

Jaime E. Welborn, Ph.D.

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CURRENT POSITION

**Tenure-Track Assistant Professor, Saint Louis University, Education Leadership
Assessment & Accreditation Coordinator, School of Education
Educator Certification Officer, School of Education**

EDUCATION

- 2018 [Harvard CAEL Module Program](#)
Post Doctoral in Progress, Leading for Excellence and Equity
- 2012-2016 [St. Louis University Ph.D. Program](#)
Doctor of Philosophy, Educational Leadership
- 2008-2010 [Southern Illinois University Edwardsville Graduate Program](#)
Master of Science, Education Administration
- 2001-2005 [Southern Illinois University Carbondale Undergraduate Program](#)
Bachelor of Science, Elementary Education

RESEARCH EXPERIENCE

- Welborn, J. & Revelian, S. (2024).** *The influence of Jesuit education characteristics on faculty practices used to prepare graduate students as inclusive educational leaders.*
- Welborn, J. (2023).** *Culturally proficient educational practice in public schools across the United States.*
- Welborn, J. & Warren, M. (2022).** *Value and use of culturally proficient practices in human resources.*
- Soles, B., **Welborn, J., & Anan, P. (2020).** *Perceptions of formal and nonformal leaders on Cultural Proficiency in educational practice and organizational change.*
- Welborn, J. (2019).** *The tenets of school change for culturally proficient practice: A case study.*
- Welborn, J. (2016).** *Culturally competent schools and leadership of elementary principals. (Doctoral Dissertation).* Retrieved from ProQuest Database. (No. 10124756).

BOOKS

Welborn, J., Casey, T., Myatt, K., Lindsey, R. (2022). *Leading change through the lens of Cultural Proficiency: An equitable approach to race and social class in our schools*. Thousand Oaks, CA: Corwin Press, Inc.

Welborn, J. & Flores, P. (Contracted, In Progress). *Cultivating praxis through Cultural Proficiency: A teacher's action-guide for fostering a transformative mindset and thriving classroom*. Thousand Oaks, CA: Corwin Press, Inc.

Noise, T., Portell, M., **Welborn, J.,** Nicholson, J., Kurtz, J., & Alarcon, R. **(Contracted, In Progress).** *Tier 3 interventions to support elementary students with complex needs: A culturally proficient guide for school leaders*. New York, NY: Teachers College Press, Columbia University.

Noise, T., Portell, M., **Welborn, J.,** Nicholson, J., Kurtz, J., & Alarcon, R. **(Contracted, In Progress).** *Workbook: Tier 3 interventions to support elementary students with complex needs: A culturally proficient guide for school leaders*. New York, NY: Teachers College Press, Columbia University.

Noise, T., **Welborn, J.,** Williams, J., Johnson, S., Cholico, W. & Nicholson, J. **(Contracted, In Progress).** *Tier 3 interventions to support secondary students with complex needs: A culturally proficient guide for school leaders*. New York, NY: Teachers College Press, Columbia University.

Noise, T., **Welborn, J.,** Williams, J., Johnson, S., Cholico, W. & Nicholson, J. **(Contracted, In Progress).** *Workbook: Tier 3 interventions to support secondary students with complex needs: A culturally proficient guide for school leaders*. New York, NY: Teachers College Press, Columbia University.

EDITED BOOKS

Coleman, E., & **Welborn, J.** (2024). *Three sixty: A journey of resilience and gratitude*. Saint Louis, Missouri: Estevenson P. Coleman LLC.

Welborn, J. & Roberts, M. (Contracted, In Progress). *JEDI Leadership: Foundational Theory, Research, and Case Studies in Diverse Educational Settings Series*, Books 1-4. International Council for Professors of Education Leadership.

BOOK CHAPTERS

Welborn, J. (2025). *Culturally proficient strategic planning: A transformative approach to leading change in K-12 and higher education organizations*. In B. Soles and T. Meyerott *Diverse Leadership Perspectives in Education: From K-12 to Higher Education*. Hershey, PA: IGI Global.

