research Interests

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*Leadership for School Improvement*: Opportunity to Learn; School Leadership Types; Instructional Leadership; School Supports: Resources, Climate, Teacher Development; Economic Inequities; School Quality Measures

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## Teaching Interests

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Leadership theory; Organizational theory; School Improvement; Education Policy: development and analysis; Research methods; Quantitative methods: multivariate statistics, multilevel modeling; and as aligned with research interests

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## Education

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- 2012      Doctor of Education, Educational Leadership  
Dissertation Title: *To what extent do typologies of school leaders predict teacher attrition? A multilevel latent class analysis of principals and teachers.*  
Chair: Alex J. Bowers  
Educational Leadership & Policy Studies  
The University of Texas at San Antonio
- 2007      Master of Science  
Education, Walden University
- 2003      Bachelor of Arts  
English Communications, St. Mary's University

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## Training

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- 2016      Institute for Education Sciences (IES) and Northwestern University,  
Quasi-Experimental Design and Analysis  
Thomas D. Cook, Peter M. Steiner, Coady Wing, Vivian C. Wong
- 2014      American Educational Research Association (AERA) Institute on Statistical  
Analysis: Causal Analysis Using International Data  
William Schmidt, Martin Carnoy, Richard Houang, Amita Chudgar
- 2011      Multilevel Statistical Analysis with Latent Variables Using Mplus  
Linda Muthén, Bengt Muthén

## Training continued

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2010 Hierarchical Data Modeling with HLM 7  
Steve Raudenbush, Anthony Bryk

## Experience

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2020 Associate Professor, Department of Educational Leadership, School of Education, Baylor University

2018-2020 Director, Center for Educational Development and Research (CEDaR, cedar.oucreate.com), Jeannine Rainbolt College of Education, The University of Oklahoma.

2019-2020 Tenured, Associate Professor, Department of Educational Leadership and Policy Studies, Jeannine Rainbolt College of Education, The University of Oklahoma.

2013-2019 Assistant Professor, Department of Educational Leadership and Policy Studies, Jeannine Rainbolt College of Education, The University of Oklahoma. Courses taught:

EACS 5403 Inquiry for Performance Improvement, EACS 5920 Principal Internship, EACS 6023 Applied Quantitative Methods, EACS 6223 Policy Planning and Development in Education, EACS 6713 Pro Seminar, EACS 6213 Policy Evaluation, EACS 6920 Superintendent Internship

2012-2013 Assistant Professor, Department of Educational Leadership, College of Education, Minnesota State University, Mankato. Courses taught:

EDLD 682: Field Based Research, EDLD 792: Quantitative Research Methods, EDLD 644 Program Evaluation, EDLD 662 Research in Ed. Leadership

2012 Instructor, EDU 5003: Research Methods, College of Education and Human Development, The University of Texas at San Antonio, Chair: David Thompson.

2012 Research Methods Lab Facilitator (Research Consulting), College of Education and Human Development, The University of Texas at San Antonio, Supervisor: Amaury Nora.

2012 Teaching Assistant, EDU 7063: Inferential Statistics (Spring 2012), “Multifactor Analysis of Variance” and “Multiple Regression,” The University of Texas at San Antonio, Department of Educational Leadership and Policy Studies. Professor: Amaury Nora.

## Experience continued

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- 2011 Instructor, EDU 2103: Social Foundation for Education in a Diverse U.S. Society (Fall 2011), The University of Texas at San Antonio, Department of Educational Leadership and Policy Studies.
- 2011 Teaching Assistant, EDU 5003: Research Methods (Fall 2011), “Introduction to Qualitative Inquiry,” The University of Texas at San Antonio, Department of Educational Leadership and Policy Studies. Professor: Alex J. Bowers.
- 2011 Teaching Assistant, ILR 7643: Advanced Research on Instruction (Spring 2011), “Two-way Analysis of Variance,” The University of Texas at San Antonio, Department of Interdisciplinary Teaching and Learning. Professor: Belinda Bustos Flores.
- 2009-2012 Managing Editor, *The Review of Higher Education*, The University of Texas at San Antonio, Department of Educational Leadership and Policy Studies.  
Editor: Amaury Nora
- 2009 Graduate Research Assistant, The University of Texas at San Antonio, Department of Educational Leadership and Policy Studies. Study of school facilities and student achievement; Advisor: Alex J. Bowers
- 2008-2009 ESL Coordinator/Teacher, Robert G. Cole Middle/High School, Fort Sam Houston ISD, San Antonio, TX
- 2005-2008 Department Chair/Teacher, Poteet High School, Poteet ISD, Poteet, TX
- 2005 PASC Reader/Scorer, Harcourt-Pearson Assessment, San Antonio, TX
- 2003 Teaching Assistant, Course: Introduction to Communication, Communication Arts Department, St. Mary’s University; Advisor: Maureen Ebben
- 2003-2005 Marketing & Operations Manager, Starley Murray & Company, San Antonio, TX

# RESEARCH

## Peer-Reviewed Journal Articles

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24. Buckmaster, J. L., **Urlick, A.**, & Ford, T. G. (2023). A Quasi-Experimental, Longitudinal Study of Grade Retention on Language Outcomes for English Language Learners. *Journal of Education for Students Placed at Risk (JESPAR)*, 1-30.

## Peer-Reviewed Journal Articles continued

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23. Nahar, G., **Urick, A.**, Wescoup, S., Jang, C.S., Cascio, C., & Unsicker-Durham, S. (2022). A Framework for Cohesive School Improvement: Integrating School Improvement Plans, Evidence Use and Resources. *AASA Journal of Scholarship & Practice*, 19(3).
22. **Urick, A.**, Ford, T. G., Wilson, A. (\*student), Consuegra, E. (2022). How does instructional leadership influence opportunity to learn in Mathematics? A comparative study of pathways for Grade 4 students in the U.S. and Belgium. *Research in Comparative and International Education*, 17(3), 372-398.
21. Wilson, A. (\*student), & **Urick, A.** (2022). An intersectional examination of the opportunity gap in science: A critical quantitative approach to latent class analysis. *Social Science Research*, 102645.
20. Urick, A., Carpenter, B. W., & Eckert, J. (2021). Confronting COVID: Crisis Leadership, Turbulence, and Self-Care. *Frontiers in Education*.
19. Wilson, A. (\*student), & **Urick, A.** (2021). Cultural Reproduction Theory and Schooling: The Relationship Between Student Capital and Opportunity to Learn. *American Journal of Education*, 127(2), 193-232.
18. **Urick, A.** (2020). What type of school leadership makes teachers want to stay? *NASSP Bulletin*, 104(3), 145-176.
17. Wronowski, M. (\*student), **Urick, A.**, Wilson, A. (\*student), Thompson, W., Thomas, D., Wilson, S., Elizondo, F.J., Ralston, R. (2020). Effect of a serious educational game on academic and affective outcomes for statistics instruction. *Journal of Educational Computing Research*, 57(8), 2053-2084.
16. Ford, T., Olsen, J., Khojasteh, J., Ware, J., & **Urick, A.** (2019). The effects of leader support for teacher psychological needs on teacher burnout, commitment, and intent to leave. *Journal of Educational Administration*, 57(6), 615-634.
15. **Urick, A.**, Liu, Y., Ford, T. G., Wilson, A. (\*student). (2019). Does instructional leadership mediate effects of student home resources on opportunity to learn and math reasoning skills? A cross-national comparison of 4<sup>th</sup> grade students. *International Journal of Leadership in Education*, 1-39, <https://doi.org/10.1080/13603124.2019.1629697>.
14. Wronowski, M. (\*student), & **Urick, A.** (2019). Examining the relationship of teacher perception of accountability and assessment policies on teacher turnover during NCLB. *Education Policy Analysis Archives*, 27(86), <https://doi.org/10.14507/epaa.27.3858>.

## Peer-Reviewed Journal Articles continued

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13. Wronowski, M. (\*student), & **Urick, A.** (2019). Teacher and School Predictors of Teacher De-professionalization and Demoralization in the United States. *Educational Policy*, 1-42, <https://doi.org/10.1177/0895904819843598>.
12. **Urick, A.**, & Bowers, A.J. (2019). Assessing international teacher and principal perceptions of instructional leadership: A multilevel factor analysis of TALIS 2008. *Leadership & Policy in Schools*, 18(3), 249-269.
11. Ford, T.G., **Urick, A.**, & Wilson, A.(\*student) (2018). Exploring the effect of supportive teacher evaluation experiences on U.S. teachers job satisfaction, *Education Policy Analysis Archives*, 26(59), 1-32.
10. **Urick, A.**, Wilson, A.(\*student), Ford, T.G., Frick, W., Wronowski, M.(\*student). (2018). Testing a framework of math progress indicators for ESSA: How opportunity to learn and instructional leadership matter. *Educational Administration Quarterly*, 1-43.
9. **Urick, A.** (2016). The influence of typologies of school leaders on teacher retention: A multilevel latent class analysis. *Journal of Educational Administration*, 54(4), 434-468.
8. **Urick, A.** (2016). Examining U.S. principal perception of multiple leadership styles used to practice shared instructional leadership. *Journal of Educational Administration*, 54(2), 152-172.
7. **Urick, A.**, & Bowers, A. J. (2014). The impact of principal perception on student academic climate and achievement in high school: How does it measure up? *Journal of School Leadership*, 24(2), 386-415.
6. **Urick, A.**, & Bowers, A. J. (2014). What are the different types of principals across the U.S.? A latent class analysis of principal perception of leadership styles. *Educational Administration Quarterly*, 50(1), 96-134.
5. Werblow, J., **Urick, A.**, Duesbery, L. (2013). On the wrong track: How academic tracking is associated with becoming a high school dropout. *Equity and Excellence in Education*, 46(2), 270-284.
4. Wilcox, K., Murakami, E., & **Urick, A.** (2013). Just-in time pedagogy: Teachers' perspectives on the response to intervention framework. *Journal of Research in Reading*, 36(1), 75-95. [published first online in 2011]

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### Peer-Reviewed Journal Articles continued

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3. **Urick, A.**, & Bowers, A. J. (2011). What influences principal perceptions of academic climate? A nationally representative study of the direct effects of perception on climate. *Leadership and Policy in Schools, 10*, 1-27.
2. Bowers, A. J., & **Urick, A.** (2011). Does high school facility quality affect student achievement? A 2-level hierarchical linear model. *Journal of Education Finance, 37*, 72-94.
1. Nora, A., **Urick, A.** & Quijada, P. (2011). Validating Students: A conceptualization and overview of its impact on student experiences and outcomes. *Enrollment Management Journal, 5*(2), 34-52.

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### Books

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1. **Urick, A.**, DeMatthews, D., & Ford, T. (Eds.) (2021). *Maximizing the Policy-Relevance of Research for School Improvement*. Information Age Press.  
<https://www.infoagepub.com/products/Maximizing-the-Policy-Relevance-of-Research-for-School-Improvement>

See book reviewed in Teachers College Record:

<https://www.tcrecord.org/Content.asp?ContentID=23945>

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### Peer-Reviewed Book Chapters

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1. **Urick, A.** (2018). How to apply secondary data analysis in the field of educational leadership and policy. In Lochmiller, C. (Ed.) *Complementary Research Methods for Educational Leadership and Policy Studies*, Palgrave Macmillan: New York, New York.