Soles, B., Meyerott, T., **Welborn, J.,** Flores, P. (2025). *A review of the literature: Leaders use of cultural proficiency toward socially just educational renewal*. In B. Soles and T. Meyerott *Diverse Leadership Perspectives in Education: From K-12 to Higher Education*. Hershey, PA: IGI Global.

REFEREED PUBLICATIONS

- Welborn, J.** and Darter, W. (2025). Leading from the inside-out: Tools and new success metrics for managing imposter syndrome and perfectionism. *Midwest Journal of Education*, 2(1), 1-21. <https://www.williamwoods.edu/academics/mje/articles/vol2/iss1/mje-2-1-1.html>
- Welborn, J.** (2024). From theory to practice: Applying the essential elements of cultural proficiency to strategic planning. *Midwest Journal of Education*, 1(1), 11-22. <https://www.williamwoods.edu/academics/mje/articles/vol1/iss1/mje-1-1-2.pdf>
- Welborn, J. & Flores, P.** (2024). Equity requires action: Principals' use and value of culturally proficient educational practice. *Journal of Critical Issues in Educational Practice*, 13(1), 1-28. <https://scholarworks.lib.csusb.edu/cgi/viewcontent.cgi?article=1109&context=wie>
- Soles, B., **Welborn, J.**, & Anan, B. (2024). Perceptions of formal and nonformal leaders on cultural proficiency in educational practice and organizational change. *Journal of Leadership, Equity, and Research*, 10(1), 4-21. <https://journals.sfu.ca/cvj/index.php/cvj/article/view/273/389>
- Welborn, J.** (2023). School leaders' use and value of culturally proficient educational practice in rural, K-12 public schools across the United States. *Education Leadership Review* 24(1), 4-26. <https://www.icpel.org/elr-vol-24-fall-2023.html>
- Welborn, J.** (2022). Ensuring equity in school discipline: Operationalizing the tools of cultural proficiency. In T. Bates, J. Welborn, & Uliassi, C. *Journal of Critical Issues in Educational Practice*, 12(1), 25-44. <https://scholarworks.lib.csusb.edu/wie/vol12/iss1/1>
- Welborn, J. & Lindsey, R.** (2020). A descriptive study of the case of Eaveston School District: Core values from deficit-based to asset-based. *Journal of Leadership, Equity, and Research*, 6(1), 1-25. <https://journals.sfu.ca/cvj/index.php/cvj/article/view/73>
- Welborn, J.** (2019). Increasing equity, access, and inclusion through organizational change: A study of implementation and experiences surrounding a school district's journey towards culturally proficient educational practice. *Education Leadership Review* 20(1), 167-189. [Microsoft Word - ELR Volume 20\(1\) Fall 2019.docx \(icpel.org\)](#)

PUBLICATIONS

- Welborn, J. & Casey, T.**, (2020). Cultural proficiency as an advocacy tool to build a diverse workforce. *ACSA Leadership Magazine*.
- Welborn, J.** (2017). Cultural proficiency: A new feeling for school leaders. *The Missouri Elementary Principal*, 22-23.
- Welborn, J.** (2016). *Culturally competent schools and leadership of elementary principals*. (Doctoral Dissertation). Retrieved from ProQuest Database. (No. 10124756).

PUBLICATIONS UNDER REVIEW

- Welborn, J. & Peoples, M.** (2025, Under Review). Culturally proficient leadership for school turnaround: an urban principals' quest to BUILD. *Journal of Cases in Educational Leadership*.

Welborn, J. & Revelian, S. (2025, Under Review). The influence of Jesuit education characteristics on faculty practices preparing students as inclusive educational leaders. *Journal of Catholic Education*.

Welborn, J., Wood, J., Mulvey, B., & Wood, A. (2025, Under Review). Overcoming barriers to success and advancement: Women's experiences navigating their roles in educational leadership. *Journal of Education Leadership*.

Wood, J., **Welborn, J.**, Mulvey, B., Jahnke, D., & Wood, A. (2025, Under Review). Navigating the glass ceiling, gender equity, and overcoming barriers. *Journal of Education Leadership*.

INVITED PRESENTATIONS

Welborn, J. (2025). *The Self-Guided Equity Assessment Tool for organizational change*. Transformative Leadership & Equity Institute. Praxis Lead Equity, San Marcos, CA.

Welborn, J. (2025). *Culturally proficient leadership: Unpacking instruction, classroom management and discipline, and family and community engagement through the lens of Cultural Proficiency*. Gateway Leadership Institute. Saint Louis University, St. Louis, MO.

Welborn, J. (2025). *Empowering SLPs/AUDs: Building Cultural Proficiency for inclusive patient care*. 2025 KSHA Convention. Kentucky Speech-Language-Hearing Association, Lexington, KY.

Welborn, J. (2024). *Toward equity and access: Leading change in the classroom through the lens of Cultural Proficiency*. Educator Institute. Saint Charles Community College, Cottleville, MO.

Welborn, J. (2023). *Culturally proficient leadership: Unpacking instruction, classroom management and discipline, and family and community engagement through the lens of Cultural Proficiency*. Gateway Leadership Institute. Saint Louis University, St. Louis, MO.

Welborn, J. (2022). *An introduction to Cultural Proficiency for school leaders*. Gateway Leadership Institute. Saint Louis University, St. Louis, MO.

Welborn, J., Casey, T., Myatt, K., & Lindsey, R. (2021). *Book Talk: Leading change through the lens of Cultural Proficiency*. Cultural Proficiency Convocation: San Marcos, CA.

Welborn, J. (2021). *An introduction to Cultural Proficiency: Beginning conversations starts with you*. Gateway Leadership Institute. Saint Louis University, St. Louis, MO.

Welborn, J. (2019). *Supporting our work: Individuals and teams on the Cultural Proficiency journey*. Cultural Proficiency Convocation: San Marcos, CA.

Welborn, J. (2018). *Implementing the Tenets of School Change for Culturally Proficient Practice*. Gateway Leadership Institute. Saint Louis University, St. Louis, MO.

Welborn, J., and Gilb, M. (2018). *The Role of outcome-based professional learning*

experiences (PLEs) and substantive school immersion in professional development for selected Saudi educators who will lead the national reform initiative: A “Khbrat” program model at Saint Louis University. Ministry of Education, Riyadh, Saudi Arabia.

Welborn, J. (2017). *School leaders perception and practice of cultural proficiency: Beginning the journey in your school.* Gateway Leadership Institute. Saint Louis University, St. Louis, MO.

Welborn, J. (2017). *School leaders’ perception and practice of cultural proficiency: Beginning the journey in your school.”* Corwin: Cultural Proficiency Institute, Rohnert Park, CA.

Welborn, J. (2016). *Culturally competent schools and leadership of elementary principals.* Corwin: Cultural Proficiency Institute, San Marcos, CA.

CONFERENCE PRESENTATIONS

Welborn, J., Williams, J., Flores, P., & Noise, T. (2025). *Leading with Cultural Proficiency for individual and collective care and well-being.* Universal Council for Education Administration, San Juan, Puerto Rico.

Soles, B., Meyerott, T., **Welborn, J.,** & Flores, P. (2025). *Educational leaders’ use of Cultural Proficiency: A review of the literature.* Universal Council for Education Administration, San Juan, Puerto Rico.

Welborn, J. (2024). *Empowering SLPs: Building cultural proficiency for inclusive patient care.* National Stuttering Association Conference, St. Louis, MO.

Welborn, J. & Revelian, S. (2024). *The influence of Jesuit education characteristics on faculty practices used to prepare graduate students as inclusive educational leaders.* AERA Conference, Philadelphia, PA.

Soles, B., **Welborn, J.,** & Anan, P. (2022). *Perceptions of formal and nonformal leaders on Cultural Proficiency in educational practice and organizational change.* AERA Conference, San Diego, CA.

Welborn, J. (2022). *Leading change through the lens of Cultural proficiency: A journey for educating our students.* Learning Forward: Show-Me Professional Learning Conference, Springfield, MO.