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### Invited Publications

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1. **Urick, A.** (2017). *Thinking and Acting Systematically: Improving School Districts Under Pressure*. Book Review. *Teachers College Record*.  
[www.tcrecord.org/Content.asp?ContentID=21858](http://www.tcrecord.org/Content.asp?ContentID=21858)

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### Technical Reports

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2. **Urick, A.** (2015). *Early Literacy Quick Assessment (ELQA)* Technical Report: Validity and Reliability. [<https://elqa.ou.edu/UserResources/Research.aspx>]

## Technical Reports continued

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1. **Urick, A.**, with Ford, T. (2015). Great Expectations model schools: Final report of evaluation. [request full copy; for partial results <http://www.greatexpectations.org/k20-research-center-study>]

## Invited Presentations

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6. **Urick, A.** (2020). Leadership for Access as School Improvement. *Baylor University*.
5. **Urick, A.** (2019). Leadership for Access as School Improvement. *University of Indiana, Bloomington*.
4. Wilson, S., Mania-Singer, J., Terry, R., Heddy, B., **Urick, A.** & Coffey, A. (2019). Student, School and Career Engagement: A Community Generated Measure. An invited presentation at GEAR UP annual conference. National Council for Community and Education Partnerships, Washington, DC.
3. **Urick, A.** & Wilson, S. (2018). Leveraging Evidenced-Based Academic Indicators for Program Success: An Interactive Workshop in Applying a Data Improvement Cycle. An invited institute at GEAR UP annual conference. National Council for Community and Education Partnerships, Washington, DC.
2. **Urick, A.** (2018). Leadership for Access as a Measure of School Quality. *University of Oregon*.
1. **Urick, A.** (2017). Leadership as a Measure of School Quality. *Teachers College, Columbia University*.

## Inter/National Conference Sessions and Papers

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43. Lee, S., Wilson, S., **Urick, A.**, Williams, L., Goodin, A., Krantz, C., Heddy, B., Mania, J. Student engagement as a learning analytic: Dashboard development for the K20 Inventory of Student, School, and Career Engagement. A poster presented at the American Educational Research Association annual meeting, Chicago, IL: April 2023.
42. Carpenter, B., **Urick, A.**, Magnusen, M., Eckert, J. Promoting educator well-being: The relationship between political skill, community empowerment and collective leadership. A paper presented at the University Council for Educational Administration annual convention, Seattle, WA: November 2022.



## Inter/National Conference Sessions and Papers continued

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41. Ahn, J. (chair), Price, H., Ni, Y., **Urick, A.**, Bowers, A., Xia, J., Wang, Y., Modeste, M. (Panelists). Strategizing Teaching Quantitative Methods for Aspiring Educational Leaders and Researchers. A critical conversation presented at the University Council for Educational Administration annual convention, Seattle, WA: November 2022.
40. **Urick, A.** (chair), Ford, T.G. (discussant). Cobb, C., Biddle, C., Mitra, D., DeMatthews, D., Reddick, R., James, L., Ravitch, D., Heilig, J., Brewer, T.J. (presenters). Maximizing the Policy Relevance of Research for School Improvement. A symposium presented at the American Educational Research Association annual meeting, San Diego, CA: April 2022.
39. **Urick, A.**, Eckert, J., Carpenter, B., & Mangusen, M. (2021). Promoting Educator Wellbeing: Validation of Community Empowerment, Collective Leadership, Political Skill and Wellbeing Measures. A paper presented at the University Council for Educational Administration annual convention, Columbus, OH: November 2021.
38. Bowers, A., **Urick, A.**, Liu, Y., Price, H., & Printy, S. (2020). How Global Surveys of School Leadership Inform Research, Theory, and Practice: Analyzing the OECD TALIS. A symposium accepted for presentation at the University Council for Educational Administration annual convention, VIRTUAL: November 2020.
37. **Urick, A.**, & Wilson, A. (2020). Depth and Breadth of School Quality: A Systematic Review of School Improvement Research Amid Accountability. A proposal accepted for presentation at the American Educational Research Association annual meeting, San Francisco, CA: April 2020. [conference canceled due to COVID-19]
36. Ford, T., Lee, C., & **Urick, A.** (2019). Should We Be Satisfied with Teacher Job Satisfaction? Examining its Cultural Dimensions. A roundtable presented at the University Council for Educational Administration annual convention, New Orleans, LA: November 2019.
35. Wilson, A. (\*student), **Urick, A.** (2019). Examining the Opportunity Gap in Science Through a Critical Quantitative Lens. A roundtable presented at the University Council for Educational Administration annual convention, New Orleans, LA: November 2019.
34. **Urick, A.**, Liu, Y., Ford, T., Wilson, A. (2019). Does instructional leadership mediate effects of home resources on opportunity to learn and math reasoning? A paper presented at the American Educational Research Association annual meeting, Toronto, Canada: April 2019.

## **Inter/National Conference Sessions and Papers continued**

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33. Rangel, V., Bowers, A. J., Tabron, L., **Urick, A.** (2018). Improving how we teach quantitative methods to aspiring educational leaders. University Council for Educational Administration annual convention, Houston, TX: November 2018.
32. **Urick, A.**, Wilson, A.(\*student), Ford, T.G., Frick, W., Wronowski, M.(\*student). (2018). Testing a framework of math progress indicators for ESSA: How opportunity to learn and instructional leadership matter. A panel discussion at the University Council for Educational Administration annual convention, Houston, TX: November 2018.
31. Ford, T., **Urick, A.**, & Wilson, A. (\*student). (2018). Teacher evaluation systems and teachers' job satisfaction: A cross-national comparison. A roundtable presented at the American Educational Research Association annual meeting, New York, NY, April 2018.
30. Wronowski, M. (\*student), & **Urick, A.** (2018). Examining the relationship of teacher perception of accountability and assessment policies on teacher turnover. A poster presented at the American Educational Research Association annual meeting, New York, NY, April 2018.
29. Doolittle, S., & **Urick, A.** School financing litigation: Which conditions lead to successful litigation? A roundtable presented at the National Education Finance Academy conference, Tulsa, OK, April 2018.
28. Wronowski, M. (\*student), & **Urick, A.** (2017). Teacher de-professionalization and demoralization as unintended outcomes of No Child Left Behind implementation. A paper presented at the University Council Educational Administration convention, Denver, CO, November 2017.
27. **Urick, A.**, Bowers, A.J., Boyce, J. (2017). The application of multilevel models with latent variables to K-12 educational leadership and policy research: Multilevel factor analysis, growth models and structural equation models. A symposium presented at Modern Modeling Methods conference, Neag School of Education, University of Connecticut: May 2017.
26. **Urick, A.**, Ford, T., & Wilson, A (\*student). (2017). Feasibility of increasing access: How does instructional leadership influence opportunity to learn in U.S. and Belgium? A poster presented at the American Education Finance and Policy conference, Washington, D.C., March 2017.