Flores, P., **Welborn, J.,** Lindsey D., & Lindsey, R. (2021). *Your equity action plan and beyond.* Q10 Equity Conference.

Smith, O. & **Welborn, J.** (2021). *A journey to Cultural Proficiency to transform library culture.* MASL Conference, Virtual.

Welborn, J. (2021). *Embedding Cultural Proficiency in all aspects to increase equity and access.* MACTE Conference, Virtual.

Furjes, D., Hiripitiyage, C., Plummer, T., & **Welborn, J.** (2019). *Using Cultural Proficiency to support equity.* MSBA Annual Conference, Osage Beach, MO.

Welborn, J. (2018). *Cultural proficiency: Beginning the journey*. Learning Forward: Show-Me Professional Learning Conference, Camdenton, MO.

Welborn, J. (2016). *Culturally competent schools and leadership of elementary principals*. Graduate Student Association Symposium, Saint Louis University GSA, St. Louis, MO.

Welborn, J. (2016). *Culturally competent schools and leadership of elementary principals*. 21st Century Academic Forum at Harvard, Boston, MA.

INVITED PANELS

Hall, K., Ambers-Phillips, S., Hardin-Bartley, S., Hogan, B. & **Welborn, J.** (2021). *Addressing diversity, equity, and inclusion issues in schools*. FocusSTL.

Welborn, J. (2020). *More than a number: Making students, schools, and districts “whole” at the urban education symposium*. Institute for Student Achievement. Saint Louis University.

WEBINARS

Welborn, J., Casey, T., Myatt, K., & Lindsey, R.B. (2022). *Leading change through the lens of cultural proficiency [Webinar]*. <https://www.youtube.com/watch?v=tdpsy4aM2Ds>

PODCASTS

Welborn, J., Casey, T., Myatt, K., & Lindsey, R. (Hosts). (2021, July 3). Guiding Principles of Cultural Proficiency: Relying on your core values (Season 2, No. 1). [Audio podcast episode]. In *Leading change through the lens of Cultural Proficiency*. Buzzsprout. <https://leadingthroughthelensofculturalproficiency.buzzsprout.com/1785321/episodes/10316484-guiding-principles-of-cultural-proficiency-relying-on-your-core-values>

Welborn, J., Casey, T., Myatt, K., & Lindsey, R. (Hosts). (2021, July 3). The book part III: Leading through the lens of Cultural Proficiency. (Season 1, No. 4). [Audio podcast episode]. In *Leading change through the lens of Cultural Proficiency*. Buzzsprout. <https://leadingthroughthelensofculturalproficiency.buzzsprout.com/1785321/episodes/8805499-the-book-part-iii-leading-through-the-lens-of-cultural-proficiency>

Welborn, J., Casey, T., Myatt, K., & Lindsey, R. (Hosts). (2021, July 3). The book part II: Leading through the lens of Cultural Proficiency. (Season 1, No. 3). [Audio podcast episode]. In *Leading change through the lens of Cultural Proficiency*. Buzzsprout. <https://leadingthroughthelensofculturalproficiency.buzzsprout.com/1785321/episodes/8805471-the-book-part-ii-leading-through-the-lens-of-cultural-proficiency>

Welborn, J., Casey, T., Myatt, K., & Lindsey, R. (Hosts). (2021, July 3). The book part I: Leading through the lens of Cultural Proficiency. (Season 1, No. 2). [Audio podcast episode]. In *Leading change through the lens of Cultural Proficiency*. Buzzsprout. <https://leadingthroughthelensofculturalproficiency.buzzsprout.com/1785321/episodes/8805441-the-book-part-i-leading-through-the-lens-of-cultural-proficiency>

Welborn, J., Casey, T., Myatt, K., & Lindsey, R. (Hosts). (2021, July 3). The journey of

Cultural Proficiency (Season 1, No. 1). [Audio podcast episode]. In *Leading change through the lens of Cultural Proficiency*. Buzzsprout.

<https://leadingthroughthelensofculturalproficiency.buzzsprout.com/1785321/episodes/8805391-the-journey-to-cultural-proficiency>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2021, February 14). Reflection on a year of learning. (Season 3, No. 3). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2021, February 14). Meta-leadership during crisis. (Season 3, No. 2). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2021, January 10). An educator's therapy session. (Season 3, No. 1). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2020, September 13). Cultural Proficiency in You and Your Organization. (Season 2, No. 5). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2020, August 9). Developing a leadership legacy. (Season 2, No. 4). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2020, April 5). Creating opportunities amongst crisis. (Season 2, No. 3). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2020, March 22). School leadership among COVID-19. (Season 2, No. 2). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2020, February 11). Interview and hiring season. (Season 2, No. 1). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, December 29). RTI 2.0. (Season 1, No. 20). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, December 23). Staying focused as a leader. (Season 1, No. 19). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, November 25). Social emotional and cultural proficiency framework. (Season 1, No. 18). [Audio podcast episode]. In *Educational Leadership On the Go*. <https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, October 20). Supporting staff through the

- grind. (Season 1, No. 17). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, September 29). Navigating change. (Season 1, No. 16). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, August 6). Preparing for the school year! (Season 1, No. 15). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, June 23). Urgent vs. important. (Season 1, No. 14). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, June 23). A global perspective on education. (Season 1, No. 13). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, June 30). Gritty Education. (Season 1, No. 12). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, June 23). Changing the narrative. (Season 1, No. 11). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, June 18). Being a change agent. (Season 1, No. 10). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, June 6). Year 1 leadership reflection. (Season 1, No. 9). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, April 18). Correlates of effective schools. (Season 1, No. 8). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, February 27). Tough conversations. (Season 1, No. 5). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, February 2). Cultural Proficiency. (Season 1, No. 4). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>
- Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, January 21). The role of the principal. (Season 1, No. 3). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, January 20). Work and home life balance. (Season 1, No. 2). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>

Bain, D., Luhning, R., & **Welborn, J.** (Hosts). (2019, January 6). Grading practices in education. (Season 1, No. 1). [Audio podcast episode]. In *Educational Leadership On the Go*.
<https://rephonic.com/podcasts/educational-leadership-on-the-go>

PRODUCT DEVELOPMENT

Cormier, D., **Welborn, J.**, Flores, P., & Domingues, J. (2024). Subject Matter Expert for developing Cultural Proficiency AI tools for professional development and research in education. In D.Cormier *VSorts AI*. Culturally Responsive Solution, LLC.

Welborn, J. (2023). *Self-guided Equity Assessment Tool*. Saint Louis, MO: JWE Education Consulting, LLC.

Welborn, J. (2021). *Document Analysis Coding Matrix Applying the Essential Elements of Cultural Proficiency*. Saint Louis, MO: Saint Louis University

CURRENT GRANTS

(\$2,500) Saint Louis University, Reinert Center for Transformative Teaching and Learning, “Advancing Inclusive Teaching in Higher Education: Examining Curriculum and Instructional Practices through Cultural Proficiency Praxis.” This grant supports a six-part professional learning series, engaging faculty and staff in a community of practice focused on fostering an inclusive mindset for culturally competent curriculum and instructional practices in higher education classroom by sharing practice, leveraging relationships, and innovating new paths for inclusive learning and teaching. (September 2025 – May 2026)

PREVIOUS GRANTS

(From its beginning, Dr. Welborn has served as the Grant Program Director for a large grant from the Saudi Arabian Ministry of Education. This work includes program development, program evaluation with data analysis and reporting, monitoring outcomes, and budget management.)

(\$4,277,758) Kingdom of Saudi Arabia, Ministry of Higher Education, “Building Leadership for School Change through School Immersion” Grant. This grant supports two cohorts of selected Saudi professional educators to participate in a one-year school immersion program to enhance their educational leadership capacity. Experiences to enhance their cultural awareness and English language skills are included in the experience. (June 2018 – August 2019).