## **Inter/National Conference Sessions and Papers continued**

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25. Holme, J., Jabbar, H., Ronfeldt, M., **Urick, A.**, Edwards, W., Sanchez, J., Torres, C. (2017). Turnover in Schools: New Measures, New Contexts. A session presented at the American Educational Research Association annual meeting, San Antonio, TX, April 2017.
24. Wilson, A. (\*student), & **Urick, A.** (2017). Examining equitable access in schools: The relationship between student capital and opportunity to learn. Paper presented at American Educational Research Association annual meeting, San Antonio, TX, April 2017.
23. **Urick, A.**, Wronowski, M. (\*student), Wilson, A. (\*student), Wilson, S., Elizondo, J., Thompson, W., Ralston, R. (2017). The effects of a strategy game on academic and affective outcomes for statistics instruction. Paper presented at the American Educational Research Association annual meeting, San Antonio, TX, April 2017.
22. Holme, J., Jabbar, H., Ronfeldt, M., **Urick, A.**, Edwards, W., Sanchez, J., Torres, C. (2016). Turnover in Schools: New Measures, New Contexts. A session presented at the University Council for Educational Administration annual convention, Detroit, MI, November 2016.
21. **Urick, A.**, Ford, T., Wilson, A. (\*student), Frick, W. (2016). Feasibility of increasing access: How does instructional leadership influence opportunity to learn in U.S. and Belgium? A paper presented at the University Council for Educational Administration annual convention, Detroit, MI, November 2016.
20. Ford, T., **Urick, A.**, Wilson, A. (\*student) (2016). What is the impact of formative teacher evaluation experiences on U.S. teachers' satisfaction? A paper presented at the University Council for Educational Administration annual convention, Detroit, MI, November 2016.
19. Bowers, A.J., **Urick, A.**, & Boyce, J. (2016). Identifying informative subgroup typologies in K-12 education leadership data through the application of latent class analysis (LCA) and multilevel LCA. A methodological application symposium presented at Modern Modeling Methods conference, Neag School of Education, University of Connecticut: May 2016.
18. **Urick, A.**, Ford, T., Frick, W., & Wilson, A. (\*student) (2016). Feasibility of Increasing Access: How does instructional leadership influence opportunity to learn in U.S. and Belgium? Invited Poster Session: Excellence in Education Research: Early Career Scholars and Their Work, American Educational Research Association annual meeting, Washington DC: April 2016.

## **Inter/National Conference Sessions and Papers continued**

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17. **Urlick, A.**, & Wilson, A. (\*student), Ford, T., & Frick, W. (2015). Does school leadership influence opportunity to learn? A cross-national comparison. A paper presented at the annual convention for University Council of Educational Administration. San Diego, CA: November 2015.
16. **Urlick, A.**, & Wilson, A. (\*student). (2015). Redefining school quality: Using school improvement research to guide the future of school accountability policy. A paper presented at the annual convention for University Council of Educational Administration. San Diego, CA: November 2015.
15. **Urlick, A.**, & Wilson, A. (\*student). (2015). Do principals moderate the effects of teacher evaluation on teacher efficacy and satisfaction? A paper presented at the annual conference of the Association for Education Finance and Policy, Washington, DC: February 2015.
14. **Urlick, A.**, Wilson, A. (\*student), Carvalho, C., Oliveira, A., Perry, M., & Koslinski, M. (2015). Does school leadership influence opportunity to learn for 15 year olds in US and Brazil? A paper presented to at the American Educational Research Association annual meeting, Chicago, IL: April 2015.
13. Ford, T., & **Urlick, A.** (2015). Does instructional leadership have a causal effect on literacy teachers' instructional practice? A paper presented to at the American Educational Research Association annual meeting, Chicago, IL: April 2015.
12. Wilson, A. (\*student), **Urlick, A.**, & Morrison, J (\*student). (2014). The influence of teacher evaluation on self-efficacy and job satisfaction: A form of support or stress? A paper presented at the annual convention for University Council of Educational Administration. Washington, DC: November 2014.
11. **Urlick, A.**, & Bowers, A.J. (2014). How teacher and principal perceptions influence instructional leadership internationally: A multilevel factor analysis of TALIS 2008. A paper presented at the American Educational Research Association annual meeting. Philadelphia, PA: April 2014.
10. Bowers, A.J. (Chair); Bowers, A.J., Cannata, M., Ni, Y., Price, H., & **Urlick, A.** (Panelists). (2013). Analyzing "big data" in educational leadership and policy research: Hierarchical, multilevel, longitudinal, conditional data at the national, state, district and school levels. A session presented at the University Council for Educational Administration convention. Indianapolis, IN: November, 2013.

## **Inter/National Conference Sessions and Papers continued**

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9. **Urick, A.** (2013). The hierarchy of school leadership practice: Confirming the definitions and overlap among leadership styles. A paper presented at the University Council for Educational Administration convention. Indianapolis, IN: November, 2013.
8. **Urick, A.** (2012). A typology of teachers in school leadership: A multilevel latent class analysis of teachers' views of leadership on their decisions to stay, move or leave. A paper presented at the American Educational Research Association annual meeting. San Francisco, CA: April, 2013.
7. **Urick, A., & Bowers, A.** (2012). The influence of typologies of school leaders on teacher retention: A multilevel latent class analysis. A paper presented at the University Council of Educational Administration convention. Denver, CO: November 2012.
6. **Urick, A., & Bowers, A. J.** (2011). Do different types of principals predict teacher retention? A latent class analysis of principals' perceptions of leadership on teachers' decisions to leave. A paper presented at the University Council of Educational Administration convention. Pittsburgh, PA: November 2011.
5. **Urick, A., & Bowers, A. J.** (2011). Do principal perceptions influence student outcomes? A two-level hierarchical linear model. A paper presented at the University Council of Educational Administration convention. Pittsburgh, PA: November 2011.
4. **Werblow, J., Duesbery, L. & Urick, A.** (2011). On the wrong track: How tracking is associated with becoming a high school dropout. A paper presented at the American Educational Research Association annual meeting. New Orleans, LA: April 2011.
3. **Urick, A., & Bowers, A. J.** (2010). What influences principal perception of academic climate? A nationally representative study of the direct effects of perception on climate. A paper presented at the University Council of Educational Administration convention. New Orleans, LA: October 2010.
2. **Bowers, A. J., & Urick, A.** (2010). Does school facility quality affect student achievement? A 2-level hierarchical linear model. A paper presented at the American Education Finance Association annual meeting. Richmond, VA: March 2010.
1. **Wilcox, K., Murakami, E., & Urick, A.** (2009). Just-in time pedagogy: Teachers' perspectives related to Response to Intervention. A paper presented at the University Council for Educational Administration convention. Anaheim, CA: November 2009.