(\$2,883,704) Kingdom of Saudi Arabia, Ministry of Higher Education, “Building Leadership for School Change through School Immersion” Grant. This grant supports three cohorts of selected Saudi professional educators to participate in a six-month school immersion program to enhance their educational leadership capacity. Experiences to enhance their cultural awareness and English language skills are included in the experience. (January 2017 – May 2018).

GRANTS APPLIED FOR

(\$72,582) Lyle Spencer Racial Equity Grant. The Influence of Transformative Leadership Structures on an Urban High School's Turnaround: Stakeholder Perspectives on Racial Equity, Organizational Change, and Student Outcomes (February 2025 – December 2026). The purpose of this pending study is to investigate the nature of transformative leadership structures employed by a high school's administrative team as they navigated educational challenges associated with a low-performing school designation, in addition to preliminary school turnaround outcomes regarding the promotion of racial equity, organizational change, and improved student outcomes.

(\$4,050) Addressing Culturally Proficient Educational Practices in Educational Leadership to Create and Sustain Change Processes (April 2020 – March 2021)

(\$847,859) Lyle Spencer Awards Program, Implementation, Evaluation, and Sustainability of a Reform Initiative to Support Cultural Proficiency in PK-12 Schools and Higher Education Institutions (August 2020 – July 2025). This pending grant focuses on a research initiative to transform education by studying Culturally Proficient Educational Practice linked to increasing equity, access, and inclusion for all students.

(\$198,665) Saint Louis University Growth Fund, Implementation, Evaluation, and Sustainability of Practices to Support Cultural Proficiency in P-12 Schools and Higher Education Institutions (January 2020 – December 2021). This pending grant focuses on an initiative to investigate the development of professional learning for educators from preschool to higher education. The content focus is equity, access, and inclusion using the *Tools of Cultural Proficiency*.

(\$5,000) NASPA Innovative Grants Program, University Cultural Proficiency Development Pilot Program (August 2019 – July 2020). This pending grant focuses on planning for a pilot program to increase the knowledge and skills of Saint Louis University (SLU) faculty members, student affairs professionals, and students related to *The Tools of Cultural Proficiency*.

TEACHING AND MENTORING EXPERIENCE

2016 – Present	Saint Louis University , School of Education, Assistant Professor School of Education
2016 – 2017	Seminars for Building Leadership for Change through School Immersion
2017 – 2018	Seminars for Building Leadership for Change through School Immersion
2018 – 2019	EDL 5100 – Foundations of Education Administration
2019 – 2020	EDL 5100 – Foundations of Education Administration EDR 6970 – Ph.D. Research Topics in Education EDR 5500 – Evaluation of Education Programs
2020 – 2021	EDL 5100 – Foundations of Education Administration EDR 6970 – Ph.D. Research Topics in Education
2021 – 2022	EDI 6480 – Culturally Responsive Curriculum EDL 5100 – Foundations of Education Administration EDR 6970 – Ph.D. Research Topics in Education EDR 5500 – Evaluation of Education Programs
2022 – 2023	

EDL 5100 – Foundations of Education Administration
EDL 5000 – Non-Certification Internship Practicum
EDR 5500 – Evaluation of Education Programs
EDR 6970 – Ph.D. Research Topics in Education

2023 – 2024

EDL 5100 – Foundations of Education Administration
EDL 5000 – Non-Certification Internship Practicum
EDR 5500 – Evaluation of Education Programs
EDR 6970 – Ph.D. Research Topics in Education
EDI 6480 – Culturally Responsive Curriculum

2024 – 2025

EDL 5100 – Foundations of Education Administration
EDL 5000 – Non-Certification Internship Practicum
EDR 5500 – Evaluation of Education Programs
EDR 6970 – Ph.D. Research Topics in Education

2025 – 2026

EDL 5100 – Foundations of Education Administration
EDL 5000 – Non-Certification Internship Practicum
EDR 5500 – Evaluation of Education Programs
EDR 6970 – Ph.D. Research Topics in Education
EDI 6480 – Culturally Responsive Curriculum