## State/Local Conferences

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3. **Urick, A., & Dorrell, B.** (2020). Different Ways of Advocating for Education in Policy as a Teacher. KEY Conference. University of Oklahoma: February 2020.
2. **Urick, A.** (2019, conference organizer). Education Funding Summit. University of Oklahoma: March 2019.
1. **Urick, A.** (2015). Data Use for Change: Beyond Accountability. K20 Innovative Learning Institute. Norman, OK: December 2015.

# GRANTS

## External Research Grants

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Williams, L, Wilson, S., et al. [K20 Center] (Awardee/Service Provider). **Urick, A.** (Research Consultant). (2018-2025). GEAR UP OKC (Opportunity + Knowledge = College). US Department of Education. \$18,698,400

**Urick, A.** (PI), Ford, T. (co-PI), Frick, W. (co-PI). (2015-2017). How do school leaders support student opportunity to learn. AERA Grants Program. Supported by National Science Foundation, NSF #DRL-0941014, \$25,000 (funded)

## Internal Research Grants

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(Awarded as research methods consultation)

**Urick, A.** (2015). Impact of Virtual Learning Experiences. K-20 Center, Senior Vice President and Provost, University of Oklahoma, ~\$18,000 in graduate student research assistantships and summer pay (funded).

**Urick, A.** (2015). A validity and reliability study of the *Early Literacy Quick Assessment*. ETEAM (Educational Training, Evaluation, Assessment and Measurement), Center for Early Childhood Professional Development, College of Continuing Education, University of Oklahoma Outreach, \$12,000 (funded).

(Awarded as research methods consultation)

**Urick, A.** (2015). Evaluation of Great Expectations model schools. K-20 Center, University of Oklahoma, ~\$7,600 (funded).

## Internal Research Grants continued

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(Awarded from research proposal and review process)

- Urlick, A.** (2017). Redefining school quality: Using school improvement research to guide the future of school accountability policy. *Jeannine Rainbolt College of Education Faculty Summer Research Grants*. University of Oklahoma. \$6,000 (funded)
- Urlick, A.** (2014). Does school leadership influence opportunity to learn for 15 year olds in the U.S. and Brazil? *Vice President for Research, Jeannine Rainbolt College of Education Faculty Summer Research Grants*. University of Oklahoma. \$6,000 (funded)
- Urlick, A.** (2013). A typology of teachers in school leadership: A multilevel latent class analysis of teachers views of leadership on their decisions to stay, move or leave. *College of Education Faculty Research Grants*. College of Education, Minnesota State University Mankato, \$2,550 (funded)
- Urlick, A., & Bowers, A. J.** (2011). Modeling the interaction between principals and teachers within school leadership. *Academy for Teacher Excellence Research Grant*. Academy for Teacher Excellence (ATE), College of Education and Human Development, The University of Texas at San Antonio, \$5,000 (funded)
- Murakami, E., **Urlick, A.,** Wilcox, K. (2010) Just-in time pedagogy in high minority schools. *COEHD Faculty Research Mini-Grant*. College of Education and Human Development, The University of Texas at San Antonio, \$4,000 (funded)

(Awarded from center/service/administration responsibilities)

- Urlick, A.** (2018). "Supporting Research in the College." Summer Research Grants. Jeannine Rainbolt College of Education Endowed Lectureship Spring 2018. University of Oklahoma, \$5,000 (funded).

## Teaching Grants

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- Urlick, A.** (2018). "Education Leadership Data Analytics: Using Big Data Visual and Education Analytics to Inform Evidence-Based Improvement Cycles in Schools." presented by Alex Bowers. Jeannine Rainbolt College of Education Endowed Lectureship Spring 2018. University of Oklahoma, \$5,000 (funded).
- Urlick, A. & Ford, T.** (2015). EACS 5403 Inquiry for Performance Improvement Fall 2015. Presidential Dream Course, University of Oklahoma, Senior Vice President and Provost, \$20,000 (funded).

## Teaching Grants continued

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**Urlick, A.**, Ford, T., Edwards, K., Pasque, P., Laird, S., Frick, W., & Covaleskie, J. (2015). "Town Hall: Who are we? Racial formation in the U.S." presented by Michael Omi. Jeannine Rainbolt College of Education Endowed Lectureship Fall 2015. University of Oklahoma, \$5,000 (funded).

# SERVICE

## Inter/National Conference Sessions for Service/Mentorship

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Nagbe, N. M. (facilitator). Ingle, W. K., **Urlick, A.**, Ezzani, M., Qadir, F., & Ovando, M., Sikes, C., & Stewart, R. (Panelists). (2019). Graduate School in Stages. Graduate Student Summit. University Council for Educational Administration annual convention, New Orleans, LA: November 2019.

Wilson, A., Pham, L., Nagbe, N. M., Gullo, G. L., Foster, J., Clayton, J., Andreoli, P., **Urlick, A.** (facilitators). Researchers Development Program Presentations. University Council for Educational Administration annual convention, New Orleans, LA: November 2019.