2016 - 2016

Rockwood School District, Wildwood, MO

Babler Elementary School (Fifth Grade Teacher)

2015 – 2016

Saint Louis University, School of Education, Teaching Graduate Assistant
School of Education (Research Topics for Ph.D. Graduate Students)

2012 – 2015

Rockwood School District, Ballwin, MO

Ballwin Elementary (Administrative Intern / Assistant Principal)

2006 – 2012

Belleville School District #118, Belleville, Illinois

Franklin School (Fourth and Sixth Grade Teacher)

Central Junior High School (Seventh and Eighth Grade Math Teacher)

2006 - 2006

Massac County Unit #1, Metropolis, Illinois

Unity School (Sixth, Seventh, and Eighth Grade Language Arts Teacher)

DISSERTATION CHAIRS/COMMITTEE MEMBERS

In Progress Chair

Behr, H. (2026).

Mwambo, A. (2026).

Ridings, M. (2026).

Warr, M. (2026).

In Progress Committee Member

Hall, M. (2025). *A phenomenological look at asset-based education frameworks*. Saint Louis University.

Chair

- Jimison, J. (2025). *Elementary school principals' knowledge and implementation of behavior management strategies rooted in the principles of applied behavior analysis*. Saint Louis University.
- Revelian, S. (2025). *Impact of principals' behavior in promoting inclusive school culture*. Saint Louis University.
- Krejnik, K. (2025). *The meaning of school leadership in the era of climate change*. Saint Louis University.
- Williams, J. (2025). *High-school leadership attributes that influence women to pursue a STEM Baccalaureate degree*. Saint Louis University.
- Gerke, N. (2024). *Fulfilling school's civic mission: The roles of teacher civic ideology, instructional best practices, and perceived administrator support in teaching to cultivate civic engagement*. Saint Louis University.
- Jones, D. (2024). *Investigating a midwestern state's public school principals' perceptions of their experiences with art-based professional learning: Understanding its utilization and impact on leadership behavior*. Saint Louis University.
- Moore, H. (2024). *A study of school leaders' perceptions regarding barriers and challenges to family-school-community engagement in urban public schools*. Saint Louis University.

Committee Member

- Carnes, B. (2025). *A narrative inquiry study on novice nurses' experiences with the death of a patient: lesson for nursing schools*. Saint Louis University.
- Alharbi, A. (2025). *Principals' perceptions of effective professional development practices*. Saint Louis University.
- Osborne, A. (2024). *Exploring the integration of partnership characteristics in documents guiding instructional coaching program: A study of school districts with instructional coaching initiatives*. Saint Louis University.
- Papadakis, A. (2024). *COVID 19 Effects on Cypriot Teachers Based on the School Shutdown and the Lasting Effects on Cypriot Education Following the Return to School*. Saint Louis University.
- Cristofi, M. (2024). *Evaluation of Water Education in Cypriot Universities in Relation to Water Professional Demands*. Saint Louis University.
- Josephidou, P. (2024). *Gamification in the L2 Greek classroom in Cyprus*. Saint Louis University.
- Wiesner-Groff, A. (2023). *Middle school teachers' perceptions of principal practices which influence collective teacher efficacy in a highly efficacious, high achieving middle school*. Saint Louis University.