Urlick, A., Welton, A. D., Wang, Y. (co-chairs). Division A (Administration, Organization and Leadership) Early Career Mentoring Seminar. American Educational Research Association annual meeting, Toronto, Canada: April 2019.

Wilson, A., Pham, L., Richardson, T., **Urlick, A.**, VanGronigen, B. (facilitators). Researchers Development Program Orientation. University Council for Educational Administration annual convention, Houston, TX: November 2018.

Sun, W. (facilitator). Ingle, W. K., **Urlick, A.**, Ezzani, M., Qadir, F., & Ovando, M. (Panelists). (2018). Graduate School in Stages. Graduate Student Summit. University Council for Educational Administration annual convention, Houston, TX: November 2018.

**Urlick, A.** (facilitator). Hajiyeva, S., Mantz, C., Gilzene, A., Williams, N. (Presenters). Developing Partnership. Graduate Student Summit. University Council for Educational Administration annual convention, Houston, TX: November 2018.

**Urlick, A.**, Tillman, L., Welton, A., Wang, Y. (co-chairs) (2018). Division A (Administration, Organization and Leadership) Early Career Faculty Mentoring Seminar, American Educational Research Association annual meeting, San Antonio, TX: April 2018.



## **Inter/National Conference Sessions for Service/Mentorship continued**

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- Mullen, C. (Facilitator), **Urick, A.**, Ingle, K., Irby, D., Rodriguez, C., Nash, A., & Clay, K., (Panelists). Graduate Student Summit Session: Graduate School in Stages. University Council for Educational Administration annual convention, Denver, CO: November 2017.
- Urick, A.** (Facilitator). Graduate Student Summit Roundtable: Using Quantitative Methods in Research on Educational Leadership and Policy. University Council for Educational Administration annual convention, Denver, CO: November 2017.
- Urick, A.**, & Tillman, L. (co-chairs) (2017). Division A (Administration, Organization and Leadership) Early Career Faculty Mentoring Seminar, American Educational Research Association annual meeting, San Antonio, TX: April 2017.
- Urick, A.** (facilitator/mentor), Husain Al Assaf, L. (\*student), & Akanwa, E. (\*student) (2016). International students and Education policy. A roundtable session at Graduate Student Summit, University Council for Educational Administration annual convention, Detroit, MI, November 2016.
- Urick, A.**, Evans, A., & Tillman, L. (co-chairs) (2016). Division A (Administration, Organization and Leadership) Early Career Faculty Mentoring Seminar, American Educational Research Association annual meeting, Washington, DC: April 2016.
- Urick, A.**, & Schroeder, P. (Chairs); Heck, R., Rowan, B., Seashore-Louis, K., Spillane, J., & Tillman, L. (Panelists). (2012). Evidence to support school leaders for increased capacity in practice and policy. A session invited for presentation at the American Educational Research Association annual meeting. Vancouver, BC: April 2012.
- Urick, A.**, Schroeder, P., Harvey, T., Rangel, V., & Ranieri, M. (Chairs); Aleman, J., Goel, P., Green, T., Lebental, D., Sampson, C., & White, A. (Participants); Diem, S., Griego-Jones, M., Horsford, S., Irby, B., Salloum, S. (Discussants). (2012). Graduate student research forum for emerging research. A session presented at the American Educational Research Association annual meeting. Vancouver, BC: April 2012.
- Urick, A.**, Schroeder, P., Nordin, T., & Hutner, T. (Chairs); Skrla, L., Jacobson, S., Lopez, G., Brooks, J., Normore, A., & Witherspoon Arnold, N. (Panelists). (2011). How to publish as a graduate student and early scholar. A session presented at the University Council of Educational Administration convention. Pittsburgh, PA: November 2011.
- Nordin, T., **Urick, A.**, Hutner, T., & Schroeder, P. (2011). Graduate student networking cafe. A session presented at the University Council of Educational Administration convention. Pittsburgh, PA: November 2011.

## Inter/National Conference Sessions for Service/Mentorship continued

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- Nordin, T., Hutner, T., **Urick, A.**, & Schroeder, P. (2011). Graduate student breakfast and early career workshop. A session presented at the University Council of Educational Administration convention. Pittsburgh, PA: November 2011.
- Keys, C., & **Urick, A.** (Chairs); Casanova, U., Theoharis, G., Lopez, G., Beachum, F., Heilig, J. (Panelists). (2011). Imagining a better education: The convergence of research, policy, practice and participation. A session invited for presentation at the American Educational Research Association annual meeting. New Orleans, LA: April 2011.
- Rodriguez, C., (Chair); Witherspoon, N., **Urick, A.**, Nordin, T., & Price, H. (Panelists). (2010). Graduate student orientation. A session presented at the University Council of Educational Administration convention. New Orleans, LA: October 2010.
- Keys, C., Price, H., **Urick, A.**, & Nordin, T. (Chairs); Mackey, H., Huggins, K., & Bowers, A. J. (Panelists) (2010). Graduate student job search. A session presented at the University Council of Educational Administration convention. New Orleans, LA: October 2010.
- Keys, C., Price, H., **Urick, A.**, & Nordin, T. (Chairs); Lewis, W., & Rorrer, A. (Panelists) (2010). Graduate student evening with the scholars. A session presented at the University Council of Educational Administration convention. New Orleans, LA: October 2010.

## Professional Service Positions

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### *NATIONAL*

#### *Scholars Strategy Network*

2019-2020 Leader, Oklahoma Chapter, see <https://scholars.org/chapter/oklahoma>

#### *American Educational Research Association*

2020-2021 Chair, Division A Early Career Scholar Award

2019-2020 Committee Member, Division A Early Career Scholar Award

2018-2019 Past Chair (Elected), *Leadership for School Improvement (LSI) Special Interest Group (SIG)*

2018-2020 Faculty Advisor, Researcher Development Program, *Leadership for School Improvement (LSI) Special Interest Group (SIG) partnered with University Council for Educational Administration*

2017-2018 Section Chair, Section 1: Leadership, *Division A-Administration, Organization & Leadership*

### Professional Service Positions continued

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- 2017-2018 Chair (Elected), *Leadership for School Improvement (LSI) Special Interest Group (SIG)*
- 2016-2017 Program Chair (Elected), *Leadership for School Improvement (LSI) Special Interest Group (SIG)*
- 2016-2020 Co-Chair, Early Career Faculty Mentoring Session, *Division A-Administration, Organization & Leadership*
- 2015-2016 Treasurer/Secretary (Elected), *Leadership for School Improvement (LSI) Special Interest Group (SIG)*
- 2016-2017 Dissertation of the Year Award Reviewer, *Leadership for School Improvement (LSI) Special Interest Group (SIG)*
- 2014-2015 Dissertation of the Year Award Chair (Elected), *Leadership for School Improvement (LSI) Special Interest Group (SIG)*
- 2013-2015 Newsletter Co-Editor, *Leadership for School Improvement (LSI) Special Interest Group (SIG)*
- 2013-2014 Dissertation of the Year Award Committee Member, *Leadership for School Improvement (LSI) Special Interest Group (SIG)*
- 2013-2015 Reviewer, *Leadership for School Improvement (LSI) Special Interest Group (SIG)*
- 2013-2014 Reviewer, *Division A-Administration, Organization & Leadership, American Education Research Association, Section 1 (Leadership)*.
- 2012-2013 Discussant, *Division A-Administration, Organization & Leadership, American Education Research Association, Section 1 (Leadership)*.
- 2014-2014 Reviewer, *Division A-Administration, Organization & Leadership, American Education Research Association, Section 3 (School/District Improvement)*.
- 2014 Discussant, *Division A-Administration, Organization & Leadership, American Education Research Association, Section 2 (Organizational effects)*.
- 2010-2013 Proposal Reviewer, *Division A-Administration, Organization & Leadership, American Education Research Association, Section 2 (Organizational effects)*.

## **Professional Service Positions continued**

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- 2011-2012 Senior Graduate Student Representative, *Division A-Administration, Organization & Leadership, American Education Research Association*, lead outreach, networking and mentoring programs and plan sessions at professional conferences for all Division A graduate students.
- 2010-2011 Junior Graduate Student Representative, *Division A-Administration, Organization & Leadership, American Education Research Association*, assist and lead outreach, networking and mentoring programs and plan sessions at professional conferences for all Division A graduate students.
- 2010-2011 Chair, Foster-Polite Graduate Student Scholarship Committee, *Division A-Administration, Organization & Leadership, American Education Research Association*, lead proposal review committee
- 2010-2012 Graduate Student Committee Member, *Division D-Measurement & Research Methodology, American Education Research Association*, write and publish “Ask A Scholar” interviews on graduate student website.

### *University Council of Educational Administration*

- 2017-2021 Facilitator/Panelist for Graduate Student Summit
- 2016-2021 Mentor for Graduate Student Summit Roundtable
- 2010-Present Proposal Reviewer

### *Journal of Education Finance*

- 2013-2020 Editorial Advisory Board Member

### *Journal of Research on Organization in Education*

- 2017-2020 Associate Editor

### *Review of Higher Education*

- 2009-2012 Managing Editor

### **Reviewer for National and International Research Grants:**

Israel Science Foundation (2017); National Institute of Education, Singapore (2017)

## Professional Service Positions continued

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### Reviewer for National and International Research Journals:

*Educational Researcher; Leadership & Policy in Schools, Journal of Educational Administration, Journal of Research on Organization in Education, Review of Higher Education, American Educational Research Journal-SIA, Educational Policy, Educational Research and Reviews, NASSP Bulletin, American Journal of Education, Journal of School Leadership, School Effectiveness & School Improvement, School Leadership & Management, Educational Administration Quarterly*

### Reviewer for National and International Books:

*Sage Publications—books (2012)*

*IAP book series in International Research on School Leadership – Using Data in Schools to Inform Leadership and Decision Making*

2013            Reviewer, Volume 5

2014            Reviewer, Volume 6

### **LOCAL**

*Baylor University*

2020            School of Education Recognition and Development Committee

2022 -           Diversity, Equity, Inclusion and Belonging Committee – School of Education

2022-           BREC Virtual Research Conference Committee – School of Education

*The University of Oklahoma*

2018            Judge, Three-Minute Thesis, Graduate Student Competition, Graduate College

*The University of Oklahoma*

2014-2017      Academic Programs Council

2015-2019      Ed Cline Faculty Development Awards

## **Professional Service Positions continued**

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### *Jeannine Rainbolt College of Education, The University of Oklahoma*

2015-2017 CEDAR [research support center] Advisory Member

2013-2015 Technology Committee Member

### *Department of Educational Leadership & Policy Studies, The University of Oklahoma*

2017-2019 Social Committee Member

2013-2015 Technology Committee Member

### *Department of Educational Leadership & Policy Studies, The University of Oklahoma*

2014-2015 Faculty Handbook Policy Ad Hoc Committee

2013 Faculty Search Committee member

### *College of Education, Minnesota State University, Mankato*

2012 Research Committee Member, Manage internal faculty research grants and support campus research activities

### *Department of Educational Leadership, Minnesota State University, Mankato*

2012 Faculty Search Committee Member

### *College of Education and Human Development, The University of Texas at San Antonio*

2011 Presenter, *Introduction to SPSS*, Read Malawi! Research Project, Department of Interdisciplinary Teaching and Learning, College of Education and Human Development, The University of Texas at San Antonio, Workshop for Malawi Ministry of Education researchers and Malawi educational leaders.

2010 Presenter, *An Introduction to Hierarchical Linear Models (HLM)*, Series of Lectures and Workshops on Data Modeling, Office of Research, Grant and Development, College of Education and Human Development, The University of Texas at San Antonio, Workshop/lecture for faculty, students and local researchers.