- Burke, J. (2021). *The inclusion of teacher traits that foster positive relationships with students and the degree to which districts focus on traits during recruitment, hiring, and onboarding*. Saint Louis University.
- Cabellero, R. (2021). *Special education teachers' and school administrators' perceptions regarding role conflict in special education case management and administrator support of this role*. Saint Louis University.
- Cao, Y. (2021). *An investigation of public middle school leaders' perceptions of educational practices regarding preventing school bullying in northwest China schools*. Saint Louis University.
- Cheatam, A. (2021). *Social media and the social identity importance of college sophomores*. Saint Louis University. [Reader]
- Herbst, M. (2021). *Degree to which cultural competence themes exist in the materials used in the required teacher education courses to prepare primary classroom teachers to manage special educational referrals and placement documents used in elementary schools in which these teacher candidates may work*. Saint Louis University.
- Peoples, M. (2021). *Trauma informed care program documents and the degree to which they address cultural competence*. Saint Louis University.
- Parker-Gills, A. (2021). *Black male excellence: the academic and social experiences and perceptions of professional identity of first-generation Black male McNair scholars during their first-year of doctoral studies at predominantly White institutions*. Saint Louis University. [Reader].
- Wang, Z. (2021). *An investigation of public elementary school teachers' and leaders' perceptions of educational practices regarding educating students with autism spectrum disorders in regular classrooms in northwest China*. Saint Louis University.
- Green, M. (2020). *The political-legal feasibility of the inter-district socioeconomic integration of St. Louis school districts as a tool for education reform*. Saint Louis University.
- Warren, M. (2019). *An investigation of masters' level principal preparation curriculum materials regarding the degree to which they address cultural competency*. Saint Louis University.
- Barker, J. (2019). *Financial aid literacy of Latino students in higher education*. Saint Louis University.

ASSISTANTSHIPS AND AWARDS

2024	School of Education Scholarship Award, Saint Louis University
2023	Faculty Excellence Award, Saint Louis University
2016	J.J. O'Brien Outstanding Graduate Student Award, Saint Louis University
2015	Graduate Assistantship, Saint Louis University School of Education
2014	MAESP Assistant Principal Award Nominee
2013	Rockwood School District Rose Award Nominee

SERVICE AND PROFESSIONAL AFFILIATIONS

- 2019 – 2025 Saint Louis University Assessment Committee
- 2021 – 2024 Saint Louis University Governance Committee of Faculty Senate
- 2024 – 2025 Saint Louis University Senate Committee, School of Education
- 2020 – 2025 School of Education DEIA Committee Co-Chair
- 2018 – 2025 American Education Research Association, Member
- 2022 – 2024 American Education Research Association Open Journal Reviewer
- 2018 – 2024 Learning Forward, Member
- 2021 – 2024 International Council of Professor of Educational Leadership, Member
- 2022 – 2024 International Council of Professor of Educational Leadership (ICPEL), Justice, Equity, Diversity, Inclusion (JEDI) Committee
- 2022 – 2024 International Council of Professor of Educational Leadership (ICPEL), Justice, Equity, Diversity, Inclusion (JEDI) Focused Scholarship Subcommittee
- 2023 – 2024 International Council of Professor of Educational Leadership (ICPEL), Justice, Equity, Diversity, Inclusion (JEDI) Scholar Project Mentor
- 2023 – 2024 Saint Louis University DICE Early Career Faculty Mentoring Program
- 2023 – 2024 Fort Zumwalt School District Comprehensive School Improvement Plan Team
- 2012 – 2016 Missouri Association of Elementary and Secondary Principals, Member
- 2017 – 2020 Mid Rivers Elementary PTO President

OTHER SERVICE

- Certified FEMA Emergency Response Team
- Valley Park School District Comprehensive School Improvement Plan Team Community Member
- Pattonville School District Cultural Proficiency Committee Community Member
- Franklin Neighborhood Association Volunteer
- Susan G. Komen Teams Liaison Committee
- St. Louis Final Four Volunteer
- Big Brother – Big Sister Mentor
- St. Vincent De Paul Soup Kitchen Volunteer
- Valley Park School District Math Fact Scholars Volunteer
- Brown vs. Board of Education* Discussion Leader
- Global Alliance for the Education of Nations, Education Summit Committee Member

OTHER PROFESSIONAL EXPERIENCE

- Cultural Proficiency Certified Training Associate
- JWE Education Consulting, President
- Midwest Collaborative for Cultural Proficiency in Schools, Executive Director
- Concinnity Collaborative Solutions, Executive Director
- Center for Culturally Proficient Educational Practice, Senior Associate
- Leading Change through the Lens of Cultural Proficiency Podcast, Co-Host
- Educational Leadership on the Go Podcast, Co-Founder
- Cultural Proficiency Academy, Online Certification Designer & Facilitator