## **Professional Service Positions continued**

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### *Department of Educational Leadership and Policy Studies, University of Texas at San Antonio*

- 2011 Facilitator, Texas Higher Education Scholarship Special Interest Group (SIG), Third Annual Higher Education Symposium, Higher Education Administration Student Association, Department of Educational Leadership and Policy Studies, College of Education and Human Development, The University of Texas at San Antonio.
- 2009-2011 Committee Member, ELPS Journal Club, Department of Educational Leadership and Policy Studies, College of Education and Human Development, The University of Texas at San Antonio.
- 2011 Presenter, ELPS Journal Club, Department of Educational Leadership and Policy Studies, College of Education and Human Development, The University of Texas at San Antonio.
- 2010 Presenter, ELPS Journal Club, Department of Educational Leadership and Policy Studies, College of Education and Human Development, The University of Texas at San Antonio.
- 2009-2010 Treasurer, Higher Education Administration Student Association, Department of Educational Leadership and Policy Studies, College of Education and Human Development, The University of Texas at San Antonio.
- 2009 Presenter, ELPS Journal Club, Department of Educational Leadership and Policy Studies, College of Education and Human Development, The University of Texas at San Antonio.

### *Fort Sam Houston ISD, San Antonio, TX*

- 2008-2009 Response to Intervention (RTI) committee member
- 2008-2009 District Teacher/Administrator awards committee member
- 2008-2009 UIL Journalism coach

### *Poteet ISD, Poteet, TX*

- 2007-2008 District improvement committee member
- 2007-2008 District professional development facilitator
- 2007-2008 Teacher mentor

## Professional Service Positions continued

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### Poteet ISD, Poteet, TX

2006-2008 Technology training support

2006-2008 UIL Journalism coach

## Associations

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American Educational Research Association (AERA)

Division A (Administration, Organization and Leadership), Division D (Measurement and Research Methodology), Division L (Education Policy and Politics), Leadership for School Improvement Special Interest Group (LSI SIG)

## Awards and Fellowships

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- 2018 American Educational Research Association (AERA) Division A (Administration, Organization & Leadership) Early Career Award
- 2017 Researcher of the Year, Department of Educational Leadership & Policy Studies, Jeannine Rainbolt College of Education, University of Oklahoma
- 2017 Junior Faculty Award, Jeannine Rainbolt College of Education, University of Oklahoma
- 2016 Patricia L. Hardré Excellence in Graduate Mentoring, Jeannine Rainbolt College of Education, University of Oklahoma
- 2015 Most Promising Faculty, Department of Educational Leadership and Policy Studies, University of Oklahoma
- 2013 Dissertation of the Year Award 2012, American Educational Research Association (AERA), Leadership for School Improvement (LSI) Special Interest Group (SIG)
- 2013 Emerald/EFMD Outstanding Doctoral Research Award for Educational Leadership and Strategy 2012, sponsored by the Journal of Educational Administration
- 2012 Recognition of Appreciation for Service as Graduate Student Representative, American Educational Research Association, Division A, Vice President, Linda Skrla.



### **Awards and Fellowships continued**

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- 2012 Recognition of Appreciation for Service as Graduate Student Council Member, American Educational Research Association, Chair, Nicholas Hartlep.
- 2012 First Place for Outstanding Dissertation, College of Education and Human Development, The University of Texas at San Antonio.
- 2012 David L. Clark Graduate Student Research Scholar, University Council for Educational Administration, American Educational Research Association: Division A and L
- 2010-2011 Doctoral Fellowship, College of Education and Human Development, The University of Texas at San Antonio
- 2009-2010 Doctoral Fellowship, College of Education and Human Development, The University of Texas at San Antonio
- 2009-2011 Travel Grant, College of Education and Human Development, The University of Texas at San Antonio
- 2008 Schlechty Center Teacher Leader Academy Fellow, Fort Sam Houston ISD
- 2006-2007 Teacher Graduate School Award, TARGET/PAVE Grant, Poteet ISD
- 2006 American Society of Newspaper Editors (ASNE) Journalism Institute Fellow
- 2000-2003 Presidential Scholarship Award, St. Mary's University

### **Graduated Doctoral Students, Main Advisor**

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Rogers, Amy (Ed.D.) "Principals of Small Rural Schools as Instructional Leaders for Special Education." Spring 2022.

Vales, Angel (Ed.D.) "Wellbeing and the Vocation of the School Superintendent." Spring 2022.

Ward, Donna (Ed.D.) "Influence of Teacher Resilience on Retention Rates in High-Poverty, High-Minority Schools." Spring 2022

## **Graduated Doctoral Students, Main Advisor continued**

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Wilson, Alison. (Ph.D.) “A Critical Examination of How U.S. Schools Structure Inequalities in Science Learning Opportunities Based on Intersectional Student Backgrounds.” Spring 2020.

**Academic Job After Graduation: Assistant Professor, South Dakota State University, Department of Teaching, Learning and Leadership**

Walk, Kara. (Ed.D.) “Technology Competencies of Oklahoma Principals.” Spring 2020.

Puccino, Laura. (Ed.D.) “Influence of Character Education on Student Character Growth: A Program Evaluation.” Fall 2019.

Buckmaster, Jamie. (Ed.D.) “Holding Back English Learners: The Impact of Early Elementary Grade Retention on Language Development.” Spring 2019.

Wronowski, Meredith. (Ph.D.) “De-professionalized and Demoralized: A Longitudinal Examination of Teachers’ Perception of their Work and Teacher Turnover during the Accountability Era in the United States.” Spring 2018.

**Academic Job After Graduation: Visiting Assistant Professor, Miami University, Department of Educational Leadership**

Frayser, Keely. (Ed.D.) “The Relationship between Teacher Beliefs about Response to Intervention and Student Outcomes: An Attempt to Gain Teacher Buy In and Increase Student Outcomes.” Spring 2018.

Killam, Sunie. (Ed.D.) “An Examination of the Effects of Mentoring and Induction on Teaching Effectiveness and Retention.” Fall 2017. Co-chair: Jeffrey Maiden.

Stump, Melinda K. (Ed.D.) “Relationship of Transformational Leadership on Collective Teacher Efficacy in an Urban Setting.” Fall 2016. Co-chair: Kathrine Gutierrez.